LEADER'S FIELD GUIDE 2024





INTRODUCTION

We are in the seventh year of our journey to create a sustainable values-based leadership culture within the Texas Tech University System. We've captured lessons learned and valuable insights along the way. We created this Leader's Field Guide as a tool for you to use along your journey as a leader in your organization. Add your own notes, dog-eared pages and beverage stains. It is designed to be used, not placed on a shelf.

We believe our nation suffers from a dearth of leaders of character. Our goal is to work collaboratively with organizations throughout our country to turn that around. Together we can make a difference. One way to do that is to apply the lessons from the thought leaders at the World Business Forum in our daily work in our organizations. We encourage you to engage other attendees, discuss what you learn and commit to being a more effective leader because of what you learn here. If you want help, our team stands ready to support you.





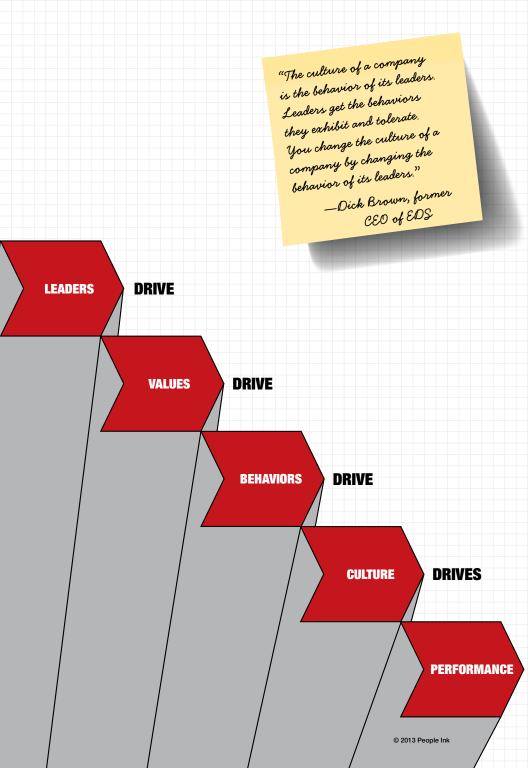








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We cannot give employees values. Their values come from their early formidable years from parents, grandparents, teachers and others who nurtured them when they were young. They bring their values with them when we hire them.

The collective behaviors of the individuals define the culture of the organization. If I want to know the culture of your organization, I only need to watch how you behave and how you treat each other.

Great leaders understand their responsibility is to create the environment that allows employees to be their best selves and live their values. This will create the positive culture that drives high levels of performance.

"Leaders drive values by making a commitment to a values-based culture and leading by example."

— Ann Rhoades, President of People Ink

VALUES CULTURE | SHARED VALUES



PEOPLE FIRST

Support those around us

- > Acknowledge and respond to the needs of others
- > Inspire people to grow and learn
- > Be compassionate, kind and willing to serve
- > Actively engage with the community



INTEGRITY

Adhere to strong moral principles

- > Lead by example
- > Communicate transparently
- > Be authentic in your purpose, expectations and actions
- > Stand up for what is right



COMMUNITY

Grow together to achieve mutual success

- > Cultivate collaboration
- > Celebrate and enjoy successes
- > Foster trusted partnerships and teamwork
- > Embrace diversity and encourage unity



RESPECT

Value others

- > Be considerate of others' time
- > Listen actively before speaking
- > Seek to understand
- > Treat others with fairness



EXEMPLARY SERVICE

Go above and beyond

- > Lead and serve with humility
- > Encourage and exemplify excellence
- > Anticipate and exceed expectations
- > Provide visionary services and solutions



1/28/2021



Our experience informs us that many organizations have a very small group of senior leaders who choose their values and then cascade them to the organization. We think this is a mistake.

All employees have values. We get those values when we hire them. Our approach is different. We explore the core values and deeply held beliefs of all members of the organization. Then, we work to identify those core values that everyone shares. We define them and have the team develop a list of desirable behaviors. We codify those on a values poster like this. That's the easy part. The real work begins as we help organizations integrate the values and behaviors into daily life.



A LETTER FROM CHANCELLOR TEDD L. MITCHELL, M.D.

Welcome to the 2024 World Business Forum New York. The Texas Tech University System is proud to sponsor this year's event and provide you with this field guide as a tool for your personal leader development.

Our leaders have attended WOBI events since 2018.

