<table>
<thead>
<tr>
<th>What do I do when…</th>
<th>Our Values and Behaviors</th>
<th>What to say</th>
<th>What to do</th>
</tr>
</thead>
</table>
| **Pessimism is building because of lack of trust?** | Serve Others First:  
• Be good stewards of people and resources  
Integrity:  
• Be transparent in actions  
Respect:  
• Invite others perspectives and encourage dialogue  
• Build trust by honoring our word through actions  
Collaboration:  
• Seek opportunities to engage others and break through barriers  
Be Visionary:  
• Create unique ways to provide remarkable service |  
• This is what I have observed…  
• Things are not going well at the moment…  
• What is the current situation?  
• I want to acknowledge _____ about the current situation…  
• What is in our control?  
• This is what I can share…  
• What is not being discussed?  
• What have we tried so far? |  
• Confront issues directly  
• Clear the air  
• Be open and honest  
• Tell the truth in a way people can verify  
• Dispel rumors  
• Do not hide information  
• Seek to understand individual needs and wants  
• Address what is left unsaid |
| **I am tempted to cover up a mistake?** | Serve Others First:  
• Consider the impact of your decisions  
Integrity:  
• Do what is right, not just what is easy- even if no one is looking  
• Conduct ourselves with honesty trustworthiness and dependability  
• Own, correct and learn from successes and failures  
Respect:  
• Communicate openly in a timely, courteous and relevant manner  
Be Visionary:  
• Create innovative solutions in the pursuit of excellence |  
• I am sorry.  
• Let me be open and honest with you….  
• Here are the facts…  
• The problem is _____, and my possible solutions are_______.  
• I need your assistance addressing a problem….  
• I promise to address this by doing …  
• My commitment to you is…  
• How can I make this right?  
• What can I do to ensure this does not happen in the future? |  
• Apologize in a timely manner  
• Fix the problem if possible  
• Explore possible solutions with others  
• Be open and honest  
• Make commitments to ensure that this does not happen again. |
## Values-Based Decisions: Action Guide

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<tr>
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<tbody>
<tr>
<td>I feel offended?</td>
<td>Serve Others First:</td>
<td>I feel ____ about _____.</td>
<td>Be open and honest</td>
</tr>
<tr>
<td></td>
<td>• Empower one another to make values-based decisions</td>
<td>• What is your perspective on...</td>
<td>Demonstrate care for others’ feelings</td>
</tr>
<tr>
<td></td>
<td>• Demonstrate compassion, care and humility</td>
<td>• We should talk about ...</td>
<td>Hold people accountable for their actions</td>
</tr>
<tr>
<td></td>
<td>Respect:</td>
<td>• I want to talk openly with you about ...</td>
<td>Address the negative behavior, do not put down the person</td>
</tr>
<tr>
<td></td>
<td>• Communicate openly in a timely, courteous and relevant manner</td>
<td>• What thoughts do you have?</td>
<td>Be direct</td>
</tr>
<tr>
<td></td>
<td>Collaboration:</td>
<td>• This is what I saw/felt...</td>
<td>Wait until your emotions are in check</td>
</tr>
<tr>
<td></td>
<td>• Seek opportunities to engage others and break through barriers</td>
<td>• I felt disrespected when...</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Give, ask for and value feedback</td>
<td>• I felt _______ about _______.</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>I need to hold others accountable?</th>
<th>Serve Others First:</th>
<th>I would like to share some feedback with you...</th>
<th>Be open and honest</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Promote individual potential</td>
<td>• I want to be open and honest with you...</td>
<td>Declare your intent</td>
</tr>
<tr>
<td></td>
<td>• Demonstrate compassion, care and humility</td>
<td>• Let me show you the facts...</td>
<td>Talk about problems in private</td>
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<td></td>
<td>Integrity:</td>
<td>• How can this be handled differently?</td>
<td>Collaborate to find ways to improve</td>
</tr>
<tr>
<td></td>
<td>• Demonstrate loyalty to our mission and vision</td>
<td>• What went wrong?</td>
<td>Be compassionate and humble</td>
</tr>
<tr>
<td></td>
<td>• Be transparent in actions</td>
<td>• What can we do to resolve this situation?</td>
<td>Walk the talk</td>
</tr>
<tr>
<td></td>
<td>Respect:</td>
<td>• What commitments are needed?</td>
<td>Acknowledge what you are responsible for</td>
</tr>
<tr>
<td></td>
<td>• Communicate openly in a timely, courteous and relevant manner</td>
<td>• This did not meet my expectations because...</td>
<td>Clarify expectations</td>
</tr>
<tr>
<td></td>
<td>• Build trust by honoring our word through actions</td>
<td>• How can we do better?</td>
<td>Provide specific feedback</td>
</tr>
<tr>
<td></td>
<td>Collaboration:</td>
<td>• This is the behavior/result I would like to see...</td>
<td>Make it safe</td>
</tr>
<tr>
<td></td>
<td>• Inspire one another to be more, collectively, than the sum of our individual parts</td>
<td></td>
<td>Practice your stories</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Find a common purpose</td>
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Adapted from Leading at the Speed of Trust - a product of FranklinCovey
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| I become aware that unethical things are going on? | Serve Others First:  
  - Empower one another to make values-based decisions  
  - Be good stewards of people and resources  
  Integrity:  
  - Uphold the highest ethical standards  
  - Do what is right, not just what is easy- even if no one is looking  
  - Be transparent in actions  
  Respect:  
  - Communicate openly in a timely, courteous and relevant manner  
  Collaboration:  
  - Seek opportunities to engage others and break through barriers |  
  - What are the facts?  
  - Tell it to me straight.  
  - When you do this, the impact is…  
  - Did we meet the expectations?  
  - Here are the facts as I see them…  
  - Here are the next steps I feel are necessary… |  
  - Approach for clarification  
  - Get the facts  
  - Share what you intend to do  
  - Say what you mean  
  - Report according to institutional policies and procedures  
  - Outline behavioral expectations  
  - Practice accountability |

| I need to delegate a task to someone? | Serve Others First:  
  - Promote individual potential  
  Respect:  
  - Gratefully acknowledge contributions and efforts of others  
  - Communicate openly in a timely, courteous and relevant manner  
  Collaboration:  
  - Seek opportunities to engage others and break through barriers |  
  - What resources do you need to accomplish this task?  
  - Here are my expectations…  
  - Here are the priorities…  
  - Please let me know how things are going by…  
  - I trust you.  
  - Your past success makes me confident in your ability to complete this task. |  
  - Demonstrate trust  
  - Be clear in communication  
  - Set expectations  
  - Discuss and renegotiate expectations if needed  
  - Consider risk and credibility prior to extending trust |