

7

Mindfulness Training Lessons



Improve Teammates' Ability to Work
as *One* with **Right**-Minded Thinking

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7 Mindfulness Training Lessons

Improve Teammates' Ability to
Work as One with Right-Minded Thinking

*Do No Harm.
Work As One.*

By
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Certified Master Facilitator

Dear Reader, This
Sample gives you:

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...that help you to Do
No Harm and Work as
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7 Mindfulness Training Lessons

For Right-Minded Teamwork Thinking

1. I am not upset about this difficult team situation for the reason I think.
2. I accept and own my part in this situation.
3. It's impossible that my thoughts about this situation are neutral.
4. I forgive others and myself.
5. I will transform the effects of this difficult team situation.
6. I adjust my thinking and behavior.
7. I see every difficult team situation as a learning opportunity.

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*.

Every one of us has the right to experience the magic that can happen when teammates work together as *one unified team*. Each of us can claim and exercise that right, starting right now, if we choose. That is why RMT is for everyone, everywhere, forever. And, through these pages, it is available to you.

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.

.....

Welcome! It is an honor to introduce you to Right-Minded Teamwork and RMT's 7 *Mindfulness Training Lessons*.

RMT is a unique, real-world, continuous improvement method that has improved the lives and teams of thousands of people worldwide. Apply RMT processes and these Lessons in your team, and you, too, will reap the benefits.

Before we get started, let's answer a few questions that may be on your mind.

Is This Book for You?

Do you desire a world...

That you rule instead of one that rules you?

Where you are powerful instead of helpless?

In which you have no adversaries, only allies?

Are you ready to live in the beautiful world offered to you by Reason, instead of feeling lost and alone thanks to Ego?

If you answered yes to these questions, the 7 Mindfulness Training Lessons will help you achieve your goals.

These Lessons can be summed up in one sentence, with emphasis on three words:

*Right-Minded Teammates **accept**, **forgive**, and **adjust** their thinking and work behavior.*

What Is This Book About?

In every circumstance, and especially during difficult team situations, Right-Minded Teammates practice **mindfulness** to move into a Right-Minded, ally-focused way of thinking, seeing, and behaving.

Mindfulness is your conscious ability to monitor your thoughts in the present. At the same time, you calmly acknowledge and accept your thoughts, feelings, and behaviors and those of others.

Your quiet mindfulness in the face of conflict is the catalyst for experiencing a **moment of Reason**.

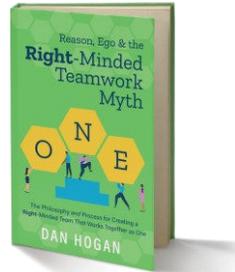
In a moment of Reason, the best way to respond to a challenging team situation becomes instantly clear. Reason allows appropriate, Right-Minded attitudes and behaviors to surface easily and automatically in your mind.

By applying these 7 Mindfulness Training Lessons, you, along with Reason's help, will shift your perspective. You will learn how to ensure you always respond in the best way possible to challenging team situations and circumstances.

Who Are Reason & Ego?

In the RMT book Reason, Ego & the *Right-Minded Teamwork Myth: The Philosophy and Process for Creating a Right-Minded Team That Works Together as One*, a short, simple story reveals the experiences of three characters: Reason, Ego, and you, the Decision-Maker.

Simply summarized, the story advocates that teammates apply Reason's guidance and seek Oneness and shared interest over Ego's disastrous advice to pursue separateness and selfishness. This story illustrates the Right-Minded Teamwork philosophy and demonstrates a Right-Minded way of thinking, seeing, and behaving.



You will also find this story, called the *Right-Minded Teamwork Myth*, later in this book.

Where Did These Lessons Come From?

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 lessons, including the ones found on these pages.

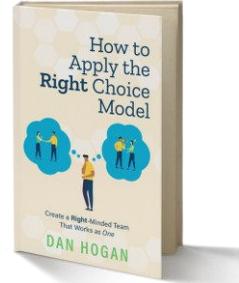
In other words, these 7 Lessons came from people just like you.