The knowledge and insight we've gained from these events over the years has helped us develop, establish and foster a values-based culture within our five universities. The relationships we've formed with many of the WOBI speakers have given us the opportunity to tap into their influence and expertise to create our Chancellor's Academy for Lifelong Leaders. Through this signature program, we are developing the next generation of leaders who exemplify strong shared values and character.

As leaders, it is our responsibility to continually sharpen our axes, hone our skills, and, most importantly, cultivate and guide the next generation of leaders who will eventually take up the charge of solving the complex problems of a changing world.

And we have a vision: that our country and world will thrive when we have more people of strong character who are not afraid to lead with a servant heart. Our framework provides an environment that promotes growth and well-being and allows participants to thrive and flourish. They ultimately experience a positive impact

in their own lives and, just as importantly, create the same type of effect in the lives of those they influence.

We are continuously expanding our leader development programs across our system and are excited to share the lessons we have learned with other organizations in education, health care and beyond. I encourage you to stop by the exhibit hall's Texas Tech University System booth to learn more about our universities and sign up for one of the lunch-and-learn sessions we are conducting during the World Business Forum New York.



Warmest regards,

pm "

Tedd L. Mitchell, M.D. CHANCELLOR
TEXAS TECH
UNIVERSITY SYSTEM

A LETTER FROM VICE CHANCELLOR STEVE SOSLAND

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. — Jack Welch

In 2018, we began a journey within the Texas Tech University System to create a sustainable culture that reflects the shared core values of our organization's 85,000 students and employees. Being sustainable requires us to develop leaders of character who model the desired behaviors that define our culture.

Becoming a leader is about volunteering to take a journey, step-by-step and stage-by-stage. Each interaction with others and each challenge we face gives us opportunities to succeed but also to fail and learn. Leading is about applying lessons learned on the sacred journey. It is not a destination. We will not receive a credential that certifies us as a leader. That would be a fixed mindset. To lead effectively, we need a growth mindset.

The speakers at this year's World Business Forum will each give us tools designed to expand our growth mindset. If all we do is sit and listen to the speakers and then go home appreciating the break we had from our normal routines, we treat the event as

leadertainment. We demean the speakers. However, great leaders listen, take notes and discuss what they hear with others so they can experiment with the lessons learned here when they return home.

We designed this field guide to be a useable tool along your journey as a leader. In writing this field guide, we applied what we learned from World Business Forum speakers over the last decade. Our team would love to discuss the concepts we present here and help you apply them in your organizations. We hope to see you at our booth here at the forum.



Warm regards,

Steven R. Sosland

VICE CHANCELLOR
FOR LEADER AND
CULTURE DEVELOPMENT
TEXAS TECH UNIVERSITY SYSTEM

A LETTER FROM ASSOCIATE VICE CHANCELLOR JASON WEBER

The best test for a Servant Leader is to ask: do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And what is the effect on the least privileged in society? Will they benefit, or, at least, not be further deprived?

— Robert K. Greenleaf

While collaborating with our presidents and other university leaders, I have observed the common aspiration that exists in the Texas Tech University System: to positively influence and care for others. We contemplate Robert Greenleaf's questions as we ask ourselves, "How can we best impact students, faculty and staff to positively grow due to our actions?" We think answering a similar question is critical in all industries where leaders are charged with inspiring others to be the best version of themselves.

Our leader development programs, deeply rooted in servant leadership, aim to establish a foundation that aligns values and vision with daily work. We request all leaders to consider their role and ask: How do your actions contribute to others' growth, echoing servant leadership principles?

Preparing for this year's World Business Forum New York, we want to do something different — something

impactful. This guide serves as an outline to bring your WBFNY experience to life and illuminate key lessons we have learned over the years from the numerous thought leaders who have offered their insights.

At this year's forum, we will offer two lunch-andlearn sessions for a limited number of attendees. These programs are tailored for the unique group of participants and incorporate lessons from current and past speakers. Our aim is to be an example by providing sessions that will increase curiosity around what it means to be a leader today and in the future. We hope to see you there.



for West

Jason R. Weber, Ed.D.

ASSOCIATE VICE CHANCELLOR LEADER AND CULTURE DEVELOPMENT TEXAS TECH UNIVERSITY SYSTEM

WOBI SPEAKERS AT ZOZY WBFNY



GARY HAMEL ON HUMANOCRACY

The best organizations are the ones that give human beings the maximum freedom to excel. Employees, rather than managers, drive a business forward. When you believe this in your heart and soul, then bureaucracy isn't something you whine about, it is something you try to kill.

