

OUR VALUES FIELD GUIDE



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

Welcome to

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER.

We are thrilled to have you on our team.

As a member of the TTUHSC team, you join an organization dedicated to expanding access to health care. Today, more than ever, we are shaping the future of health.

Creating a better future is not just about the tasks we embark on, but also how we approach those tasks every day. Our values-based culture is what sets us apart and allows us to really make a difference. And every team member is of equal importance in accomplishing that.

*We're **ONE TEAM** of **KINDHEARTED VISIONARIES**. We work with **INTEGRITY** and go **BEYOND THE CALL OF SERVICE**.*

The role you play here is the first step in achieving your dreams, but more than that, it's the first step in all of us achieving a shared dream to improve lives through access to quality health care for all. Together, we can make that a reality.

So, thank you for being here. I am grateful for you and the important impact you will have on the future of health.

Lori Rice-Spearman, Ph.D.

President

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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 VISION THAT WILL SET THE DIRECTION FOR OUR APPROACH TO THE FUTURE OF HEALTH:

**TRANSFORM HEALTHCARE THROUGH
INNOVATION AND COLLABORATION.**

WE ARE
THE FUTURE
OF HEALTH

CORE VALUES

From managing administrative tasks to interacting with patients and visitors on campus, from collaborating in project teams to delivering top quality education and training, our values drive everything we do. These five core values describe how we accomplish our mission and fulfill our vision as team members at TTUHSC.

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 and belonging
- + Promote and celebrate identities, experiences, strengths 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 all with courtesy and appreciate different perspectives
- + Respond rather than react

OUR VALUES

INTEGRITY

Be honorable and accountable even when no one is looking

- + Be honest regardless of the outcome
- + Make ethical choices in every situation
- + Build trust by modeling respect and honoring 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, unique ideas and evolving needs
- + Be resilient, confident and fair when faced with challenges
- + Inspire continuous curiosity
- + Demonstrate and inspire commitment to lifelong learning and personal development

BEYOND SERVICE

Create and deliver positive defining moments

- + Anticipate the needs of each individual and respond with empathy and a generous heart
- + Invest in the inclusion, well-being, empowerment and success of all by going the extra mile
- + Collaborate to create pathways to equitable solutions
- + Deliver excellence in everything we do

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.

TOOLKIT

EMOTIONAL INTELLIGENCE

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BUILDING TRUST

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ACCOUNTABILITY

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EMOTIONAL INTELLIGENCE

Emotions are an essential part of our shared human experience, and learning what they are, how they operate and how we can both manage them in ourselves and understand them in others is a key component of interpersonal and organizational effectiveness. Office of People and Values (OPV) offers three training modules designed to develop emotional intelligence (EI) competencies from basic to advanced levels.

- **EI FOUNDATIONS** – Introduction to Emotional Intelligence
- **EI FOR LEADERS** – Emotional Intelligence applied in supervisory and leadership roles
- **ADVANCED EI** – TTUHSC and the Institute for Health and Human Performance (IHHP) have teamed together to deliver “The Science of Emotional Intelligence” in both live in-person and online formats. More can be found on this topic by referring to the IHHP website: <https://www.ihhp.com/science-emotional-intelligence>

Below are the listed outcomes for EI training training:

- + Immediately apply the emotional management strategies they have learned to manage stressful situations more effectively
- + Manage the impact of individual behaviors on business
- + Build engaging and meaningful relationships
- + Foster a psychologically safe environment across their teams and organization
- + Act as an exceptional leader who inspires and motivates their team to produce higher levels of contribution, productivity and true engagement

This training content can be delivered to teams or by signing up for scheduled sessions. This material is proprietary and has a fee per user.

Also available for an additional fee is an EI360 Assessment and certified coaching session, both through IHHP.

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“Emotions are contagious. They spread from one person to another quickly, strengthening or harming the organization. Emotional intelligence creates an environment of trust and psychological safety where people feel valued and respected, which subsequently accelerates collaboration, improves relationship quality and builds a culture of accountability.” (IHHP)

BUILDING TRUST

What is the key to working through a challenging 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.	

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.

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

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"Exhibiting accountability over time is the gateway to trust. When we see someone acting with accountability, we gain the evidence we need to trust them." - Willys DeVoll

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*LEADERSHIP AND
LEARNING ARE
INDISPENSABLE TO
EACH OTHER.* ”

JOHN F. KENNEDY

PEOPLE & VALUES

OFFICE OF PEOPLE AND VALUES

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

This guide is designed to share Our Values, Leadership Development Programs, and other services the OPV 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

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.



LEADERSHIP FOUNDATIONS

This three-month program is designed to introduce leadership theories and models to team members who have been employed full time at TTUHSC for at least six months.

Session Topics Include:

- + Principles of Leadership
- + Team Dynamics
- + Leadership Communication
- + Transforming Conflict into Collaboration
- + Feedback Essentials
- + Building Your Leadership Presence

PROGRAM LENGTH: Six sessions held on the first and third Thursday of each month, with cohorts beginning in January, April, July and October of each year. Sessions include one-hour of eLearning, followed by a two-hour virtual seminar via Zoom.

PROGRAM SIZE: Each cohort is limited to 25 team members

REGISTRATION: Team members may apply for a seat in a Leadership Foundations cohort through the Office of People and Values website.