I like to believe these Lessons are universal and have been available to all of us since the beginning of time (of course, whether we choose to use them is a different question altogether!). Additionally, the

concepts we'll discuss here are pulled from two sources: *A Course in Miracles*, and Right-Minded Teamwork's Right Choice Model.

For more about *A Course in Miracles*, go to FACIM.org.

We will review RMT's Right Choice Model later in this book, but for a more in-depth exploration, check out the RMT book *How to Apply the Right Choice Model: Create a Right-Minded Team That Works as One*, available at RightMindedTeamwork.com or your favorite book retailer.



How Do These 7 Lessons Address Team Issues?

When difficult team situations occur, and you and your teammates practice the 7 Lessons, you shift your perspective and consistently **accept**, **forgive**, and **adjust** your collective attitudes and behaviors. Your real-time adjustment allows you to respond and recover from challenging team situations successfully. Most importantly, you actually resolve your team's problems.

It is truly that simple. For this reason, I pray that mindfulness lessons will one day become a prevailing team-building approach around the world.

I'm optimistic it will happen. I genuinely believe that as more people like you understand and embrace mindfulness to create better, stronger teams, we will see less and less of those old, ineffective, and often silly approaches to team-building.

I also believe in a better future for teams because I know I'm not alone in wanting it. For decades, my clients have expressed the same desire. They were changed by our work together, what they learned, and how Right-Minded Teamwork helped them achieve team goals.

With them, the ripple effect began. Through you, it will continue. Together, we will build better teams - teams that **do no harm** and **work as one**.

The 7 Mindfulness Training Lessons

Mindfulness is your conscious ability to monitor your thoughts in the present. When you are mindful, you calmly acknowledge and accept your thoughts, feelings, and behaviors, as well as those of others.

Your calm mindfulness is the necessary condition for shifting your perspective to experience a **moment of Reason**, which is the precursor to finding real teamwork solutions.

When you practice mindfulness by following these 7 Lessons, you also put into practice the Right-Minded attitudes and behaviors taught to you in the Right Choice Model.

The 7 Lessons: An Overview

1. I am not upset about this difficult situation for the reason I think.
2. I **accept** and own my part in this situation.
3. It's impossible that my thoughts about this situation are neutral.
4. I **forgive** others and myself.
5. I will transform the effects of this difficult team situation.
6. I **adjust** my thinking and behavior.
7. I see every difficult team situation as a learning opportunity.

In every circumstance, especially during difficult team situations, Right-Minded Teammates use these Lessons to practice mindfulness to move them into a Right-Minded, “we are allies” way of thinking and behaving.

These Lessons are effective. Apply them, and you, along with Reason’s help, will find the best way to respond in all situations and circumstances.

Applying the Lessons: Self-Study or Team Study

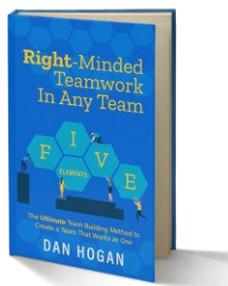
There are two options for applying the 7 Mindfulness Lessons: self-study or team study. Both are recommended.

If you are pursuing **team study**, be sure to provide teammates with the 7 Lessons cards and posters, available for download at RightMindedTeamwork.com.



When you opt for a team approach, in addition to this book, you will want to consult the book *Right-Minded Teamwork in Any Team: The Ultimate Team-Building Method to Create a Team That Works as One*.

There, you will discover a three-workshop implementation plan. If you choose to follow the plan, the third workshop, focused on Right-Minded Teammate development, is a wonderful time to explore and discuss how the 7 Mindfulness Training Lessons may be applied in your team.



If you are pursuing **self-study**, in the Applying the 7 Lessons section of this book, you will learn how to use the Lessons to transform a difficult situation you likely know very well: the Constantly Complaining Teammate (CCT).

Having a Constantly Complaining Teammate on your team may be the reason you are seeking teamwork solutions.

Though a CCT's complaints may look or sound different day to day or from team to team, a similar message usually underpins their efforts.

They typically insist,

My life can't get better until you change.

They believe they are right. They think you and everyone else are wrong. That is why they believe you must change.

