TTU HSC
PEOPLE & VALUES

OUR VALUES

FIELD GUIDE

66 *You cannot talk your way out of a problem you've behaved yourself into.* 99

STEPHEN R. COVEY

66 *...but you can behave yourself out of a problem you've behaved yourself into...and often faster than you think your way out of a problem you've behaved yourself into.* 99

STEPHEN M.R. COVEY

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MISSION

As a comprehensive health sciences center, our mission is to enrich the lives of others by educating students to become **COLLABORATIVE** health care professionals, providing excellent patient care and advancing knowledge through **INNOVATIVE** research.

VISION

TTUHSC has a new vision that will set the direction for our approach to the future of health.

TRANSFORM HEALTH CARE THROUGH

Innovation & Collaboration.

OUR VISION.
OUR VALUES.
OUR
University.

VALUES

From filling out paperwork for a work order to interacting with visitors or patients on campus, our principles drive everything we do. These five values describe how we live out our vision and mission at TTUHSC.

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ONE TEAM
Unite and include diverse perspectives to achieve our mission

- Empower and energize one another to create positive growth
- Collaborate through open communication
- Hold ourselves and each other accountable by giving and accepting constructive feedback
- Foster a fun and healthy environment that encourages team spirit
- Recognize & celebrate contributions and achievements

KINDHEARTED
Exceed expectations with a kind heart, helping hands and a positive attitude

- Assume good intentions
- Listen first to understand
- Treat all consistently with compassion, respect and an open mind
- Acknowledge each other with courtesy
- Respond rather than react

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OUR VALUES

INTEGRITY
Be honorable and trustworthy even when no one is looking

- Be honest regardless of the outcome
- Make ethical choices in every situation
- Honor commitments
- Be transparent in your purpose, expectations and actions
- Protect and conserve institutional resources

VISIONARY
Nurture innovative ideas, bold explorations and a pioneering spirit

- Promote an innovative environment that embraces appropriate risk
- Be resilient and confident when faced with challenges
- Inspire continuous curiosity
- Demonstrate commitment to life long learning and personal development

BEYOND SERVICE
Create and deliver positive defining moments

- Anticipate the needs of each individual and respond with a generous heart
- Invest in the well-being, safety and success of all by going the extra mile
- Be solution-oriented; create the pathway to a win-win resolution
- Deliver excellence in all we do

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OUR VALUES TOOLKIT

In Sam Silverstein's book Non-Negotiable, the author writes, *"What makes any decision a non-negotiable is the fact that you adhere to the right direction, not just sometimes, but all the time. Once you know where true north is, and you never vary from that direction, you can be truly accountable to yourself and others."*

Living our values in both our personal and professional lives affords us the opportunity to do what's right – steer for true north – with every decision, interaction, and conflict – every time. Sam Silverstein continues, *"You are either headed north, in alignment with your own non-negotiable, or you're not. And if you're not, and your non-negotiable ever slips, then you know who has to change direction and resume control of the journey."* Located in the heart of this Values Field Guide, are tools we can use to help us navigate our values journey.

As we discover more and lasting ways to integrate our values into all of our organizational processes and systems, and influence others to do the same, we change our culture from my team to our (One) team. The information contained in these tools is from various sources all speaking to how to live our values, enhance individual accomplishments and reach the organizational objective of sustaining our Values-Based Culture.

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TOOLKIT

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.

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.

In confronting a crucible moment, each of us has three choices:

1. IGNORE

2. MINIMIZE

3. CONFRONT

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

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CONFRONT THE MOMENT with courage and the willingness to undergo the scrutiny of intense heat and pressure. When we recognize our poor behavior, publicly admit it, and choose to move in a positive direction, we seize the opportunity to create meaning from hardship and develop the tools to learn and to lead.

MINIMIZE THE MOMENT by sweeping it under the carpet, recruiting others to secrecy and hoping to just get through it as quickly as possible. For those who are involved, the level of trust will never be the same. More importantly, we set our level of integrity at a lower level.

IGNORE THE MOMENT and continue the negative behavior. Choosing this route risks causing more harm to self and others. It will eventually cause us to spiral out of control and fall beyond the point of recovery.

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

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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	
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, 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.	
Deliver Results	Establish a track record of getting the right things done. Make things happen, on-time and within budget. As Yoda says, "Do or do not, there is no try."	
Get Better	Continuously improve. Increase your capabilities. 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. 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.	
Listen First	Listen before speaking. Understand, diagnose, 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.	

