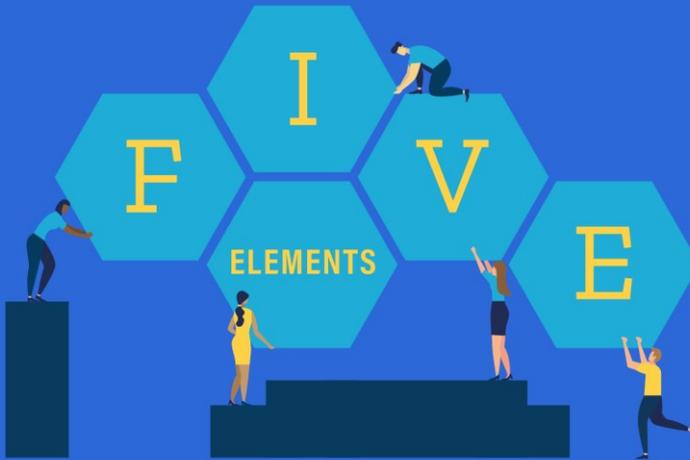


# Right-Minded Teamwork In Any Team



The **Ultimate** Team Building Method to  
Create a Team That Works *as One*

**DAN HOGAN**

# Right-Minded Teamwork in Any Team

The Ultimate Team Building Method to  
Create a Team That Works as One

*Do No Harm.  
Work As One.®*

By  
Dan Hogan  
Certified Master Facilitator

# CONTENTS

Preface.....	
Right-Minded Teamwork’s 5 Elements Framework: Overview.....	
How RMT’s 5 Elements Work Together .....	
RMT’s 5 Elements & 12-Step Workshop Design Process .....	
RMT’s 5 Elements Implementation Plan.....	
RMT’s 5 Elements: A Detailed Description .....	
Element #1 Business Goal: 100% Customer Satisfaction.....	
Element #2 Psychological Goal: Right-Minded Thinking .....	
Element #3 Work Agreements: Create & Follow Commitments .....	
Element #4 Team Operating System: Make Yours Effective .....	
Element #5 Right-Minded Teammates: Strengthen Performance.....	
The End. Your New Beginning.....	
Books by Dan Hogan .....	
Glossary of Right-Minded Teamwork Terms & Resources .....	
Resources .....	
Right-Minded Teammate Development - 3 Exercises .....	
RMT Implementation Plan – 4 Actual Examples .....	

# Preface

**Welcome to Right-Minded Teamwork® (RMT).**

## **What is RMT?**

Right-Minded Teamwork is an intelligent and empowering teamwork system that creates a *team that works together as one*.

It is everyone's right to work together as *one unified team*, and every person may exercise their right – right now if they choose. That is why RMT is for everyone, everywhere, forever, and it is available to you right now.

Dear Reader, apply RMT and you will improve your work processes and strengthen your relationships.

Apply RMT, and your team will achieve 100% customer satisfaction.

Apply RMT, and your team will *work together as one*.

You'll also do your part to make the world a better place for everyone, everywhere, forever. Let's get started right now.

It is an honor to introduce you to this unique, real-world, continuous improvement method. RMT has already improved the lives and teams of thousands of people worldwide. Apply this process in your team, and you, too, will reap its benefits.

Before we get started, you may be wondering if you're in the right place. Is this book for you? What should you expect to learn? Why is this methodology worth considering? Let's go ahead and answer these questions right now.

### **Is this book for you?**

This book is primarily intended as a resource for leaders and facilitators. But it is also much more than that. The content you will find here can positively benefit everyone, everywhere, on any team.

## **What is this book about?**

Right-Minded Teamwork is practical. It is a universal, self-evident, self-validating process.

RMT produces positive business results by allowing your team to work together as one and get real work done. RMT naturally motivates teammates to grow.

In these pages, you will learn about RMT's 5 Element framework and how to apply RMT in your team. Once you understand each Element, you will understand how Right-Minded Teamwork will directly benefit your team and your team's customers.

In summary,

*Right-Minded Teamwork is a business-oriented, psychological approach to team building where acceptance, forgiveness, and adjustment are teammate characteristics, and 100% customer satisfaction is the team's result.*

## How does RMT produce real-world benefits?

There are many common “team building” practices out there. Three common team-building avenues include education, games, and social events.

As far as real team building goes, none of these approaches is effective. Not one of them produces proven, reliable results. If you have participated in them, you know what I mean.

Still, many well-meaning team leaders continue to use these ineffective tactics, trying to make them work. Usually, this is because they do not realize *there is a better way*.

## Real-World Team Building

A **real-world approach** to team building *is the better way*. It is also the most reliable way to achieve and sustain high-performance teamwork.

Right-Minded Teamwork *is* a real-world, team-building process.

Applied intentionally, it has the power to transform your team, bring you together to work as one, and allow you to achieve or even exceed your goals. This kind of result is why real-world team building is most certainly worthy of your serious consideration.

## **Where did RMT come from?**

This proven methodology came from people just like you.

Over the course of my 40-year career in team building and facilitation, I had the honor of working with hundreds of teams and thousands of beautifully diverse people all around the world. As much as I was hired to help them, they also taught me, every time.

Together, we uncovered the core methods and process of Right-Minded Teamwork. Our collective wisdom revealed them.

I also like to believe these methods are universal and have been available to all of us since the beginning of time.

Over the years, I strived to capture, distill, and teach these RMT concepts and practices, refining the model over time. Today, it is as clear as it has ever been - and easier than ever for you to understand and apply the RMT framework with your team.