Fortunately, the challenge of the CCT can be addressed by applying the 7 Mindfulness Lessons. This book will show you how. Once you understand how to apply these 7 Lessons with a CCT, you will know how to do the same in all your difficult situations.

7 Lessons: A Testimonial

While working on this book series, I received a note from a Right-Minded teammate who had actively applied the 7 Lessons to transform a challenging situation. She shared:

Recently, I was reflecting on a challenging situation with a fellow entrepreneur (not my “team,” per se, but within my circle of influence). As I was trying to figure out how I wanted to approach it, the first of the 7 Lessons of Right-Minded Thinking popped into my mind.

***“I am not upset about this difficult team situation for the reason I think,”** I told myself. Immediately I could see there was more to the situation than just the surface-level issue. No wonder it felt so heavy and complicated.*

Seeing as I’d already made progress, I figured I might as well apply the next few Mindfulness Lessons, too. As I did, I could feel myself relaxing, and, in just a few moments, I was able to see the situation completely differently.

My inner resistance has dissipated, and therefore the issue has, too. I had no doubt your methodology was effective, but I didn’t realize how immediately transformative it could be.

Thank you and RMT for this personal breakthrough!

Why Use the 7 Mindful Lessons?

Whether you are aware of it or not, your thoughts determine how you behave. Your thought system produces choices and behaviors. Those decisions either transform you and your teammates into classmates and allies or prisoners and adversaries.

If you dread working with your teammates or your customers, you are in a psychological prison. You don't want to be in prison. No one wants you there.

The 7 Lessons can get you out of prison. They are the way to freedom.

If you don't dread working with your teammates, these Lessons are still relevant. They will strengthen your ability to collaborate and make better team decisions.

Your desire to improve your situation is your motivation to apply these Lessons in your daily work life. You can apply the Lessons anytime, but they are especially useful when you experience disagreements and conflicts.

They have the power to transform any circumstance or event into a wonderful learning opportunity, making every day an exciting new adventure in the classroom of life.

In this classroom, you have two teachers or two thought systems. Let us introduce them. Then, we will dive into the 7 Lessons and how to apply them.

You Have Two Teachers: Reason & Ego

Reason and Ego are your teachers. They live inside your mind.

They teach you the Decision-Maker, how to think, see, and behave.

If you choose to follow Reason, you'll learn how to use the 7 Lessons to create a wonderful classroom with enjoyable classmates. Reason will teach you how to get and stay in your Right Mind.

If you choose to follow Ego's advice, your behavior will keep you in jail. Ego distracts you and keeps you from your Right Mind.

Ego is a negative influence who believes your team is much like a prison. Ego is constantly talking inside your head, urgently telling you it's a desperate world out there. People are out to get you, Ego reminds. Ego tells you it's everyone else's fault (not yours!) that you are stuck where you are, suffering within your team.



Ego is a noisy, wrong-minded teacher; it teaches you to attack and blame. And if you don't listen to Ego and do what you've been told, Ego attacks and blames you for not following its advice.

Reason, on the other hand, is your calm, Right-Minded teacher.

Reason asks you to see your team environment as a wonderful and safe classroom. Reason knows and consistently reminds you that you and your teammates will be much better off working together as one unified team.

To achieve that unity, Reason will gladly show you how to apply these 7 Lessons. They guarantee you will create a Right-Minded Teamwork classroom where everyone learns and benefits.

You Have Only Two Response Choices

The Right-Minded Teamwork philosophy teaches that you are the **Decision-Maker**, and you only have two choices regarding how you respond to every difficult situation.

When a challenging situation happens, you either:

- accept Ego's guidance and act like a victim or victimizer, or
- embrace Reason and act in an accountable, Right-Minded way.



Even though there are many variations of those two choices, ***there are still just two.***

At all times, you are mindful, or you are mindless. You are either following your Right Mind, Reason, or your wrong mind, Ego. You see other's Ego behaviors as attacks, or you change your perspective and interpret their behavior as a call for your help.

For the background story behind the ***RMT's 7 Mindful Training Lessons***, read RMT's ***Reason, Ego, and the Right-Minded Teamwork Myth*** later in this book. This story introduces the three characters who live in every teammate's life.