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TOP THREE TAKEAWAYS

+ Listen first to understand
+ Be transparent in our purpose, expectations and actions
+ Hold ourselves and each other accountable

Opposite	Counterfeit
Lie. Deceive.	"Spinning," positioning, posturing and manipulating.
Show disrespect or not care about others.	Faking respect, showing respect for some but not all.
Hide, cover up, obscure things.	Having hidden agendas, withholding information.
Deny, justify or rationalize wrongful behavior.	Cover up, disguise, hide mistakes until forced to admit error.
Take credit, betray others.	Being gossipy and two-faced, appearing to give credit when they're present but downplaying their contribution and taking credit when they're not around.
Overpromise & under-deliver.	Delivering activities instead of results - doing busywork without accomplishing anything real.
Rest on your laurels, become irrelevant.	Learning but never producing, 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 and blame others, 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, 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.

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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:

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:

1. ACCEPT THE NEGATIVE BEHAVIOR – do nothing.

2. CHANGE OUR ENVIRONMENT – leave the team or help the other person leave.

3. CONFRONT THE BEHAVIOR – partner with the other person and work together towards the change we want to see.

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THERE ARE SEVEN STEPS TO CRITICAL CONVERSATIONS:

1. *Identify* the purpose.
2. *Compose* the message.
3. *Deliver* the message.
4. *Listen* to understand.
5. *Create* the pathway to a win-win resolution.
6. *Determine* time frame and deadlines.
7. *Provide* on-going 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."

TAKEAWAY

Critical conversations should be delivered with sensitivity and clarity

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ACCOUNTABILITY

Accountability is to willingly accept the full responsibility of one's actions, behaviors, obligations and commitments. 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 a flavor-of-the-month mentality.

We practice accountability in four ways:

+ Hold myself accountable
+ Allow others to hold me accountable
+ Hold others accountable
+ Recognize others who hold themselves accountable

"It is wrong and immoral to seek to escape the consequences of one's acts." – Mahatma Gandhi

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Leadership and learning are indispensable to each other.
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JOHN F. KENNEDY

PEOPLE & VALUES

OFFICE OF PEOPLE AND VALUES

The TTUHSC Office of People and Values was created in 2021 to provide personal and professional development to all team members. The Office of People and Values provide training opportunities that seek to meet the ever-changing needs of our team members.

This guide is designed to share Our Values, Leadership Development Programs, and other services the Office of People and Values can offer. We encourage you to use this booklet to map out your personal and professional development journey.

**Please contact the
Office of People and Values at:**

OPV@TTUHSC.EDU

WWW.TTUHSC.EDU/PEOPLE-VALUES

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LEADERSHIP DEVELOPMENT PROGRAMS

Our full-cycle development programs are designed to ensure development is available to all team members, regardless of their years of service or position within the University.

As you read through each of these programs, we encourage you to reflect on your role within the organization to determine which programs best meet your needs. Ideally, we would have team members complete each program in order, but we understand everyone has different leadership development experiences. Should you have any questions on one or all of our programs, please reach out to the Office of People and Values.

OUR VALUES INITIATIVE

LEADERSHIP FOUNDATIONS

EMERGING LEADERS

NEXT-LEVEL LEADER

ONE TEAM FELLOWS

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TEAM MEMBERS = *all Faculty and Staff within the Texas Tech University Health Sciences Center*

2022
OUR VALUES
initiative

OUR VALUES INITIATIVE

The Our Values Initiative is designed to bring our values to life for all TTUHSC Team Members. Sessions will focus on each of our values and will provide guidance on how we can operationalize each of our values.

Session Topics Include:

+ Our Values: Where we started and where we are going
+ One Team
+ Kindhearted
+ Integrity
+ Visionary
+ Beyond Service

PROGRAM LENGTH: 6 months beginning each March

PROGRAM OFFERING: 1 hour sessions, 2 times a month via Zoom

PROGRAM SIZE: Limited to 45 team members

REGISTRATION: Team members can register for each session through the Office of People and Values Website.

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LEADERSHIP FOUNDATIONS

This 6-month program is designed to introduce leadership theories and models to TTUHSC team members who have an interest in moving into a leadership role within the organization.

Session Topics Include:

+ Principles of Leadership
+ Emotional Intelligence for Leaders
+ Leadership Communication
+ Transforming Conflict into Collaboration
+ Feedback Essentials
+ Building Your Leadership Presence

PROGRAM LENGTH: 6 months beginning each June

PROGRAM SIZE: Limited to 35 team members

PROGRAM OFFERING: 2-hour sessions 1x a month (1-hour eLearning,1-hour via Zoom)

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REGISTRATION: Team members can register for each session through the Office of People and Values Website

EMERGING LEADERS *program*

EMERGING LEADERS

This 9-month program is designed to provide functional knowledge of effective leadership to those with less than three years supervisory experience.