As I often said to those beautiful people over the last 40 years, *“You were my teacher. Collectively, we created this team-building program, a process we eventually named Right-Minded Teamwork.”*

Now you get to reap the rewards, too.

## How does RMT address team issues?

What happens when you and your teammates address your issues in a Right-Minded Teamwork way?

Here is what you will do. When difficult team situations occur, you and your teammates consistently **accept**, **forgive**, and **adjust** your collective attitudes and behaviors. This real-time adjustment allows you to successfully respond and recover from those challenging situations. By resolving the underlying problems, you pave the way for productive teamwork.

Doing so is not always easy, but it really is that simple.

In the following pages, I will introduce you to *Work Agreements*, the *Right Choice Model*, and the *7 Mindfulness Training Lessons* that explore Right-Minded Teamwork Thinking. These mindfulness methods will guide you and your team towards achieving this highly desirable, emotionally mature, and psychological approach.

You will know you have magnificently adopted Right-Minded attitudes and behaviors when the Right-Minded Teamwork motto of “**Do no harm and work as one**” comes easily to your team.

Along the way, you will most certainly create lasting trust, respect, and admiration among yourselves as well as between you and your team’s customers.

This is the beauty of real-world team building. It unites teammates in achieving common goals.

Your team's act of uniting is your declaration of interdependence. It is your collective **moment of Reason** and your return to what we call the forgiving Unified Circle of Right-Minded Thinking.

When you join this Circle, you also join others who hold these mindful truths to be self-evident. Moreover, within this Circle, you know that all minds are created equal.

*Whosoever believes in the oneness of equal minds will, undoubtedly, have everlasting freedom to always choose Right-Minded Teamwork.*

Most importantly, with Right-Minded Teamwork, you will actually resolve your team's problems and achieve customer satisfaction.

# 5 Elements of Right-Minded TEAMWORK



# Right-Minded Teamwork's 5 Elements Framework: Overview

The Right-Minded Teamwork (RMT) model consists of five essential components or elements, incorporated into a core framework. Once you understand RMT's 5 Elements, it will be clear how applying RMT will help you overcome team obstacles to benefit your team and your team's customers.

The framework's 5 Elements include two goals and three methods:

1. Team **Business Goal**: Achieve 100% Customer Satisfaction
2. Team **Psychological Goal**: Commit to Right-Minded Thinking
3. Team **Work Agreements**: Create & Follow Commitments
4. **Team Operating System**: Make It Effective & Efficient
5. **Right-Minded Teammates**: Strengthen Individual Performance

Goal setting is the very first step of the Right-Minded Teamwork process. The first two elements provide goal-setting direction and a way to measure progress and success.

According to RMT, there are two types of goals every team should consider:

1. Business goals
2. Psychological goals

Without clear goals on both fronts, team members may falter, become distracted, or fail to fulfill their roles and responsibilities.

In addition to its two goal-setting elements, RMT also provides three specific team-building tools:

3. Work Agreements
4. Team Operating System
5. Right-Minded Teammate Development

Together, these tools create a strong, flexible, high-performing team ready to achieve *your team goals*.

## What Is “Right” in Right-Minded Teamwork?

RMT has nothing to do with right-brain thinking or right-wing viewpoints.

It has everything to do with what your team, together, decides is "right." Your team's choices, identified collectively, define your team's Right-Minded Teamwork.

*The "right" way is the way you choose is right for your team.*

So, how do you open up a team discussion about what is right or wrong for your team?

- ✓ You learn about Right-Minded Teamwork through this book, and you introduce it to your team.
- ✓ You apply some or all of the tools and exercises offered here.
- ✓ Then, you watch your team come together to work as one while doing no harm.

But for right now, all you need to do is continue reading.

## How RMT's 5 Elements Work Together

Here's an overarching view of how RMT's 5 Elements work together.

For a team to succeed, each team member must first know, understand, and choose to align with the team's overarching performance goal (their business goal).

All team members must also remember, understand, and choose to align with the team's interpersonal, behavioral, and communication objectives (their psychological goals).

Recognizing each team member's value as part of the whole allows everyone to contribute fully and willingly, no matter their role. By clarifying and communicating both business and psychological goals, all team members are given a level playing field.

With clear goals in place, RMT's three tools can now be effectively applied to achieve those goals.

Firstly, Work Agreements, created collectively by all team members, ensure everyone operates under a single set of performance and behavioral expectations. Work Agreements are powerfully effective at resolving interpersonal issues and conflicts. To create your own team Work Agreements, consider using the Right-Minded Choice Model and its list of 30 Right-Minded Teamwork Attitudes & Behaviors, which will be introduced in Element #2.

Just as Work Agreements guide team behavior, the Team Operating System defines (or redefines) the team's structure. The Team Operating System includes roles, responsibilities, and team processes and procedures. You will learn more about this process in Element #4.

Lastly, Right-Minded Teammate Development offers teams a way forward by encouraging team members to focus on their individual and collective success. As you will learn in Element #5, Right-Minded Teammates support and encourage one another to reach new heights.

By applying the goals and tools of Right-Minded Teamwork's 5 Elements, you will set in place a continuous improvement loop with the power to revolutionize your team.

## RMT's 5 Elements & 12-Step Workshop Design Process

As a team leader, you have two options for applying RMT's 5 Elements within your team. You can facilitate the process yourself, or you can engage a team-building facilitator.

No matter which path you choose, you will increase the likelihood of a successful team-building event by using RMT's 12 Steps to Design a Right-Minded, Team-Building Workshop. If you choose to hire a facilitator, ask them to follow RMT's 12 Steps.

First, let's look at the standard Implementation Plan for RMT's 5 Elements. Then we'll take a closer look at the 12 Steps for creating effective team workshops.