Mindfulness *Is* Choice in Action

When you are mindless, you don't think or reflect. Instead of *consciously* choosing how to respond, you react *unconsciously* in an emotionally immature way, blaming others or avoiding the situation altogether.

When you're mindful, you reflect and carefully choose how you respond to everything that happens to you and around you. When a difficult situation occurs, being mindful means first remembering Lesson 1:

I'm not upset for the reason I think.

This is the first step in changing perspective. Secondly, ask yourself this question, which is a key part of the Right Choice Model:

*What did I do or say to **create, promote, or allow** this to happen?*

Your answers to this question help you and your team experience a **moment of Reason**, which paves the way for you to create real solutions.

As an example, let's assume a significant mistake has happened in your team.

Half the team is aggressively blaming the other half for the mistake in what is often called an **"Ego attack."**

Teammates are making toxic and hurtful statements, directly and indirectly, about each other. The team is stuck in a battleground of "attack and defend." No one is working to resolve the mistake.

RIGHT-MINDED Accountability

is the **desire, willingness,** and **ability** to change my mind & behavior in order to effectively respond to difficult situations.

This means owning my part in the situation by asking:

*"How did I
**CREATE, PROMOTE, or
ALLOW this difficult
situation to happen?"***

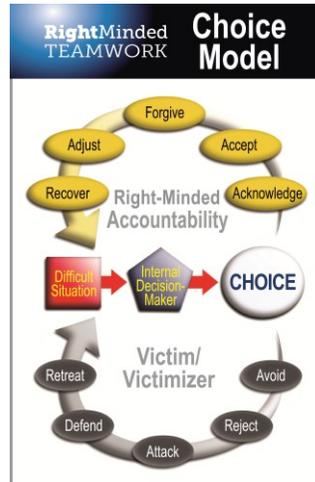
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Seeking a **moment of Reason**, you ask yourself,

What am I doing to create, promote, or allow this blaming conversation to continue?

You realize you've been standing by and saying nothing. You were **avoiding**, which is the **first step in the lower loop** of the Right Choice Model.

Now that you are aware of your attitude and behavior, you desire to change your mind. You remember the 7 Lessons, and you begin stating them in your Right Mind. Your "remembering" is your choice to follow Reason and act in a Right-Minded, accountable way, just as your Work Agreement states.



Reason is that part of your mind that always speaks for the Right Choice attitudes and behaviors. When you are facing a difficult team situation and need a **moment of Reason**, to find the best way to respond to a difficult team situation, say to yourself:

I am here to be truly helpful.

I am here to represent Reason who sent me.

I do not have to worry about what to say or what to do because Reason who sent me will direct me.

As you pause, you are able to remember two Right-Minded responses, both of which are likely part of your Work Agreements:

- Engage in helpful problem-solving communication.
- Correct mistakes rather than punish and blame.

As you reflect while holding these two choices in your mind and heart, *intuitive* answers come to your “right” mind. Now that you have received Reason’s advice, in a calm, “do-no-harm-work-as-one” voice, you say,

Here’s a suggestion. Let’s discuss what we know, the facts, about what happened. Then let’s find an immediate solution.

After we resolve the mistake, let’s have a second team discussion, not to blame, but to create a Work Agreement so that this mistake doesn’t happen again. How does that sound?

If you had followed Ego’s advice and continued your **avoidance behavior**, the conflict would have continued.

Since you chose to look towards Reason, you created an environment where you and your teammates **recovered** from the mistake, the **last step in the upper loop** of the model.

Reason’s 7 Mindful Lessons, as always, have brought you - and hopefully everyone else, too - **back into your Right Mind**.



By listening to Reason, trusting your intuition, changing your perspective, and following the 7 Lessons and your Work Agreements, you are successfully training your mind to consistently return to the Unified Circle of Right-Minded Thinking.

You Can Change Your Mind

In 35 years of team-building facilitation, I heard too many well-intentioned albeit wrong-minded teammates say,

That's just the way I am. I can't change.

That is **simply not true**.