When leaders give employees ownership, they act as entrepreneurs and unlock the value of new technologies, spur competition, satisfy unmet needs and create new jobs. Using a servant leader framework allows the great leader to support eight critical behaviors of ownership:

- Empowerment
- Accountability
- Selflessness
- Humility

- Authenticity
- Courage
- Forgiveness
- Stewardship

The pursuit of humanocracy is not defined by the exercise of power but by the capacity to increase the sense of power in those we lead. Leaders cannot empower others without surrendering some positional authority. This exchange of power for empowerment allows the leader to evolve and trade perks, decision authority, and sanctions for wisdom, generosity and mentorship.

LIFELONG LEADERS, READ:
HUMANOCRACY, BY GARY HAMEL AND
MICHELE ZANINI



ANGELA AHRENDTS ON BUSINESS TRANSFORMATION

On the surface, Angela Ahrendts may not seem like the kind of leader who has transformed iconic companies like Burberry and Apple and been named by both Fortune and Forbes magazines as one of the most powerful women in the world. Angela came from humble beginnings as one of six children growing up in rural Indiana. She is a classic Midwesterner who graduated from Ball State with a merchandizing and marketing degree.

It was in those humble beginnings where Ahrendts developed the character traits that gave her the foundation of a great leader. Listen to her and she will epitomize the servant leader who empowers others based on a foundation of trust.

Her message for us is that leaders must evolve by being vulnerable and understanding the world in which our employees live. We must see them, hear them, feel them and build deep connections before we can lead them effectively.

LIFELONG LEADERS, READ:

HARVARD BUSINESS REVIEW ARTICLE,

HARVARD BUSINESS REVIEW ARTICLE,

BURBERRY'S CEO ON TURNING AN AGING

BRITISH ICON INTO

A GLOBAL LUXURY

BRAND, BY ANGELA

AHRENDTS

LIFELONG LEADERS, WATCH:

CARY HAMEL'S INTERVIEW,

LEADING FROM

THE HEART WITH

ANGELA AHRENDTS



JOHN MCNEILL ON MENTORSHIP

When it comes to career advice, the single most important factor in John's rise to the top was finding people who championed him early on. "The biggest impact on my experience in my career in leadership has been to have mentors. It is an unfair advantage. I didn't realize this when it was happening."

He first sought out a mentorship right out of college, in his job as a consultant for Bain & Company, a business management firm. He kept the cycle going and continued to look for advisors as he progressed in his career.

"All of those mentors made me better. Then I learned to grab mentors, both vertically and horizontally. Vertically, people that have seen the movie before. They're ahead of you on the journey, maybe by 5, 10, 15 years," McNeill says, emphasizing the importance of balancing insights from industry heavyweights with professionals at your same career levels.

"You can bounce things off of each other that you may not be able to bounce off of your colleagues, your peers, your boss," he says. "For me, the biggest leadership hack is having mentors."

LIFELONG LEADERS, WATCH:
FORTUNE MAGAZINE'S INTERVIEW
WITH JOHN MCNEIL



MODUPE AKINGLA ON REFRAMING STRESS

Dr. Modupe Akinola is a psychologist from New York and assistant professor at Columbia Business School. She specializes in the relationship between stress and performance and has spent her career trying to find out why some people thrive under stress and others buckle.

Akinola's central belief is that stress itself is not the enemy. We can learn to control the stress of high-pressure situations, as well as the anxieties of everyday life — and even turn that stress into a force for good. But to do that, we first must get to know our stress, make it our friend and stop avoiding it. Take these steps:

- Be self-aware
- Acknowledge the stress
- Realize your body is preparing for action
- Develop a "stress is enhancing" mindset

LIFELONG LEADERS, LISTEN:
TEN PERCENT
HAPPIER PODCAST
#373. OPTIMIZING
YOUR STRESS

- Remind yourself what you really care about and why it feels stressful
- Recall the times you've been under stress and performed at your very best

LIFELONG LEADERS, WATCH:
HOW TO HANDLE STRESS WHEN YOU
NEED TO BE YOUR
BEST, BY GOOD
MORNING AMERICA



ETHAN KROSS ON HARNESSING OUR INNER VOICE

Human beings are natural storytellers, and we have been for millennia. Many of the WOBI speakers tell us stories to convey their main lessons. Ethan Kross focuses his work on the stories we tell ourselves.

We all have an inner voice. When we talk to ourselves, we often hope to tap into our inner coach but find our inner critic instead. When we're facing a tough task, our inner coach can buoy us up: Focus—you can do this. But, just as often, our inner critic sinks us entirely: I'm going to fail. They'll all laugh at me. What's the use?