## **RMT's 5 Elements Implementation Plan**

### **Three Workshops + 90-Day Operating System**

#### **Overview**

There is no one right way to implement RMT in your team; however, the three-workshop plan presented here has proven effective countless times.

These sequential actions will ensure you succeed in creating a *team that works together as one*.

#### **Workshop Preparation & Team Orientation Meeting**

- Team Leader & Facilitator prepare for team orientation
- Conduct a short Team Orientation meeting and assign teammate preparation tasks

### First Workshop – Work Agreements

- Identify team psychological goals and values (Element #2)
- Create at least one team Work Agreement (Element #3)
- Identify 2 or 3 improvement projects for the next 90 days

### Second Workshop – Operating System

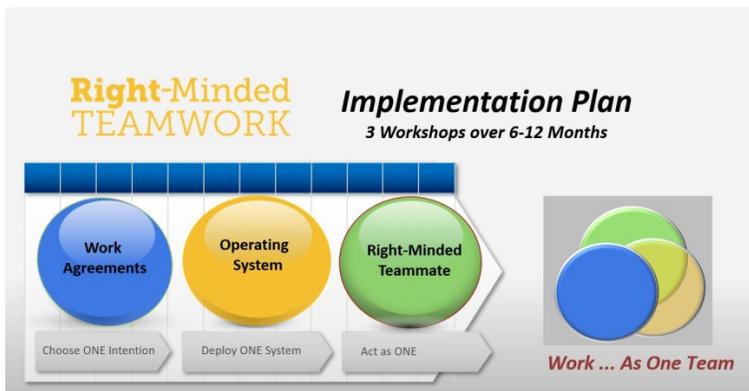
- Reset and reaffirm business goals (Element #1) and agree on the Team Operating System (Element #4)

### Third Workshop - Teammates

- Conduct a Right-Minded Teammate development workshop (Element #5).

### 90-Day Operating system - Ongoing

- Every 90 days, conduct another *Team Performance Factor Assessment*, and then the team meets to assess progress, identify opportunities, take action, and achieve new teamwork improvements.



## Workshop Preparation & Team Orientation Meeting

The team leader and the team-building facilitator will prepare for their team's RMT Team Orientation meeting and then conduct the meeting.

They will determine whether to conduct an in-person event or a virtual workshop. If they hold a virtual workshop, the same principles, concepts, and steps apply.

However, **an in-person workshop is highly recommended**. Being physically in the same room gives teammates a chance to see and feel other teammates' attitudes and behaviors.

If a virtual format is necessary, use a video software conferencing platform to ensure all participants can see each other and the virtual flip chart you will use to capture your team Work Agreements.

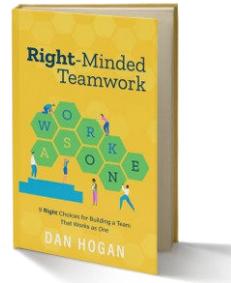
It's essential as one of your first steps to assess your team's current performance. This could be a subjective or an objective assessment. The facilitator will offer using the RMT *Team Performance Factor Assessment* that is discussed in Element #4 – Team Operating System.

In the orientation meeting, teammates will discuss and understand the RMT 5 Element process, the three-workshop implementation, the 90-day ongoing process, and the creation of team Work Agreements that will help them improve their teamwork.

Teammates learn the facilitator will guide the team in the first three workshops and co-facilitate their fourth. At that time, the facilitator will turn over the facilitation duties to the team going forward.

The leader and facilitator will facilitate a team discussion about choosing the teammate's two or three teamwork topics to address in their first workshop. Teammates learn the facilitator will interview them before the first workshop, and collectively, they will finalize the first topics to address. They also agree on the first workshop date.

Teammates are asked to read *Right-Minded Teamwork: 9 Right Choices for Building a Team That Works as One*. Doing so is optional, but this short and easy-to-read book will help foster an attitude of “Right-Mindedness” among all teammates.



## Workshop 1 – Psychological Goals & Work Agreements

Under your leader or a facilitator's guidance, your team works together to clarify and agree on its psychological goals or team values and create one or more Work Agreements. Work Agreements, created collectively by and agreed upon by all team members, ensure everyone operates under a single set of performance and behavioral expectations. They are powerfully effective at resolving interpersonal issues and work process conflicts.

When your team creates and follows its first set of Agreements, it is an "early win" for the team because teammates resolve essential issues while also setting a positive, we-can-do-this tone for future successes.

Here's a real “early win” story. Look for **Example #3 – International Project Team**, in the RMT Implementation Plan – 4 Actual Examples section at the end of this book. This major capital project team immediately saved \$10,000 a week in labor costs when they successfully used RMT's **process Work Agreement** to streamline their

meetings. Furthermore, all four examples will show you clear evidence that Work Agreements work.

But to help you on your way to achieving an “early win,” you can **use the list of 30 Right-Minded attitudes**, discussed in this book in Element #2 – Psychological Goal, to help you choose your team's goals and desired work behaviors.

The first workshop typically focuses on team cohesion and unity. Often a lack of cohesion or unity is the underlying cause of poor performance that created your team's improvement opportunities.

If your team is currently struggling with strained relationships or poor work processes, it may be best to obtain an external team-building facilitator. Ask them to apply RMT's *Design a Right-Minded, Team-Building Workshop* process to create the agenda and facilitate Work Agreements in your first workshop.

Whether you retain an outside facilitator or choose to lead your own team-building workshop, teams often experience a boost in productivity and motivation from the first workshop alone because they immediately see the positive benefits of the Right-Minded Teamwork model.