<https://www.ttuhschool.edu/people-values>

EMERGING LEADERS

This six-month program is designed to provide functional knowledge of effective leadership skills to TTUHSC team members who have been in a supervisory role for less than three years.

Session Topics Include:

- + Six Dimensions of an Effective Leader
- + Six Types of Working Genius
- + Versatile Communication
- + Resolving Conflict
- + Decision Making
- + Coaching/Rewards and Recognition

PROGRAM START: Six sessions held on the second Wednesday of each month, with cohorts beginning in January and July of each year. Sessions include one-hour of eLearning, followed by a three-hour virtual seminar via Zoom.

PROGRAM SIZE: Each cohort is limited to 20 team members

REGISTRATION: Team members may apply for a seat in an Emerging Leaders cohort through the Office of People and Values website.

<https://www.ttuhschool.edu/people-values>

- + May-June (July-December Cohort)
- + November-December (January-June Cohort)

PROGRAM COST: Departments are responsible for any associated program fees.

LEADERSHIP

NEXT-LEVEL LEADER

This 6-month program is designed for those TTUHSC team members who are currently in a leadership role and who have at least three years of supervisor experience or have completed the Emerging Leaders program.

Session Topics Include:

- + Organizational Acumen
- + Self-Awareness-Developing Self
- + Values-Character-Ethics
- + Management
- + Communication
- + Intentional Decision Making

PROGRAM START: January and July of each year

PROGRAM SIZE: Limited to 15 team members

REGISTRATION: Applications will be accepted in two two-month windows of each year. More information on the application process can be found on the Office of People and Values Website.

<https://www.ttuhscc.edu/people-values>

- + May-June (July-December Cohort)
- + November-December (January-June Cohort)

PROGRAM COST: Departments are responsible for any associated program fees.

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.

Organizational Acumen:

- + History of Higher Education
- + History of TTU
- + History of TTUHSC
- + Higher Education Law
- + Funding
- + Budget
- + HR
- + Facilities
- + Presence in the Community
- + Texas Legislation
- + Technology
- + Development

Leadership Topics:

- + Authentic Leadership
- + Emotional Intelligence
- + Developing Influence
- + Team Development
- + Psychological Safety & Trust
- + Adaptability
- + Critical Thinking & Decision Making
- + Leadership Well-Being
- + Belonging and Coaching
- + Lessons Learned in Leadership

PROGRAM START: Annually in April, continuing through April of the following year

PROGRAM SIZE: Limited to 15 team members

SELECTION: The ideal candidate will have at least three years of service at TTUHSC and currently hold a position where they are responsible for the supervision of one or more Team Members. Faculty with at least two years of service at TTUHSC are likewise eligible for selection. Additionally, the ideal candidate will be someone who has previously engaged in professional development initiatives either internally or external to TTUHSC. Each campus and council will receive an allotment to select their fellow. Selections are to be sent to OPV@ttuhsc.edu by March 15th every year.

PROGRAM COST: \$900*◇

- * This fee covers cost of assessments, supplies and other costs related to running the program.
- ◇ Travel and hotel expenses will be the responsibility of the Fellow's department.

TEAMS

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)
- + Versatile Communication

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: Contact OPV for cost per assessment

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: Contact OPV for cost per assessment

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Team Effectiveness Diagnostic/Inventory (TEQ):

DESCRIPTION: The team effectiveness diagnostic is designed to examine eight 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: Contact OPV for cost per assessment

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% 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!

COST: Contact OPV for cost per assessment

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Versatile Communication:

DESCRIPTION: Whether we find ourselves as a direct report, middle manager, first-line supervisor or any other team member, our success depends largely on our ability to work well with other people. Versatile Communication is a workshop that looks at different social styles, the strengths and weaknesses of their associated patterns of communication and how we can optimize the way we communicate with each other in the workplace.

INCLUDED:

- + Brief assessment and custom report with insights about your social type and associated communication preferences.
- + A 2-hour session with a certified facilitator to help you leverage this information in your work, on your team and in your life.

COST: None

FUTURE

MONTHLY DEVELOPMENT OPPORTUNITIES

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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: <https://www.ttuhsu.edu/people-values>

***T**he purpose, mission and vision of Texas Tech University Health Sciences Center (TTUHSC) is more vital now than ever before. We are shaping the future of health by educating and training collaborative health care professionals, delivering quality health care and advancing health sciences knowledge through innovative research. In our 121-county service region – which spans rural, underserved, and urban centers, we are working in innovative and collaborative ways to address the health needs of communities and expand access to care. For learners and team members alike, our values-based culture is the connective ribbon that holds us together across multiple schools, divisions and locations. Our common commitment to living the behaviors that flow from our core values empowers us to take on the task of expanding access to care no matter the setting. Join me and the thousands of other TTUHSC team members and learners who live each day as a community comprised of **ONE TEAM** with **KINDHEARTED** spirits and **VISIONARIES** who shape the future of health with **INTEGRITY** and go **BEYOND SERVICE** in all they do!*

Your experience at TTUHSC is likely to be one that is unmatched anywhere else. I challenge you to consider the ways in which our values-based culture contributes to the journey that lies ahead and for you to lean into it with passion and purpose!

Sincerely,

Jody C. Randall, Ed.D., M.S.

Vice President & Chief Experience Officer

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

OFFICE OF PEOPLE & VALUES

www.ttuhsc.edu/people-values