

Right-Minded Teamwork



9 **Right** Choices for Building a Team
That Works *as One*

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9 Right Choices for Building a Team That Works as One

*Do No Harm.
Work As One*

This Sample gives you these sections:

- Page 9 – How to apply the choices
- Page 13 – Overview of 9 Choices
- Page 15 – Choice #1
- Page 21 – Choice #2

...to help you teammate Do No Harm and Work as One.

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Certified Master Facilitator

CONTENTS

Foreword
 A Message from Reason.....

Introduction
What is Right-Minded Teamwork?
 What Is “Right” in Right-Minded Teamwork?
 Overview: Nine Right-Minded Choices.....

Reason, Ego, & the Right-Minded Teamwork Myth
 The Myth
 Moral of the Story

Choice #1 Make the Right-Minded Choice: Choose Reason
Choice #2 Oneness or Separateness? Choose to Behave as One.....
Choice #3 Right-Minded Communication: Choose to End Separateness....
Choice #4 Meaningful Vision: Make Your Team’s Dream Come True.....
Choice #5 Work Agreements: Bring People Together as One
Choice #6 Critical Few: Complete Important Tasks First
Choice #7 Mistakes Happen: Correct Them; Don’t Punish People.....
Choice #8 Conflict Happens: Go to Classroom, Not the Battleground
Choice #9 Recognition: Make It Easy to Keep Going.....

Your New Beginning: You Can Work as One

Resources

- 30 Right-Minded Teamwork Attitudes & Behaviors.....
- RMT’s 9 Right Choices Survey

Glossary of Right-Minded Teamwork Terms & Resources

- 100% Customer Satisfaction.....
- 7 Mindfulness Training Lessons
- 10 Characteristics of Right-Minded Teammates.....
- 12 Steps Workshop Design Process.....
- A Course in Miracles
- Accept, Forgive, Adjust
- Ally or Adversary Teammate.....
- Avoidance Behavior.....
- Battleground: Where People Are Punished for Mistakes.....
- Certified Master Facilitator (CMF).....
- Classroom: Where People Learn from Mistakes
- Communication Work Agreement
- Create, Promote, Allow.....
- Critical Few: Complete Important Tasks First.....
- Decision-Maker: The Real You
- Decision-Maker: Trust Your Intuition
- Decision-Making Work Agreement.....
- Desire & Willingness: Preconditions for Accountability.....
- Do No Harm. Work as One.....
- Ego & Ego Attack.....
- Interlocking Accountability
- Moment of Reason.....
- Onboarding New Teammates.....
- Oneness vs. Separateness.....
- Preventions & Interventions.....

Psychological Goals
Reason
Reason, Ego & the Right-Minded Teamwork Myth
Recognition: Make It Easy to Keep Going.....
Right Choice Model
Right-Minded Teamwork’s 5-Element Framework
Right-Minded Teamwork’s 5 Element Implementation Plan.....
Right-Minded Teamwork Attitudes & Behaviors
Right-Mindedness vs. Wrong-Mindedness
RMT Facilitator
Team Management System: An RMT Enterprise-Wide Process
Team Operating System & Performance Factor Assessment.....
Thought System.....
Train Your Mind.....
Uncovering Root Cause.....
Unified Circle of Right-Minded Thinking.....
Work Agreements.....

About the Author.....
Books by Dan Hogan.....

Introduction

Hi there! I'm Dan Hogan. I have been in your shoes, wondering how in the world to lead teammates toward greater collaboration and team effectiveness.

In this book, you will find specific actions you can take to achieve better teamwork, or as we call it, Right-Minded Teamwork (RMT). Successful team leaders who consistently create and sustain teams that work as one integrate the essence of the nine, Right-Minded choices into their team, often through team-building workshops.

Because you are reading yet another book on leadership and teamwork, I am confident you have already worked hard to be a good leader. You have probably done so for many reasons. Still, I'm guessing the primary reason is that you've seen, firsthand, how gratifying it is when teammates come together as a collaborative, unified team.

I also assume you know effective teamwork is not just for you and your teammates. It is really for your team's customers.

Despite your efforts, experience, and the knowledge you've gained, I'm sure you've nevertheless experienced your fair share of resistant teammates, dysfunctional bureaucracy, and the like. It can be frustrating when these obstacles diminish your team-building efforts, so much so there were probably times you just wanted to give up and do something else.

But you didn't give up. Something kept pulling you back.

Do you know why you kept at it, refusing to give up? Do you know what that “something” is?