## **Workshop 2 – Business Goals & Operating System**

Once psychological goals and initial Work Agreements are in place, you are ready for the second workshop. This event revolves around clarifying your business goal and establishing an effective Team Operating System.

Often, the business goal is to achieve 100% customer satisfaction. If so, your team must agree on what this kind of success looks like for your

clients. Additionally, it is crucial that you validate your conclusions with your team's customers.

Validating your assumptions means ensuring all teammates know and understand not only the expectations of your team's direct customers but also the expectations of *their customers*.

*When your team helps your customers achieve 100% satisfaction with **their customers**, you will most certainly have achieved a prosperous and successful working relationship.*

Note: in Element #1, you will find instructions in this section: **Steps for Creating a Customer Satisfaction Plan.**

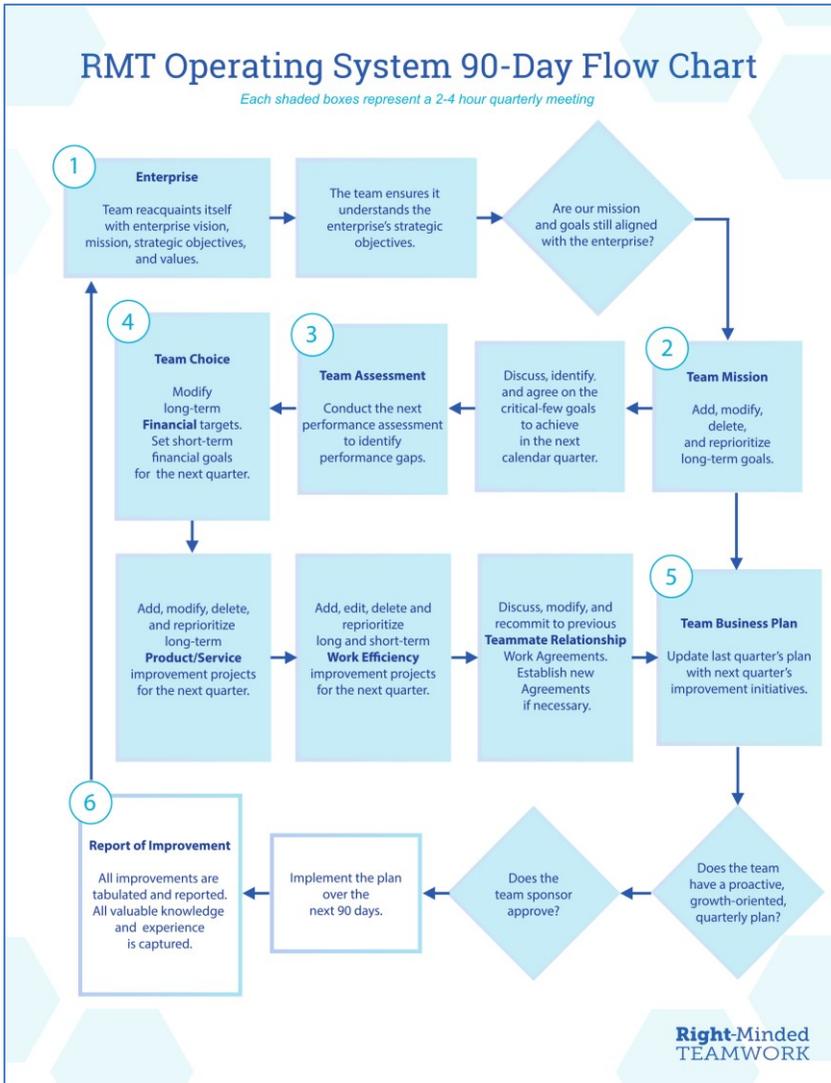
With a clear business goal and united focus, you are ready to discuss and create an actionable plan to strengthen work performance and eliminate wasted time and effort.

In this second team-building workshop, you will identify one to three opportunities to improve your **Team Operating System** over the next 90 days.

Just as Work Agreements guide team behavior, the Team Operating System defines (or redefines) your team's structure. The system includes a *Team Performance Factor Assessment* that helps your team identify improvement opportunities such as roles, responsibilities, and team processes and procedures. In Element #4, you will learn more about RMT's 90-Day Team Operating System and how to use it.

This second workshop continues to build momentum by delivering more evidence that the RMT model is working.

For a downloadable copy of the Team Operating Model, go to [RightMindedTeamwork.com](http://RightMindedTeamwork.com), and search for *Reusable Resources & Templates* for **Right-Minded Teamwork in Any Team**.



## Workshop 3 – Teammate Growth & Development

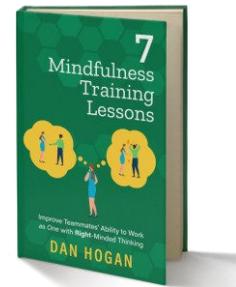
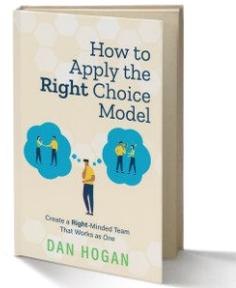
Now that teammates have experienced more productive teamwork from the first two workshops, you are ready to conduct the third workshop focused on individual growth and development.

In this workshop, teammates are encouraged to take an honest look at their attitudes, behaviors, and work performance. They are asked to identify simple, legitimate, and actionable improvements that will not only improve individual performance but will help improve the team's collective performance. Improvement goals are then shared with teammates to not only validate them but to encourage wholehearted support.