Kross explains how these conversations shape our lives, work and relationships. He warns that giving in to negative and disorienting self-talk—what he calls "chatter"—can tank our health, sink our moods, strain our social connections and cause us to fold under pressure.

LIFELONG LEADERS, READ:

CHATTER: THE VOICE IN OUR HEAD, WHY IT

CHATTERS AND HOW TO HARNESS IT, BY ETHAN KROSS

LIFELONG LEADERS, WATCH:

LIFELONG LEADERS, WATCH:

TED TALK, THE TRANSFORMATIVE POWER

OF CLASSICAL MUSIC, BY BEN ZANDER

OF CLASSICAL MUSIC, BY BEN ZANDER

BASED ON HIS BOOK, THE ART OF POSSIBILITY.



FELIPE GÓMEZ ON VIRTUOSITY

The great thinkers like Aristotle teach us that when we cultivate virtue, we become a virtuoso. When that happens, we not only excel but find true happiness. Felipe Gómez's journey contains exciting and triumphant moments, and others filled with despair and pain. He shares his story to help others overcome some of the more difficult moments in our lives and like him, learn to transform setbacks to opportunities.

His presentation is an exciting journey that is part live musical concert, part MBA class and wholly inspirational. Gómez studied classical virtuoso musicians to understand that they all possessed three character traits: Method, Attitude and Passion. He carefully explains each of these on stage using a grand piano as his teaching instrument.

Gómez proves that the musical elements he integrates on stage serve more than *leadertainment*. He uses the principles of virtuosity to help executive leaders catalyze their leadership development. The experience is unforgettable.

LIFELONG LEADERS, READ: ATTITUDE E, BY FELIPE GÓMEZ



AMY EDMONDSON ON TEAMING

Teaming differs from leading high-performing teams. It involves coordinating and collaborating with diverse individuals, often strangers, across boundaries like expertise, distance and time zones to achieve a common goal.

Effective teaming requires leaders to acknowledge they don't have all the answers and to foster psychological safety, allowing team members to take risks and share ideas.

Cultivating curiosity and a willingness to learn from others is key. Shifting from a scarcity mindset, where others are seen as competitors, to an abundance mindset helps appreciate unique talents. In silos, we get things done, but reaching out creates possibilities.

LIFELONG LEADERS, READ: TEAMING, BY AMY C. EDMONDSON

LIFELONG LEADERS, READ: TEAMING, BY AMY C. EDMONDSON

WATCH: TED TALK, "HOW TO TURN A GROUP OF STRANGERS

INTO A TEAM," BY AMY EDMONDSON



ANNE CHOW ON LEADING BIGGER

Leading bigger for Anne Chow is being a more inclusive leader. Being inclusive is focused in three areas:

- Work guided by an inspiring purpose and values-based culture focused on measured performance.
- Workforce that includes engaged stakeholders who are comfortable being their authentic selves.
- Workplace that is safe to create vulnerable dialogue, flexible to allow career and personal growth and a place that allows everyone to find meaning and impact of their work and sparks connection, engagement, collaboration and innovation.

Anne's experience applying her positive people-focused leadership has given her an optimistic focus on the future that envisions a better world. As Anne says, "Today's rapidly evolving world demands inclusion as a core leadership competency."

LIFELONG LEADERS, READ: LEAD BIGGER, BY ANNE CHOW



STEPHEN M.R. COVEY AND DAVID KASPERSON ON TRUST

Leaders develop trust with others in their organizations by developing both character and competence. Character is who we are. Competence is what we do. It takes both to be a high-trust leader.

After 18 years of helping leaders build trust on their teams by applying the principles from his book, The Speed of Trust, Stephen M.R. Covey has evolved his focus to helping leaders inspire others to build trust. Think of it as an evolution from good to great.

The good leader builds a high-trust team. The great leader inspires other leaders to build high-trust teams.

In today's rapidly changing workplace, the great leader will transform from the traditional Command & Control leader to a Trust & Inspire leader. There are three stewardships the Trust & Inspire leader must master:

- Modeling who you are to engage with moral authority.
- Trusting others to empower them to achieve greatness.
- Inspiring others by connecting to purpose.

LIFELONG LEADERS, READ:

TRUST + INSPIRE,

TRUST + M.R. COVEY

BY STEPHEN M.R.



DAVID PETRAEUS ON THE FUTURE OF CONFLICT

David Petraeus wrote the book on Counterinsurgency warfare that changed the way U.S. forces conducted warfare in Mosul creating security and stability, using force judiciously, jump-starting the economy, building local security forces, overseeing public works programs and reinvigorating the political process.