It is your deep-seated desire to help others experience the joy of Right-Minded Teamwork.

You know your teammates and the team’s customers will be much better off when teammates understand and apply the principles behind these nine right choices.

Moreover, you know that by extending Right-Minded Teamwork principles to teammates and your customers, you will have made it a win for everyone, including yourself.

How to Apply These Choices

There is no one right way to apply these choices, but here is a good plan: Start by reading and understanding all nine choices.

Throughout this book, you will find a *Leader & Teammate Actions* section that outlines specific actions you can take within each choice. By the time you finish reading the last choice, you will know how to apply them.

Here are some possible scenarios:

- You ask all teammates to read this book and complete the survey at the end. Then, you compile teammates' scores and comments and distribute the results to all teammates. As a whole group, you identify the choices you want to apply to your team.
- Alternately, in a team meeting attended by all teammates, you openly discuss the first two of the nine choices. By the end of the session, teammates will have chosen several attitudes and work behaviors to live by going forward.
- For a more thorough application, follow Right-Minded Teamwork's 12-step process to design an RMT-style team-building workshop. (You will learn more about this process at the Glossary of Terms & Resources at the end of this book.)

As you go through the process and begin to apply these choices, trust your intuition. I am confident that you will know the right way to apply them to your team by the time you read and understand them all.

Remember: It Is About the Dialogue

These nine choices are undoubtedly important. But they are secondary to your team's dialogue about them. They will serve as catalysts for your teammate discussions and the eventual creation of team Work Agreements.

Regardless of your approach, every application will include a healthy, functional, and empowering dialogue that moves your teammates toward acting and behaving as one unified team.

What is Right-Minded Teamwork?

*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.*

Right-Minded Teamwork is practical. It produces positive business results by getting real work done. Above all, it naturally motivates teammates to grow.

At the core of RMT is a simple concept applicable to teams of all sizes:
Do No Harm. Work as One.

A Right-Minded Teammate can be firm, direct, gentle, and compassionate at the same time. They don't blame themselves or others. They are allies, not adversaries.

Instead, they **accept, forgive, and adjust** their attitudes and behaviors. They seek solutions to team mistakes and look for ways to improve difficult situations.

Right-Minded Teammates do no harm, they work as one, and they sincerely believe that "none of us is as smart as all of us."

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 by discussing these nine choices.
- You apply some or all of the tools and exercises offered here.
- You can also use the list of Right-Minded Attitudes & Behaviors listed in the Resources section of this book as a guide for embracing ally versus adversarial characteristics.

To achieve Right-Minded Teamwork, your team must begin by agreeing on which choice to apply first. Then, gradually, you can apply more choices over time.

Overview: Nine Right-Minded Choices

These are the nine essential Right-Minded choices:

1. Once your team has committed to achieving Right-Minded Teamwork, **there is no difficulty in making a Right-Minded choice.**
2. **Choosing RMT and choosing to behave as one unified team are foundational choices** for all the other nine choices.

Your team will not live these first two choices perfectly right away. Nevertheless, making a wholehearted commitment is a necessary first step.

Be patient but persistent. Move toward your team's definition of Right-Minded Teamwork by conducting continuous improvement workshops every three months.

3. **Right-Minded communication, which is effective and kind, flows effortlessly** from those who are committed to and who actively live the first two choices.
4. **A meaningful team vision provides the context** for choosing Right-Minded behaviors plus your team's continuous improvement operating system.
5. A team that **actively lives its Work Agreements** is a team that has established an environment in which teammates forgive past mistakes in the present, which increases the likelihood of the team achieving its full potential in the future.

6. Right-Minded teams **complete their critical few tasks first**.
7. **Correcting mistakes is natural and safe for Right-Minded teammates** because they know that doing so is one of the most sensible ways to learn.
8. When **team conflict** occurs, and it will, **Right-Minded teammates** psychologically rise above the Ego's battleground and then offer constructive solutions.
9. **Giving and receiving authentic recognition** for a job well-done feeds team spirit and fuels the Right-Minded Teamwork process.

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Below is a more detailed explanation of these nine choices.



Right-Minded Teamwork is a learning process performed daily in your work-life classroom.

Your teammates are your classmates.

Your teachers are Reason and Ego.

The Decision-Maker, the part of you that chooses, always chooses to follow either Ego or Reason.

You are free to believe what you choose.

What you choose to do reflects what you think and believe.

Reason teaches you to think this way:

Do No Harm. Work as One.

Choose to follow Reason.

This is the first Right Choice.