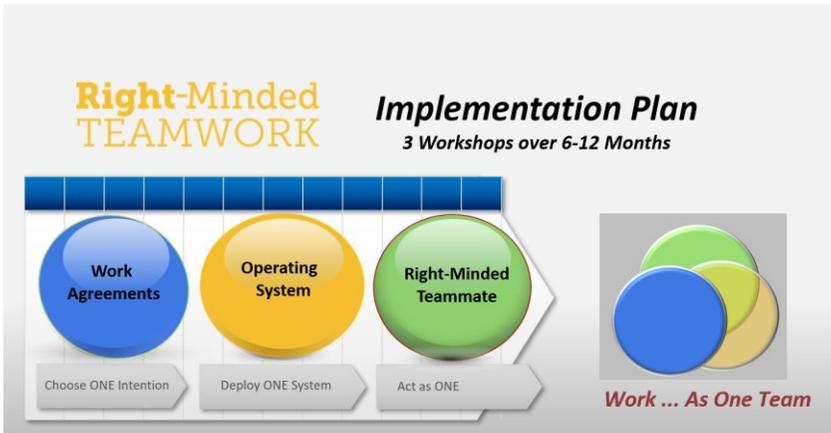
For this workshop, you have a variety of training options. You might choose to instruct teammates more thoroughly in RMT's *Right Choice Model* or the *7 Mindfulness Training Lessons*. You could invite a professional to teach a new work process that would enhance the team's work efficiencies. You could also request a behavioral training specialist to teach such things as how to communicate during conflicts.

The outcome of this workshop is to identify actionable improvements for each person.

After you complete your third RMT workshop, you and your teammates will be totally convinced that your Team Operating System, Work Agreements, and customer satisfaction mission will ensure you create and sustain Right-Minded Teamwork.



Approximately 90 days after your third workshop (and every 90 days after that), your team will follow your Team Operating Plan (created in the second workshop) to assess team progress, identify new improvement opportunities, take action, and achieve greater team success.



### 90-Day Operating Plan - Ongoing

- Every 90 days, conduct another *Team Performance Factor Assessment*, and then the team meets to assess progress, identify opportunities, take action, and achieve new teamwork improvements.

# RMT's 5 Elements: A Detailed Description

Now that we've shared an overview of the 5 Elements and how they can be applied in a series of three consecutive workshops, conducted over the course of six to 12 months and designed using RMT's 12 Steps workshop approach, let's take a more detailed look at each of RMT's 5 Elements and how they integrate to help you level up your team.

## **Element #1** **Business Goal: 100% Customer Satisfaction**

Clear goals focus your team.

For your team to succeed, each team member must first know, understand, and choose to align with the team's overarching performance goals, including its vision, mission, and charter.

Said another way, your team is responsible for providing products or services to customers. For the team and the enterprise to succeed, those customers must be satisfied, ideally 100% of the time. It is up to you and your team to identify the processes and behaviors that will get you there - the "right" way for your team. Additionally, teammates must see how their efforts contribute to the team's goals in order to be motivated to help achieve them.

Since 100% customer satisfaction is a universal goal for teams, RMT focuses on guiding teams to achieve this business goal.

Within the 5 Elements framework that forms Right-Minded Teamwork, the team business goal is the first Element. This segment of RMT advocates two tasks:

1. Ask your customers what 100% satisfaction means to them and create a plan to achieve it.
2. Make sure all team business goals align with your organization's strategic plan.

Without clear, aligned goals, team members may falter, become distracted, or fail to fulfill their roles on the team. Identifying your team's business goal gets your team on the same page.

### **Create & Implement a Team Customer Satisfaction Plan**

The primary reason for your team's existence is to meet or exceed your team's customers' expectations. Creating a high-performing team that does this is also undoubtedly essential, but it is secondary.

Therefore, your team's first business goal is to create a plan for how teammates will deliver what your customers expect.

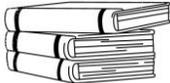
When your teammates clearly understand what will satisfy your customers and how they help make that happen, they can make the conscious choice to follow your team-building practices and chosen work behaviors.

## Steps for Creating a Customer Satisfaction Plan

These simple, practical steps will help you create a strong customer satisfaction plan.

1. As an entire team, discuss and agree on a set of specific questions to ask your customers. Here are five excellent suggestions.
  - a. What are the essential products or services you need from us?
  - b. What are *your customer's expectations of your team*, and how does our team help you achieve those expectations?
  - c. Where are we meeting or exceeding your expectations?
  - d. Where are we NOT meeting your expectations?
  - e. Is there anything we are giving you now that you do not need?
2. Choose two teammates who will conduct customer interviews.
3. Ask permission to interview your customers. Give them the questions before the interview so they can prepare.
4. Conduct the interviews.
  - a. Take notes. At the end of the interview, reflect back to them what you heard them say. This "reflection" or paraphrasing ensures alignment. This is how you validate your Customer Satisfaction Plan.
  - b. Ask, "If we consistently delivered those products or services, would you be 100% satisfied?"
  - c. Also, ask, "May we come back in 90 days for another customer satisfaction performance review?"

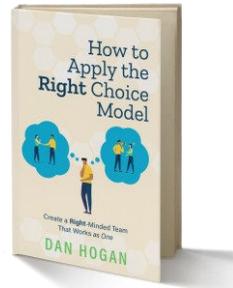
5. As a whole team, discuss the results of the customer interviews.
  - a. Teammates need to ask clarifying questions to understand what they must start, stop, or continue doing.
6. Based on this information, teammates discuss and agree on a Customer Satisfaction Plan, which may include modifying individual teammate roles and responsibilities to better align with customer satisfaction.
7. All teammates agree and commit to doing their part to achieve 100% customer satisfaction.