While Petraeus spent most of his career in military leadership positions, his principles apply to all of us. I mentor a former Army Captain who served under Petraeus' command in Mosul. The lessons he learned on how to lead diverse groups of people through listening, collaboration and inclusivity still serve him today in his business career.

The integration of commercial business and the military is more critical now than in previous centuries. Future wars will differ from the wars of the past where military innovations led to technological growth. The military will fight future wars using the advanced improvements from commercial organizations, including communications, cybersecurity, robotics and artificial intelligence. The superpowers will be those countries who harness these technologies most effectively.

LIFELONG LEADERS, READ: CONFLICT, BY DAVID PETRAEUS AND ANDREW ROBERTS



FRANCIS FORD COPPOLA ON CREATIVITY

"Art is an ever-blossoming flower." It may not be appreciated immediately, but over time, it can become the standard for comparison. At 29, filmmaker Francis Ford Coppola directed The Godfather not out of passion for the story but to support his family. Paramount Pictures had approached other directors first. He clashed with the studio over the cast and script, and more than once feared he'd be fired. Yet, by following his instincts, he created a film that won three Academy Awards, earned seven nominations and became the highest-grossing film of 1972. More importantly, The Godfather remains one of the most quoted and satirized movies in history.

"What we consider real art is a movie that does not have a safety net." All greatness is achieved by taking risks and challenging the status quo. Coppola's persistence and resilience led him to unexpected success. While persistence doesn't guarantee greatness, all greatness requires resilience in the face of obstacles.

LIFELONG LEADERS, WATCH:
THE NEW MOVIE, MEGALOPOLIS,
DIRECTED BY FRANCIS FORD COPPOLA



-). LINE OF CHOICE
- 2 VIEWPOINTS
- 3. SERVANT LEADERSHIP
- 4. TRUST
- 5. CRUCIBLE MOMENTS
- 6. DIFFICULT CONVERSATIONS
- 7. ACCOUNTABILITY
- 8. SUSTAINABILITY



LINE OF CHOICE

In our day-to-day experiences, we have choices to make. We decide how we are going to accomplish the tasks placed in front of us. We all have the power to choose how we want to move through our experiences. The line of choice is a representation of our choices.

We can choose to operate above the line where we **OWN** the role we have. We can be **ACCOUNTABLE** to ourselves and each other, and we can be **RESPONSIBLE** for the tasks that have been placed before us.

Each of these behaviors are a choice.

If we operate below the line, we **BLAME** others for the outcomes of our actions. **EXCUSES** are the norm and operating in **DENIAL** creates separation between our actions and our impact.

Again, each of these behaviors are a choice. So, what behaviors will you choose? **Are you operating** above or below the line?

OWNERSHIP · ACCOUNTABILITY · RESPONSIBILITY

BLAME . EXCUSES . DENIAL

VIEWPOINTS

ASSUMPTIONS

Things we believe to be true from our initial reaction, even though we may not know the full picture. We make assumptions in every interaction. When someone sends an email, calls us or provides feedback, we make assumptions. If we don't seek the whole picture, we run the risk of leading ourselves and others down the wrong path.

PERCEPTIONS

Beliefs we obtain from life experiences. We all have different upbringings. Because of this, we need to be careful that we are not expecting others to see life as we do. We are all coming from a different place. Even if we experience the same thing, we are internalizing it differently.

EXPECTATIONS

Standards or behaviors we hold for ourselves and others. As leaders and team members, what expectations do we have for each other? How will we communicate with each other? How will we work through conflict? The clearer we can be with our expectations, the less time we will spend guessing how others might react to our questions or behaviors.

When you look at this picture, what is the first thing that stands out? Ask your team - what are they saying is the first thing that stands out to them?

PHOTO BY
JASON WEBER



Even though we are all looking at the same picture, we are focusing on different elements. For some, it may be the clouds. Some might say the water stood out, and some may share an experience this picture reminds them of. Regardless of the answer, they are not wrong. They are sharing their viewpoint of a shared experience.

Taking this activity and applying it to your work, how can this experience benefit you and your team? Are you asking others their thoughts on a recent change? Are you considering how others are viewing the challenges you are facing?

Seeing the whole picture through individual viewpoints opens us up to see experiences through a new lens.

SERVANT LEADERSHIP

A culture of servant leadership helps promote trust.