Session Topics Include:

+ Six Dimensions of an Effective Leader

+ Emotional Intelligence

+ Understanding Unconscious and Conscious Bias

+ Leading with Your Strengths

+ Developing Your Team

+ Leading for Results

+ Managing Conflict
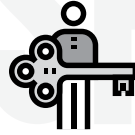
+ Leading Your Team

+ Motivating Your Team

PROGRAM START: February of each calendar year

PROGRAM SIZE: Limited to 30 team members

REGISTRATION: Applications will be accepted in January of each year. More information on the registration process can be found on the Office of People and Values Website.

PROGRAM COST: $250*

*This fee covers cost of assessments, supplies, and other costs related to running the program.

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NEXT-LEVEL LEADER DEVELOPMENT

This 9-month program is designed for those team members who have experience in a supervisory position, with at least five years of supervisor experience, and seek to further develop their personal and professional leadership style.
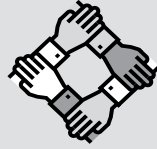
Session Topics Include:

+ Values-Guided Leadership

+ Next-Level Character

+ Leadership Ethics

+ Developing Self

+ Next-Level Management

+ Intentional Decision-Making

+ Next-Level Communication

+ Organizational Acumen

+ Next-Level Self-Awareness

PROGRAM START: October of each calendar year

PROGRAM SIZE: Limited to 30 team members

REGISTRATION: Applications will be accepted in September of each year. More information on the registration process can be found on the Office of People and Values Website.

PROGRAM COST: $500*

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*This fee covers cost of assessments, supplies, and other costs related to running the program.

ONE TEAM FELLOWS

The One Team Fellows Program is designed to provide high-level leader development to include pre-work, classroom instruction, team and organization-wide projects, readings and various other experiences designed to enhance the leadership abilities of the Fellows.

Session Topics Include:

+ Authentic Leadership
+ Emotional Intelligence 1 & 2
+ Developing your Influence
+ Team Development
+ Psychological Safety and Trust
+ Adaptability and Resilience

+ Critical Thinking/Decision Making
+ Leadership Well-Being
+ Diversity and Inclusion
+ Organizational Issues
+ Lessons Learned in Leadership
+ Team projects – month 13-16

PROGRAM START: January of even calendar years

PROGRAM SIZE: Limited to 25 team members

REGISTRATION: Applications will be accepted in November of each odd number year. More information on the registration process can be found on the Office of People and Values Website.

PROGRAM COST: $750*

This fee covers cost of assessments, supplies, and other costs related to running the program.

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TEAM ASSESSMENTS

The listed rates are available only when purchased through the Office of People and Values, email opv@ttuhsc.edu for purchasing information.

+ The Six Types of Working Genius
+ True Colors®
+ Team Effectiveness Diagnostic/Inventory (TEQ)
+ Myers-Briggs Type Indicator (MBTI)

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The 6 Types of Working Genius

DESCRIPTION: The Six Types of Working Genius assessment is the fastest and simplest way to discover your natural gifts and thrive at work. This assessment is designed to help teams maximize productivity through understanding the three stages of work and how every individual contributes to the team's productivity and success.

INCLUDED:

+ 10-minute assessment and custom report with detailed insights about your areas of working genius, working competency and working frustration along with an application section
+ Either a 2-, 3-, or 4-hour session with a certified facilitator to help you leverage this information in your work, on your team, and in your life

COST: $20 per assessment

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True Colors®

DESCRIPTION: True Colors® is an easy to understand temperament and personality typing program which helps people understand and recognize differences that can lead to miscommunication and conflict. True Colors helps people better understand themselves and each other, to value all of our unique differences, and provide a framework for applying new communication techniques.

INCLUDED:

+ True Colors® assessment and detailed insights about your personal color spectrum
+ A 2–4-hour session with a certified facilitator to help you leverage this information in your work, on your team and in your life

COST: $10 per assessment

Team Effectiveness Diagnostic/Inventory (TEQ):

DESCRIPTION: The team effectiveness diagnostic is designed to examine 8 core dimensions of a team's effectiveness. Dimensions include: purpose and goals, roles, team processes, team relationships, intergroup relations, problem solving, passion and commitment, and skills and learning. Results from the 56-statement inventory will identify top, middle, and low domains for the team. Teams can then determine which areas they would like to focus their development.