*To Learn More...*

### **Your Team Has a Dissatisfied Customer**

In the RMT book, *How To Apply the Right Choice Model: Create a Right-Minded Team That Works as One*, you will find an excellent example of how an Accounts Payable Department learned about and then successfully addressed a dissatisfied customer.



The story is in this section: *How to Present & Apply the Right Choice Model in Your Team.*

## **RMT Implementation Plan – 4 Actual Examples**

### **Example #1 Nuclear Power Generating Plant**

**Results:** The senior leadership team created and deployed a 100-day Behavioral Outage that transformed the employee culture. Using RMT's Work Agreement process and other tools, this courageous **improvement project** succeeded and was featured in *Nuclear News*.

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### **Example #2 Field Support Team**

**Results:** This self-managing team, in one year, increased its teammate trust by 78% and saved their organization \$350,000 when they successfully used RMT's **behavioral Work Agreement** process and the Three Workshop Implementation Plan.

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### **Example #3 International Project Team**

**Results:** This major capital project team immediately saved \$10,000 a week in labor costs when they successfully used RMT's **process Work Agreement** to streamline their meetings.

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### **Example #4 Architectural Design Company**

**Results:** This firm had a good problem. Their business revenue had increased 100% in the past twelve months. They grew from 50 to 100 employees practically overnight, and they were still growing. They needed a strategic plan and operating structure. Using **RMT's Three Workshop Implementation Plan** plus team **Work Agreements**, they succeeded.

### **Example #1**

The first example describes our work with a nuclear power generating plant with 500 employees. They used many RMT processes – specifically team Work Agreements and the Right Choice “Accountability” Model.

This example is presented here a little differently than the other three. After you read a short synopsis, you will read an industry article from *Nuclear News* that describes the seven behavioral modifications that compromised what they named their **100-Day Behavior Outage**.

### **Examples #2 - #4**

I will show you how these teams used the Right-Minded Teamwork Three-Workshop Implementation Plan to achieve team improvement in the last three examples. Specifically, you will see what they accomplished in their **First** Workshop plus their **Second** and **Third** Workshops.

For each team, you will find a short description of what the team did as well as their actual Team Business Plan.

*You don't need to conduct a detailed review of each plan.*

Instead, use these plans as templates. These examples will give you positive ideas about creating your own Right-Minded Teamwork Implementation Plan and your Team Business Plan.

## **Example #1: Nuclear Power Generating Plant Prairie Island's 100-day Behavior Outage**

### **Synopsis**

Facing a potential shutdown from their credentialing agency after a significant performance decline, Joel Sorensen, Vice President of the Prairie Island Nuclear Power Plant, knew things needed to change. So, he implemented Right-Minded Teamwork's Work Agreements and Right Choice "Accountability Model to support the plant-wide culture change plan.

Be sure to read Joel's comments in the second modification about accountability and work agreements.

*"If you had asked me 2 months ago if the leadership team would reach this level of performance, my answer would have been emphatically, "NO!" Now that we are on this road, I don't ever want to go back." ~ Joel Sorensen*

Joel gave this interview to the *Nuclear News* that tells the story.

## THE NUCLEAR NEWS INTERVIEW

### **Prairie Island's 100-day Behavior Outage**

*Changing employees' culture requires a site-wide plan and site-wide participation.*

A 100-day outage at Prairie Island didn't shut down power production, but it did change the way the plant operates. Called a "Behavior Outage," the program was aimed at altering employee culture at Prairie Island. The outage ran from last August to November and was modeled after refueling and maintenance outages in having specific plans and goals.

The Behavior Outage has helped reduce human performance errors at Prairie Island. Outage plans called on employees to examine their attitudes while changing behaviors that contributed to unpredictable performance. **Joel Sorensen**, Prairie Island's site vice president, and his management team developed the concept for the Behavior Outage. They initiated it by first calling for an assessment of plant operations to highlight those areas where improvements were most needed. These included change management communications, accountability, leadership, human performance work practices, corrective action, work management, and outage preparation.

The two-unit Prairie Island plant, in Red Wing, Minn., is operated by Nuclear Management Company (NMC). The two units are Westinghouse pressurized water reactors, each rated at 535-MWe (net). The interview was conducted by Rick Michal, NN's senior associate editor.

*Could you explain the history of the Behavior Outage at Prairie Island?*

I solicited some retired nuclear executives to help me understand where our organization was going, and whether it was improving or not. Those executives came to Prairie Island the first week of August 2000 and did a self-assessment. As a result, a report they prepared showed that while plant performance had improved over the short term, our organizational effectiveness had been flat for a long time and was remaining flat. We used that report to spur our organization to break out of past behaviors and start moving ahead. The assessment showed that in order for us to have good long-term plant performance, we needed to have good behaviors on the part of our workers, managers, and supervisors.

*How did you come up with 100 days for the outage?*

We felt we needed to put some urgency on this. We didn't want another plan that would take months and months to execute and where we wouldn't see results. So, we decided to put together a plan to work on behaviors and get results within 100 days. Once we decided on a plan that had a sense of urgency, we decided to treat it like we would a plant refueling outage. For the Behavior Outage, there would be specific outage plans, outage schedules, and daily outage meetings to follow our progress. We patterned it after a refueling outage because we needed a similar way of doing business to get the results we wanted for our behaviors. We felt we could keep both units running safely while spending 100 days focusing on our behaviors.