Robert K. Greenleaf, founder of the servant-leadership movement, says:

- Servant-leaders are servants first, leaders second.
- They are motivated by a desire to serve, then they make a conscious choice to lead.

Are you a servant leader? Yes, if you can say:

- Those served grow as people.
- While being served, they become healthier, wiser, freer, more autonomous and more likely themselves to become servants.
- The least privileged in the culture benefit or at least do not become further deprived.

LESSONS FROM STEPHEN M.R. COVEY'S "THE SPEED OF TRUST"

LISTEN FIRST

Genuinely seek to UNDERSTAND another person's thoughts, feelings, experiences and point of view BEFORE trying to diagnose, influence or prescribe.

DEMONSTRATE RESPECT

Treat others as you would want to be treated.



WHAT IS LEADERSHIP?

The ability to influence others to work energetically to achieve goals that are recognized as being for the common good.



LEADERSHIP is not POWER

Power is the skill to compel or persuade someone to do what you would like, even if they would prefer not to, because of your title or control.

LEADERSHIP is not MANAGEMENT

"You manage things, you lead people." (James Hunter, The Servant)

LEADERSHIP grants AUTHORITY

Authority is the skill of convincing people to execute your vision because of your individual influence.

Authority cannot be bought, sold, given or taken away. It's about:

- Who you are as a person.
- Your character.
- The influence you've built with people.

16 CHARACTERISTICS OF SOMEONE WHO LEADS WITH AUTHORITY

- n) Honest, trustworthy
- 2) Good role model
- 3) Caring
- Committed
- s) Good listener
- 6) Holds people accountable

- Treats people with respect
- e) Gives people
 encouragement
- Positive, enthusiastic
 attitude
- (o) Appreciates people

BUILDING TRUST

What is the key to working through a crucible moment, coming out stronger and having built a higher degree of trust with those around us? In his book, "The Speed of Trust," Stephen M.R. Covey lists 13 behaviors of a high-trust leader. The following chart serves as a road map for trust building.

	Behaviors	What to Say
CHARACTER	Talk Straight	Be honest. Tell the truth. Let people know where you stand.
	Demonstrate Respect	Care for others and show it. Treat everyone with respect, especially those who can't do anything for you.
	Create Transparency	Tell the truth, be real, genuine, open and authentic.
	Right Wrongs	Admit when you're wrong, apologize quickly, show humility and don't let pride get in the way of doing the right thing.
	Show Loyalty	Give credit to others, speak about people as if they're present and represent others who aren't there.
COMPETENCE	Deliver Results	Establish a track record of getting the right things done. Make things happen, on-time and within budget. "Do or do not, there is no try."
	Get Better	Continuously improve. Increase your capabilities and be a constant learner. Don't consider yourself above feedback.
	Confront Reality	Tackle all issues head-on, even the "undiscussables." Address the tough stuff directly, and confront the reality, not the person.
	Clarify Expectations	Disclose, reveal and validate expectations. Don't assume they're clear or shared. Renegotiate if needed/possible.
	Practice Accountability	Hold yourself accountable first, others second. Take responsibility. Be clear on how you'll communicate how you're doing and how others are doing. Don't blame.
CHAR. & COMP.	Listen First	Listen before speaking. Understand, diagnose and listen with ears, eyes and heart.
	Keep Commitments	Say what you'll do, then do it. Make commitments carefully and keep them at all costs. Don't break confidences.
	Extend Trust	Extend trust abundantly to those who've earned it, conditionally to those who are still earning it.

TOP THREE TAKE-AWAYS

-) Listen first to understand.
- 2) Be transparent in our purpose, expectations and actions.
- 3) Hold ourselves and each other accountable.

Opposite	Counterfeit
Lie. Deceive.	"Spinning," positioning, posturing and manipulating.
Show disrespect or not care about others.	Faking respect and showing respect for some but not all.
Hide, cover up, obscure things.	Having hidden agendas and withholding information.
Deny, justify or rationalize wrongful behavior.	Cover up, disguise and hide mistakes until forced to admit error.
Take credit, betray others.	Being gossipy and two-faced and appearing to give credit when they're present but downplaying their contribution and taking credit when they're not around.
Overpromise and under-deliver.	Delivering activities instead of results - doing busywork without accomplishing anything real.
Rest on your laurels, become irrelevant.	Learning but never producing or force-fitting things into what you're good at.
Ignore reality, be in denial.	Focus on side issues while skirting the real issues.
Leave expectations unclear or undefined.	Guessing. Fail to pin down specifics for meaningful accountability.
Not take responsibility.	Point fingers, blame others, and fail to enforce consequences when expectations aren't met.
Speak first and listen last or not listen at all.	Listen just to formulate your response and pretend to listen.
Break commitments, violate promises.	Make vague, elusive promises that can't be pinned down.
Withhold trust.	Extend false trust - giving responsibility without authority, then micromanage "snoopervise" and hover.