INCLUDED:

+ TEQ inventory and overall team results
+ 2-hour action planning session
+ Additional training on each of the domains can also be requested

COST: $0

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Myers-Briggs Type Indicator (MBTI)®

DESCRIPTION: The Myers-Briggs Type Indicator® (MBTI®) assessment is one of the world's most popular personality tools—because it works. Used by more than 88 percent of Fortune 500 companies in 115 countries, and available in 29 languages, it has become the go-to framework for people development globally. With more than 70 years of science-based, research-based insight, the MBTI assessment is a robust tool for self-awareness and improvement. It provides positive language for understanding and valuing individual differences.

INCLUDED:

+ MBTI Inventory and personalized report about your preferences
+ A 3–4-hour session with a certified facilitator to bring your results to life
+ Once a team has completed the MBTI inventory, additional training can be requested on:
    - MBTI and Conflict
    - MBTI and Team Effectiveness
    - …and many more!

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COST: $50 per assessment

MONTHLY DEVELOPMENT OPPORTUNITIES

Each month, the Office of People and Values will provide a number of offerings designed to introduce new development topics to enhance your skills. Each of these programs are open to all TTUHSC team members.

Office of People and Values Webinars

Each month, the Office of People and Values will introduce new topics that are offered via Zoom. Registration information can be found on the Office of People and Values Website.

Creating Us Podcast

Each month, the Office of People and Values record two podcasts geared towards our values. Team Members can subscribe to the Creating Us podcast via the Office of People and Values website.
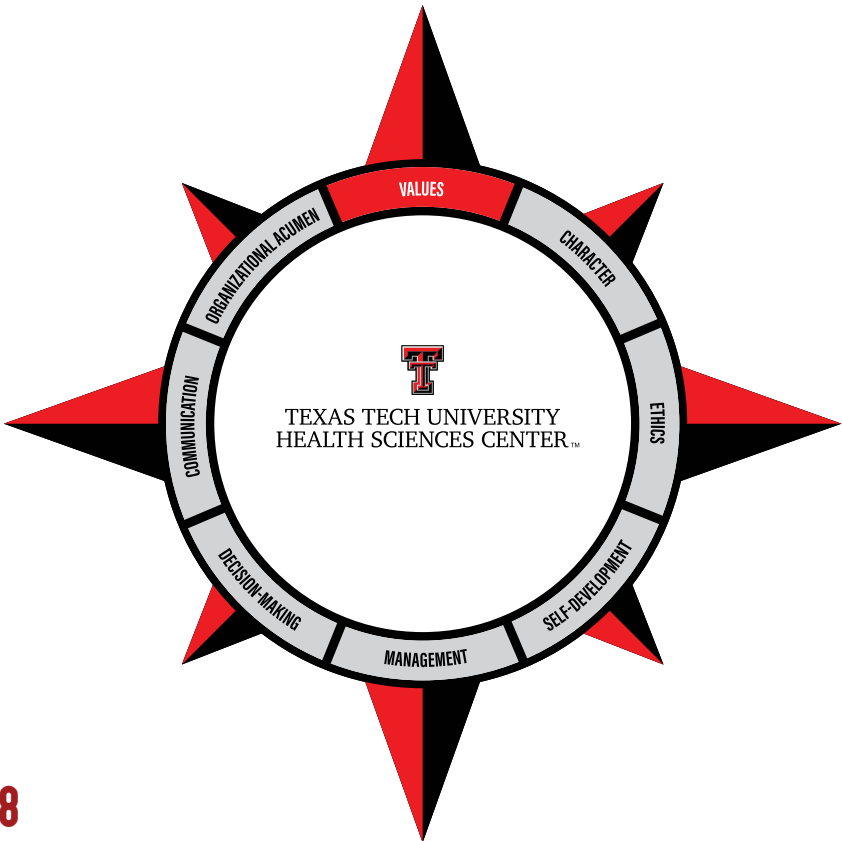
Coaching Conversations Development Program

This program is designed for all TTUHSC team members that provide performance feedback to others. This program is focused on how to have coaching conversations with team members to ensure personal and professional growth.

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FUTURE

COMING SOON

The President's Academy for Life-Long Leaders

THE JOURNEY

BY ROXANNA JONES

Someone told me once that I
should focus on the destination
How wrong that someone was
I soon realized that as I went along
I would never truly know what my
destination would be
The journey was all I had…
so I became the journey
And the journey was my happiness.