*What did it cost Prairie Island to conduct this outage, and did you bring in an outside vendor to help conduct it?*

It doesn't cost much money to work on behaviors. We formed employee cross-disciplinary teams to help develop plans for each of the seven focus areas we identified that needed improvement. These seven areas

we called “behavior modifications.” But we needed help because we were struggling with accountability as a behavior. So, we partnered with a private firm—**Lord & Hogan LLC, based in Houston, Texas [creator of Right-Minded Teamwork]**—to help us understand what accountability means and to work with us on accountable behaviors.

*Could you talk specifically about your seven behavior modifications?*

Most emphasis on behavior modification was put on our management team as leaders of the plant, but every part of the organization, from supervisors to workers, was engaged in this activity. I’ll explain each modification individually:

**Our first modification** is change management communications because we lacked a consistent way of implementing change. We put in place a change management model, which contains a step-by-step process, and we use it to implement all other changes we need to make. We also realized that communication had to be effective in order to instill these behavior changes across the organization, so we focused on improving internal communications between plant departments. The plan includes a mix of print, electronic, and face-to-face methods—with a strong emphasis on increased frequency of communications and greater supervisor communication with employees.

**The second modification** is accountability. During the 100 days, we worked on developing accountability agreements [now called **team Work Agreements**], which laid out how our managers should treat each other with regard to trust and respect. We also empowered a cross-section of employees to go out and train their peers on the meaning of accountability. There is no financial incentive for living up to the accountability agreement, but what we find is that when we live by these agreements, work becomes much more rewarding. We continue to adopt accountability agreements throughout the rest of the organization.

The **third modification** is leadership, and assessments were done for our entire leadership team. Every station manager received an assessment of his or her strengths and weaknesses. Each manager then developed a personal development plan, and they are now living and working on that plan.

The **fourth modification** is human performance work practices. We put together two teams, one being a cross-section of workers and the other a cross-section of supervisors, that developed a common set of tools for use by plant employees to prevent human error events. These tools are self-checking, procedure use and adherence, communication standards, peer-checking, and “tail-gating” sessions.

Each **week during** the Behavior Outage we focused on one of these tools to help us understand how to use it in preventing human errors. For example, the “tail-gating” session is something we want all of our employees to work through before they start any task. We want them to be able to summarize the task, anticipate what might go wrong, foresee any consequences, and evaluate what tools could be used to prevent errors. It’s a mental checklist for them to use and to discuss with their co-workers before they go out on any task.

**Peer checking**, of all of the tools, is the one I'm most impressed with regarding how the team came up with it. Peer-checking is common in the industry, but the twist our folks put on it is by actively caring. Generally, people in Minnesota are viewed as near the top in the nation in caring. To carry this active caring to the nuclear plant was innovative and something we continue to build on.

Our behaviors prior to the 100-day outage were “conflict avoidant,” which meant that people would avoid conflict. But that has changed. I'll give you an example. A general laborer here recently confronted an operator who was standing above the top safety step on a ladder. This entry-level laborer said to the veteran operator, “Hey, you're not following the ladder safety practices. Why don't you let me help you down and I will help you find a ladder that is the right height for this job.” Prior to this, it would have been easy for the laborer to walk by and not confront the operator on the ladder. But when that operator got down from the ladder, he turned to the laborer and said, “Thank you.”

The **fifth modification** is corrective action, which plays off putting our accountability behaviors into practice. As an entire organization, we were allowing our corrective action backlog to become overdue, knowing it would grow. But strictly by using highly accountable behavior, we were able to complete 1410 corrective actions and 917 procedure changes in our backlog. We reduced our overdue items from about 300 corrective actions that were overdue to zero. These were all completed during the 100-day Behavior Outage. This was done strictly by holding people accountable, and by completing things when we said we would complete them.

The **sixth modification** is work management. Our human performance staff told us that if we didn't fix our work management process, we'd never be able to eliminate human performance events or equipment performance events. Our existing process had been burdensome and ineffective, so we put together a team to overhaul work management. That team learned we didn't have to start from scratch. There were already some good standard processes laid out here and we just needed to work on implementing them. The team put together an implementation plan within the 100 days by using our change management plan process. We are working now to implement the team's plan completely.

The **seventh modification** is outage preparation. In the past, we would allow outage milestones to come and go and not be met. But through accountability, we were, for example, able to make sure we met our pre-outage milestones in preparing for Unit 1's refueling outage last January. For that outage, we achieved approximately a 21 percent reduction in overall outage length compared to our refueling over the previous 10 years encompassing 11 refueling outages. Much of that reduction was due to the preoutage preparation. I also credit it to the accountability behaviors on the part of our staff that executed the refueling outage—getting people to own issues, take actions, and commit to completion dates. I saw good results during the outage in the area of emergent issues that came up. Because of these accountable behaviors, we were able to identify, own, and correct emergent issues so they didn't become threats to the outage schedule.

*How did the employees react when they were told there was going to be a Behavior Outage?*

We had to create dissatisfaction with the status quo. I wanted everyone dissatisfied with the current state of affairs, the state of our organizational ineffectiveness. What we did was gather all the employees together for a “fire and brimstone” meeting to let them know we were not satisfied with the way things were working at Prairie Island. We all needed to change, including me.

We then laid out the plan and a new vision for the facility that focused on the long term. We had to get people thinking about what we needed to do to be an industry leader. We then set the plan in place, worked the plan, and at the end of the outage we celebrated the accomplishments.

*As you went deeper into the Behavior Outage, did you see the culture changing among employees?*

We, as an organization, started reading everything we could on changing culture. We recognized that our organization followed what the textbooks said about change: Roughly 20 percent of the organization jumps on board immediately and is helpful as change agents, about 50 percent of the organization sits on the fence waiting to see if it’s “real” or not, and 30 percent resists change. We were aware we would need to face these resistors, but we didn’t spend a lot of time on them. We focused instead on championing the change agents to help us drive the new culture.