CRUCIBLE MOMENTS

A crucible moment is a singular transformative experience that tests a person's commitment to their core values and can change the course of a person's life. These occur when we make a critical mistake or behave in a way that has the potential to cause great harm to ourselves and others.

IN CONFRONTING A CRUCIBLE MOMENT, EACH OF US HAS THREE CHOICES:

While we may try to avoid them, most of us will have high pressure, crucible moments like this. When we encounter them, we have an opportunity to transform a negative experience into rare and profound growth. The test of one's character is in how we

choose to respond. Our choice

will contribute to our reputation and ability to transform ourselves into someone stronger and more capable of handling even tougher challenges. Or not.

"Crucibles force people
"Crucibles force people
into deep self-reflection,
into deep self-reflection,
where they examine their
where they examine their
values, question their
values, questions and hone
assumptions and hone
their judgment."

Warren Bennis
— Warren

CONFRONT the moment with courage and the willingness to undergo the scrutiny of intense heat and pressure. When the individual recognizes their poor behavior, admits it and chooses to move in a positive direction, the individual seizes the opportunity to create meaning from hardship and develops the tools to learn and to lead.

MINIMIZE the crucible moment by sweeping it under the rug, recruiting others to secrecy and hoping to just get through it as quickly as possible. For those who are involved, their level of trust in the individual will never be the same. More importantly, the transgressor sets their level of integrity at a lower level.

2

risks causing more harm to self and others. It will eventually cause the transgressor to spiral out of control and fall beyond the point of recovery.

Adopted from "Crucibles of Leadership" by Robert J. Thomas

CRITICAL CONVERSATIONS

One of the most critical skills we can each develop in order to reach our strategic objectives is the capability to conduct crucial conversations. According to author Kerry Patterson, in his book "Crucial Conversations," the nature of a conversation is crucial when it meets the following criteria:

OPINIONS VARY EMOTIONS RUN STRONG STAKES ARE HIGH

Examples of crucial conversations include delivering bad news, giving constructive feedback, confronting a behavioral issue and loss of trust.

WE EACH HAVE THREE OPTIONS WHEN FACED WITH NEGATIVE BEHAVIORS FROM ANOTHER:

- Accept the negative behavior do nothing.
- **2.** Change our environment leave the team or help the other person leave.
- S. Confront the behavior partner with the other person and work together towards the change we want to see.



THERE ARE SEVEN STEPS TO CRITICAL CONVERSATIONS:

- 1. IDENTIFY THE PURPOSE.
- 2. COMPOSE THE MESSAGE.
- 3. DELIVER THE MESSAGE.
- 4. LISTEN TO UNDERSTAND.
- S. CREATE THE PATHWAY TO A WIN-WIN RESOLUTION.
- 6. DETERMINE TIME FRAME AND DEADLINES.
- 7. PROVIDE ONGOING FEEDBACK AND SUPPORT.

TYPICAL CONVERSATION:

"Steve, you need to deliver better results and you need to get your work done on time. Nobody on the team trusts you."

PREFERRED CONVERSATION:

"Steve, you know we are creating a values-based culture at TTUHSC. I am concerned that you are losing trust with our team. When you make commitments and then fail to deliver results in the timeline we agreed upon, you cause other team members to pick up your slack and work outside of their strengths and priorities. I really want to listen to you and understand the barriers in your way of honoring your commitments. By the end of this meeting I want us to create a win-win resolution."

ACCOUNTABILITY

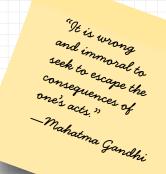
Accountability is to willingly accept the full responsibility of one's actions, behaviors, obligations and commitments, even so far as the impact they have on the actions and behaviors of others. It is the conduit between activity and quality results.

When we start working on a great idea and do not hold ourselves accountable, we run the risk of creating an inconsistent, flavor-of-the-month mentality.

Similarly, without accountability, the quality of our results is compromised.

WE PRACTICE ACCOUNTABILITY IN FOUR WAYS:

- Hold ourselves accountable.
- Allow others to hold us accountable.
- Hold others accountable.
- Recognize others who hold themselves accountable.



SUSTAINABILITY

Organizations don't create sustainable cultures.