The eight other choices all rest on this one.

Choice #1

Make the Right-Minded Choice: Choose Reason

Choosing Reason: A Foundational Choice

Once you and your teammates agree to continue the daily practice of following Reason's Right-Minded Teamwork choices, you cannot fail to create a team that works as one.

This choice is necessary because it is the foundation upon which all the other choices stand.

The one fundamental freedom that no one can take away from you is your freedom to choose how to respond to life's challenges. At every moment, your Decision-Maker is making that choice, in one of two ways. Either your Decision-Maker is choosing based on Reason's Right-Minded principles or Ego's wrong-minded rules.

It may be hard to accept that you have only two options, Reason or Ego, but it is true. However, realizing there are hundreds of variations of those two choices can make it easier.

Still, all the choices you make stem from one fundamental truth: Your behavior comes from what your Decision-Maker chooses to think. Depending on whether you choose to follow Reason or Ego, you will find yourself in either a place of Right-Mindedness or wrong-mindedness.

Claim Your Freedom

To claim your freedom, you must train your mind to listen and follow Reason's teachings, especially when difficult situations happen. By doing so, you will be thinking in an emotionally mature, responsible, and accountable way.

If I told you to think and behave the same unproductive way, repeatedly, and that I wanted you to produce different, high-quality results each time, you would either tell me I was foolish or asking the impossible. You would not just blindly do the unproductive thing, over and over. You would not knowingly make no progress, and then, when it came time to show your results, try to excuse your inability to deliver by saying you could not help it.

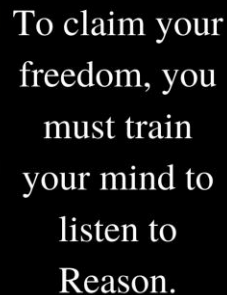
But this is exactly what you are doing if you repeatedly excuse yourself for wrong-minded thinking.

How will you know if you are excusing wrong-minded thinking? Your relationships will reflect it. Our relationships are an *outward picture of our inward condition*.

If your relationships are in turmoil, it is a sure sign you are living your life more often from your wrong mind.

If your relationships are enriching and heartening, then you are likely following Reason's guidance.

To bring more Right-Minded experiences into your life, consider your workplace as your classroom.



To claim your
freedom, you
must train
your mind to
listen to
Reason.

Embrace your teammates as your fellow students. Acknowledge that Reason and Ego are your two teachers. Go to class every day with hope and faith in your mind, knowing that when you let go of any form of Ego attack, you will learn joyful lessons from Reason.

As soon as you are ready to be part of a team that acts as one, you will find Reason ready to help you. Until then, Reason will wait patiently for you to awaken whenever you change your mind.

As you learn, remember that no one follows one teacher all the time. Most of us are continually moving back and forth between Ego and Reason. If you find it's true for you, too, don't worry. It does not make you a bad person. You are merely confused and conflicted because you sometimes listen to and follow your Ego.

When this happens, and you are having an unconscious, habitual Ego attack, your task is to gently remind yourself that you are simply and temporarily out of your Right Mind.

As soon as you become conscious and aware of your options, you can shift into a moment of Reason.

In this instant of Reason, you stop and still yourself. You remember your previously chosen Right-Minded attitudes, the ones you chose in advance in your team Work Agreements to guide you when an Ego attack happens. Looking within, you renounce Ego and ask Reason for guidance as to how to respond to the difficult situation. Because you are genuinely listening, you hear Right-Minded, reasonable solutions.

Now, operating from Reason, you demonstrate Right-Minded behaviors. You unify with your teammates through your Work Agreements, and you help yourself and your teammates create and sustain a team that works as one.

Your joining is your *declaration of interdependence*.

It is your return to your team's Unified Circle of Right-Minded Thinking.

It is your affirmation that all minds are created equal and your belief that you all have the everlasting freedom to choose Right-Minded Teamwork.

Choose Right-Minded Teamwork, and you will always **do no harm** and **work as one**. It is that simple. Though it is not always easy, it is always that simple.

Leader & Teammate Actions

In a team meeting, all teammates discuss the cost and benefit of making the Right Choice: choosing Reason over Ego. This is an aspirational dialogue that is typically a short discussion. It usually ends with all teammates saying, *“Of course, we want to behave maturely and responsibly.”*

Though this desirable conclusion may be obvious, you must have this discussion that leads to everyone's public commitment to choose Reason over Ego.