*With the Behavior Outage over, has the work force embraced the culture change?*

What you’re asking about is momentum. As a management team, we recognize when we’re letting the momentum slip, and I’m extremely pleased with our ability to recognize that. The management team owns that and jumps on it right away to make adjustments to keep the energy level up and the changes going. Can I say that we have driven to 100

percent on our change agents? No, but we continue to work hard at driving the highly accountable behaviors throughout all of our supervisors and the entire workforce.

*Do you know if any other nuclear plants in the U.S. or internationally have conducted an outage like this?*

Not to my knowledge. Certainly, organizations recognize that in order to get good results they need to have good behaviors. However it's difficult to drive those behavior changes throughout an organization.

*Did any department at Prairie Island benefit more than others because of the Behavior Outage?*

One of the things we're striving for is to break down "department silos" [isolation]. The fact that our managers think first as station managers and then as department managers puts a contrary spin on that question. I'd say the site benefited most by knocking the silos down between departments.

*Is this type of outage going to be conducted at other NMC nuclear plants?*

It's a matter of timing at each individual site. But the NMC is looking hard at modeling our accountability because we do want to work on accountability across our fleet of plants.

*Has Prairie Island become a trendsetter by having a Behavior Outage?*

When we return to being an industry leader, I will answer your question.

## Example #2: Field Support Team

### Synopsis

A Field Operations team for an international oil and gas production company operating in the Gulf of Mexico called and asked me to help them. They were responsible for supporting all the company's offshore oil platforms.

Though team members were competent, they weren't happy. And they were far from productive. Worst of all, two-thirds of the team members were arrogant and overly aggressive.

After identifying team business goals and psychological goals, I guided them toward creating two Work Agreements: a behavioral Agreement to improve trust and a process Agreement to become a self-managing team.

Just one year later, the team had completely turned around.

They had recommitted to their shared goals and were honoring their Work Agreements. As a result, they experienced:

- 78% increase in teammate trust
- 46% increase in mutual team member support
- 61% increase in complying with decisions
- Over \$350,000 in savings

For a **more detailed description** of this team's first year with RMT, go to [RightMindedTeamwork.com](http://RightMindedTeamwork.com), search for and read *How to Create Team Working Agreements That Bring People Together*.

## **First Workshop**

I worked with this team for two years. We met every three months for a total of eight workshops. The first workshop was a two-day event; the others were one-day events.

In the first workshop, we created two Agreements.

The team's "relationships Agreement" addressed such things as proper communication, how to behave when a conflict occurs, and a commitment to resolve any unresolved teamwork issues.

The second Agreement addressed team meetings. Since the team had been recently instructed to become self-managing, conducting efficient and effective meetings was a top priority.

## **Second & Third Workshops**

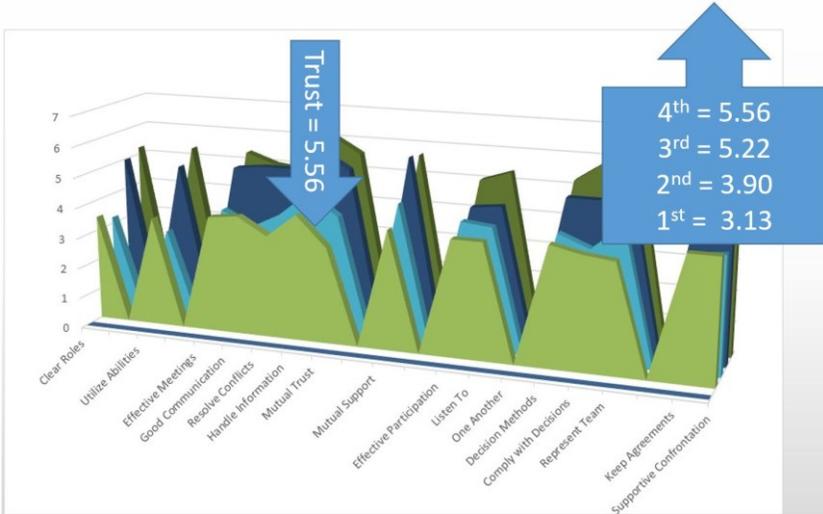
In the next two workshops, the team created a peer-to-peer assessment process. They also made team strategies that aligned with their profit center's strategic goals.

Below are their actual Team Business Plan and Work Agreements. The plan presented here was their second plan, created at the end of their first year.

Additionally, you'll see the results of their Team Performance Assessment Summary, which shows one full year of improvement data.

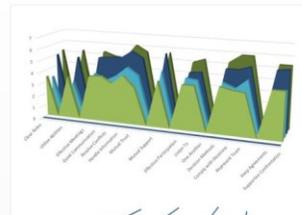
## Team Processes: Team Performance Assessment Summary

Team Performance Assessment 3 months later...



This Team's Results / Benefits ... After 1 Year

<b>Objective Measures</b> New Income & Saved Surplus Material	\$281,000
<b>Subjective Measures</b> 1,400 Labor Hours Saved	\$70,000
<b>Total Savings</b>	<b>\$351,000</b>
<b>Team Building ROI</b>	<b>1,094%</b>



- Overall 45% Improvement
- 78% Increase - Trust
- 46% Increase – Mutual Support
- 61% Increase – Complying with Decisions

## The End

On behalf of **Reason** and all the **Right-Minded Teammate Decision-Makers**, we extend our best wishes to you and your teammates as you create another *Right-Minded Team that Works Together as One*.