People do.

Sustainability occurs when the majority of the team members commit to living a life of Shared Values and influencing others around them to do the same.

It's up to us as a team.

"Originators, those who imagine and who take the risks of acting on an imagined idea, are the ones who move the world along."

—Robert Greenleaf

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ACKNOWLEDGMENTS

None of us are as smart as all of us working together. I have very little original thought. My strength, and that of our team in the TTU System Office of Leader and Culture Development, is to learn lessons from a wide variety of thought leaders. We synthesize those lessons and create tailored solutions for each team and organization with whom we work.

I have regularly attended WOBI events since 2010. At each event, I have learned from thought leaders in a wide variety of industries and with widely diverse backgrounds. I met leaders from around the world. It is these relationships that enrich my leader development and allow me to serve others more effectively. We encourage you to treat your time at the World Business Forum New York (WBFNY) as an investment in your development. It is up to you to create the return on that investment.

I want to acknowledge those who have contributed to the content and inspiration for this field guide. Within the Texas Tech University System, Chancellor TEDD MITCHELL and Chair of our Board of Regents, MARK GRIFFIN have provided the vision to create the Academy of Lifelong Leaders. This guide is a tool to be used by academy participants.

TASON WEBER, SHELBIE TOLLY and SCOTT PARSONS create and deliver the content in our programs to help leaders

of character develop a values-based culture, a concise and comprehensive strategic plan and unique programs for each level of leader progress within the organization. Jason curated the Tool Kit in this guide based on the most requested topics in our portfolio.

While Jason and I were focused on the field guide content, we had an amazing team of graphic and digital artists designing the layout and determining how to make it easy to access the information. Owen Group Advertising in Lubbock are masters at supporting organizations on a journey to create a values-based culture. MACK AND BECKY OWEN have put together a remarkable team. BARRY HELMS led the design along with TEAGUE DILL and JENNY BOWLER. If you decide to engage us in helping you begin your journey, we will show you how the Owen Group can wow your stakeholders with still and video content. Mack and Becky are available at WBFNY for consultation or contact them after the Forum at www.owengrp.com or (806) 788-2292.

Our sponsorship of this year's WBFNY is possible through the inspirational leadership and guidance form chers STANLEY and JOE BOCCARDO from WOBI. We are very grateful.

We are actively working with thought leaders from this and previous WBFNY events. We use their content, collaborate with them and share their life's work to improve the effectiveness of the leaders of character with whom we work. Among those thought leaders who have been on the WBFNY stage, are STEPHEN M.R. COVEY and his coauthor PAVID KASPERSON Who influenced our senior leaders at a recent system-wide retreat. FELIPE GÓMEZ inspired our leaders during his visit to Midwestern State University in Wichita Falls. General PAVID PETRAEUS greatly influenced Lt. General RONNIE HAWKINS, president of Angelo State University when they served together in Iraq, and Petraeus' predecessor General STANLEY MCCHRYSTAL inspired our leaders at the Texas Tech University Health Sciences Center (TTUHSC) during the annual President's Speaker Series event in 2018.

PAT LENCIONI introduced his new Working Genius assessment during our speaker series event in 2020 and President LORI RICE-SPEARMAN integrated the assessment in her leader development across TTUHSC. CARLA HARRIS delivered her Pearls of Wisdom to our leaders the following year. NOEL TICHY, Professor of Management & Organizations at the Ross School of Business at the University of Michigan, serves as one of my mentors. He also greatly influenced TACK WELCH, who was a frequent WBFNY contributor, and his work greatly influenced our values-based culture journey and increased our ability to hold ourselves accountable to our desired behaviors. Please contact us if you want help with that.

Finally, I want to acknowledge **JIM COLLINS** whose work integrates so well with all the others I've listed

here. He wrote something that has become a visionary guide for our work developing leaders of character among our 63,000 students:

What if students graduated with the perspective that the point of their education is not just to gain knowledge and a degree but to become a certain kind of person. Highly proficient in some domain, yes, but more than that. The kind of person who sees clearly what must be done and does not wait for permission from authority or peer-group approval to act. The kind of person who sees everything through the prism of core values and who strives to live up to those values in every aspect in work and life. The kind of person who never sees other people as merely an expedient means to one's own career success and who earns the trust and love of those they lead. The kind of person who, by virtue of personal humility and indomitable will in service to a cause larger than oneself, inspires others to help in achievement of Big Hairy Audacious Goals that stimulate progress.

With deep gratitude,

Steven R. Sosland October 2024





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