Once you do, the natural next step will be to discuss the second of the 9 Right Choices, which we will review next. In this second discussion, the team will define what behaving in a “mature and responsible way” means to them. In that dialogue, teammates will agree on their unique set of Right-Minded attitudes and behaviors, which will soon become known as your team’s chosen thought system.

Living these chosen attitudes and behaviors is how each teammate publicly demonstrates their commitment to choosing Reason over Ego.



*You and your teammates have a pivotal choice:
Believe and behave as one team,
or pull in separate directions.*

*Separateness hinders performance.
It encourages little to no collaboration, reinforces
power struggles, feeds the feeling of helplessness, and
justifies finger-pointing and blame.*

*Oneness helps performance.
It creates collaboration, empowers people
to take accountability, and perhaps,
most importantly, creates trust and safety,
which is the condition for Choice #3.*

The cost and benefits are clear.

*Only Oneness will allow you to
do no harm and work as one.*

Choose Oneness.

Choice #2 Oneness or Separateness? Choose to Behave as One

Choosing to Behave as One

Choose Oneness.

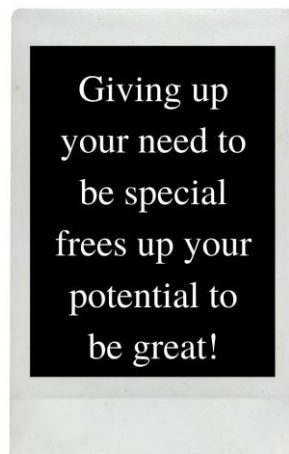
If you don't, teammates who have self-serving, arrogant, or even selfish Egos will overrun you to create more teammate separateness.

Successful teams behave as one. Their members immerse themselves in team goals and think of themselves as allies and extensions of each other, not as adversaries with separate, selfish interests.

Teammates on teams that work as one continuously correct attitudes and behaviors in themselves that do not support Oneness. They create and follow a collaborative team operating system. They believe they are allies. They sincerely desire for every team member to succeed.

You are instinctively drawn to teams that work as one.

Stop for a moment and consider this truth. You will know it is true because your own experience has taught you. Think of any successful group you have witnessed, such as a theatrical troupe or



an Olympic sports team. The contributions of individuals combine seamlessly into a flawless, almost magical performance. Watching such acts, and better yet participating in them, inspires you and touches your heart.

You like hearing about, talking about, and interacting with teams like these. You naturally want more. In fact, you are innately attracted to being in a state of Oneness with your teammates.

So, what prevents teams from achieving Oneness?

A simple answer is fear, the fear of losing perceived specialness.

That fear stems from what appears to be a war inside you.

On one side is your **Ego**, the inner voice that vigorously promotes separateness and specialness. Your Ego strongly and loudly says, *“If you commit to this team, it will swallow you up, and you’ll be lost. You won’t matter anymore, only the team. Your financial needs will not be met. You will not be special. You must fight for what is rightfully yours, or it will not be worth it to you.”* Teammates become adversaries because of this wrong-minded thinking.

On the other side is **Reason**, the advocate for **Oneness**.

Reason is patient and kind, gently making a case for choosing Oneness. Though the Ego wants the inner struggle to feel like war, Reason never steps into the battleground with the Ego. Instead, Reason waits, and when you are ready to listen, Reason offers a different perspective: ***“Giving up your need to be special frees up your potential to be great.”***

Reason’s clarity and continuous, gentle call for unity are calming. Reason’s thought system makes sense. No one can do everything; pulling apart and working towards separate, selfish interests cannot achieve the goal.

Listen to this closely: There is no war inside you unless you follow Ego. Teammates become allies by embracing Reason’s Right-Minded Thinking.

So, take a stand. Choose to side with Reason. Become part of a team that works as one and leave behind the divisive belief that separate goals and selfish interests are somehow beneficial.

Leader & Teammate Actions

For teammates, living Right-Minded attitudes and behaviors every day is a demonstration of choosing Oneness over separateness, choosing Reason over Ego, and doing no harm while working as one.

For this to be possible, all teammates must first agree on your team's set of Right-Minded Attitudes & Behaviors in a team meeting.

Before the meeting, it is wise to ask teammates to review the list of Right-Minded Attitudes & Behaviors listed in the Resources section of this book. Ask everyone to choose their favorite and come to the meeting prepared to discuss and answer these questions:

1. Why will our team benefit from living and following these choices?
2. I believe that living these choices will ensure we create a team that works as one unified team for these reasons:

_____.

During the meeting, everyone shares their favorite choice. The team chooses at least three attitudes and behaviors to guide them going forward.