What is true is that they refused to change their minds.

When someone says they cannot change, what they are really saying is that their behavior is more powerful than their mind.

When you realize and joyfully accept that **your mind is in charge**, you open the way for happiness, inner peace, and Right-Minded Teamwork **Thinking**.

Why You Want to Change Your Perspective

Fixed perspectives prevent you from achieving Right-Minded Thinking. Your fixed beliefs, interpretations, and perspectives are blocks to Right-Minded Thinking.

To remove those blocks, you must want to transform those thoughts.

You can start with Lesson 1 of the 7 Lessons, which states, “I am never upset for the reason I think.” This first lesson invites a **moment of Reason**.

By applying Lesson 1 when a difficult team situation occurs, instead of seeing your teammate’s behavior as a negative Ego attack, you are able to reinterpret their behavior as a desperate **call for help**.

With just the first Lesson, you have changed your perspective.

On the next page, you will find a list of 30 Right-Minded Teamwork Attitudes & Behaviors that will help you change your perspective, choose Reason over Ego, and achieve Right-Minded Thinking.

Puppeteer & Puppet

Another beautiful way to think about and embrace “you” as the Decision-Maker is to relate the real you to a puppet show. In this example, the Decision-Maker is the puppeteer, the one "behind the curtain," inside your mind.

Your attitudes and behaviors are your puppets. They are selected by your Decision-Maker and seen and heard by others as you demonstrate them daily "on stage" (as you go through your life). You control these puppets, these attitudes and behaviors, because you are the puppeteer, the Decision-Maker.

When you face difficult situations, it's critical to remember this truth and take control of your mind. When you remember who you are, you can consciously direct your attitudes and behaviors in an accountable, responsible, Right-Minded way.

By taking control of your mind, you strengthen your:

*...**desire, willingness, and ability** to change your attitude and behavior to find a healthier way to respond to your difficult situation.*

Taking control of your mind, which can happen instantly, leads you to a mature and practical way of thinking and questioning.

RIGHT-MINDED
Accountability

is the **desire, willingness,** and **ability** to change my mind & behavior in order to effectively respond to difficult situations.

This means owning my part in the situation by asking:

*“How did I
**CREATE, PROMOTE, or
ALLOW this difficult
situation to happen?”***

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That means you:

*...accept and own your part in the difficult situation by asking yourself, "How did I **create**, **promote**, or **allow** this situation to occur with my attitudes and behaviors?"*

It is easier to change your attitude and behavior when you consciously recognize and own your part as the puppeteer. You know you have the power to mitigate and possibly eliminate the problematic situation.

Applying the 7 Lessons

Let's take a closer look at the sentence from earlier that sums up the 7 Lessons:

I accept, forgive, and adjust my thinking and work behavior to effectively respond to difficult team situations.

More specifically, let's look at these three words: **accept**, **forgive**, and **adjust**. Those three words describe your mindful willingness to look within and choose how to respond to any and every situation you encounter. They guide you and show you how to look within.

These three concepts, along with four more, *are* the *7 Mindful Training Lessons*.

You must look within because that is where you will discover your **moment of Reason**. Your moment of Reason opens the door to finding Right-Minded answers, and true solutions that correct mistakes and resolve difficult team situations.

Looking within requires monitoring your thoughts, paying attention to the conversations you have with others, and being honest with yourself. Monitoring your thoughts and conversations *is* looking within.

Looking within and deciding to make mindful, Right-Minded choices, even in the midst of chaos, yields mature work behavior instead of Ego-driven, reactive conflict. This Right-Minded behavior increases the likelihood of transforming any difficulty into a safe learning experience.

To illustrate how all 7 Lessons are applied in your mind, we will use a situation you likely know very well: The Constantly Complaining Teammate (CCT).

A Constantly Complaining Teammate's various complaints may look or sound different day to day, but usually, a similar message underpins them all.

They consistently insist, *"My life can't get better until you change."*

They believe they are right. They think you and everyone else are wrong. For that reason, they are the perfect candidate for us to use as we explore the 7 Mindfulness Training Lessons.

Acceptance

The first two of the 7 Lessons can be summarized by the word **accept**.

Right-Minded Teammates do not blame others or try to shirk responsibility. They accept their role in all team functions, especially when difficult team situations arise and conflicts happen.

Right-Minded Teammates are committed to using their minds, not their emotions, to resolve conflict. They accept responsibility and are therefore willing to practice and learn these 7 Lessons. They know the Lessons will eventually bring them back to the Unified Circle of Right-Minded Thinking.

When a conflict arises, the first step in the 7 Lessons' mindfulness practice is to accept the difficult situation by going through two periods:

1. A period of **new awareness** (Lesson 1)
2. A period of **ownership** (Lesson 2)

These periods may last only a few minutes, but more often, especially when you first start using these Lessons, they might last longer. Also, they don't need to be painful, though they usually are at first.

Let's look at how the concept of acceptance plays out in the first two Lessons and with the Constantly Complaining Teammate.

Lesson #1 – I Am Not Upset

I am not upset
about this difficult team situation
for the reason I think.

The word "upset" can mean many different things, such as anger, fear, anxiety, guilt, or shame. Whenever you are in a challenging situation, take a moment to carefully select the term that most accurately describes what you are experiencing and feeling.

It is essential to accurately identify the pain you are experiencing because it will help you see the connection between the current situation and something that happened in your past.

To give you an example, in the RMT book *Right-Minded Teamwork: 9 Right Choices for Building a Team That Works as One*, the sixth choice discusses focusing on the “critical few” as a way to address a team’s “full-plate syndrome.” First, though, teams must understand that underneath this surface syndrome is a root cause of collective fear, driven by Ego, that they will get in trouble if they do not do it all. If you also have that book, reread Choice #6 to help you apply this first Lesson.

Any time we experience pain in our interactions with others, we must learn to accept that our pain comes mostly from us, not them. Emotional pain is almost always rooted in the belief that whatever difficulty we are facing is somehow hurting us. For instance, a tough work situation might challenge your sense of self-worth. Or perhaps something has caused you to feel you are not receiving your just due.

No matter the difficulty, when an experience evokes past memories, we almost always react more strongly and less consciously because of the past association.

This is why you are not upset for the reason you think.

Once you are aware that *your* history and beliefs influence your experience, you will start to see that the challenge you are facing stems mainly from your own emotional reaction. When the present moment reminds you of when you were wronged or hurt in the past, your old memories of those times make the present situation seem far more painful.

That's not to say your teammates don't need to change. It only means you should not place responsibility on them for something that happened in *your* past.

When you notice you are upset (perhaps with a Constantly Complaining Teammate), stop whatever you are doing.

Compassionately say to yourself:

I am not angry at _____ for the reason I think.

I am not afraid of _____ for the reason I think.

I am not worried about _____ for the reason I think.

I am not depressed about _____ for the reason I think.

Taking this honest look within will help you identify unresolved memories. For example, you might have had a sibling or a schoolmate who constantly complained. Instead of being coached and corrected, they were rewarded and promoted, and you have always felt it was unfair. *Listen carefully*: Though that happened many years ago, it is your belief in unfairness that is still upsetting you today. You must accept and own that you are emotionally reliving your own hurtful memories.

No matter what happened in the past, practicing mindfulness means that when difficult situations happen, you consciously choose to move back to your Right Mind in the present moment. This pivotal decision shifts any fixed perspectives, allowing you to move from attack to forgiveness.

Accepting your role and the influence of your past doesn't mean the CCT behavior you observe is acceptable. It merely means you are choosing not to let *their* behavior rule *your* mind or trigger your emotions. If you genuinely want to “live in a world that you rule instead of one that rules you,” as I asked at the beginning of this book, the first step is taking control of your mind.

The first of the 7 Mindful Training Lessons, “I am not upset for the reason I think,” creates an initial period of renewed awareness and acceptance. In other words, Lesson 1 triggers a **moment of Reason**. This is the place where your pain is lessened, and solutions are found.

Lesson 1 and your resulting moment of Reason are necessary precursors for the second Lesson, which will help you move back into your Right Mind.

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.*

