

Achieve Your Organization's Strategic Plan



Create a **Right-Minded** Team Management System
to Ensure All Teams Work as *One*

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to Ensure All Teams Work as One

*Do No Harm.
Work As One*

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This Sample gives you these sections:

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Preface

Welcome to Right-Minded Teamwork (RMT).

It is an honor to introduce you to this unique, real-world, continuous improvement teamwork method that has improved the lives and teams of thousands of people worldwide.

Apply this process in your teams, and you, too, will reap its benefits.

Apply this team-building method as your organization's *Team Management System*, and you will ensure all your teams are *working together as one* to achieve your organization's strategic plan.

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

.....

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.

What Is a Team Management System (TMS)?

An enterprise's Team Management System aligns all teammate goals, attitudes, and work behaviors, ensuring everyone is on the same page and doing their part to achieve the enterprise's vision, mission, and strategic goals.

How Does a TMS Work?

Your TMS is much like your employee performance management system, just on a team level.

Instead of individual performance evaluations, every team in the enterprise sets performance goals that are aligned with the enterprise's strategic plan. Every quarter, teams measure and report their actual results, and they set new goals for the next calendar quarter.

Undoubtedly, you have internal human resource management support to guide team leaders in effectively administering individual employee performance management reviews. Your TMS Steering Team will serve and support similarly. You will develop a team of Right-Minded Teamwork facilitators who will work directly with your team leaders and teammates to help them achieve their team goals and the organization's strategic plan.

What Are the Benefits?

Every team in the enterprise operates with clarity and focus. The enterprise consistently achieves a higher percentage of its strategic goals year over year.

How Long Does It Take to Reap the Benefits?

Within the first six to 12 months, your TMS will not only begin paying for itself, but you will also see evidence of organizational performance improvement. Within 18 to 24 months, your TMS will demonstrate and report consistent, enterprise-wide results.

Who Participates?

- Executive Leadership Team
- TMS Steering Team
- Internal (possibly external) team-building facilitators
- All teams will eventually participate

What Is This Book About?

In these pages, you will learn a strategic planning process for deploying the 5 Elements, continuous improvement, Right-Minded Teamwork process throughout your organization.

Once you understand each Element of RMT, it will be clear how integrating Right-Minded Teamwork into your TMS will benefit you, your team, your entire organization, and your customers.

In this book, you will learn about the four phases of establishing a Team Management System and how to deploy them in your organization. After the final phase, you will establish your TMS as a permanent department.

As we explore these concepts together, you will find that Right-Minded Teamwork is practical. It produces positive business results by getting real work done. And above all, it naturally motivates teammates to grow.



The Right-Minded Teamwork Philosophy

The Right-Minded philosophy is founded on two universal truths:

None of us is as smart as all of us.

Right-Minded Teammates know that working collaboratively together, in a Right-Minded manner, is the only way to create the kind of teamwork that achieves and sustains 100% customer satisfaction.

Do no harm, and work as one.

As a Right-Minded Teammate, you can be firm, direct, gentle, and compassionate, all at the same time. You do not blame yourself or others for mistakes; you find and implement solutions. You and your teammates are allies, not adversaries. You work together towards your shared goals.

Why Right-Minded Teamwork?

There are many common “team-building” practices out there such as education, team games, and social events.

None of these are real-world methods. Not one of them produces proven, reliable results. If you have participated in them, you know what I mean.

(For more on why such exercises are not unique or dependable, go to RightMindedTeamwork.com, and search for the article, “*10 Worst Team Building Exercises.*”)

Still, many well-meaning leaders continue using these tactics, trying to make them work. Usually, this is because they do not realize there is a better way: Right-Minded Teamwork.

A Real-World, Team-Building Method

A real-world approach to team building is the better way because it addresses and resolves real team issues. 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 teams and your organization, bringing you all together to work as one and allowing you to achieve - or even exceed! - your organization’s strategic goals.

Do You Want Your Teams to Work as One?

If you want to achieve unified teamwork, what processes and systems are you currently applying to get you there?

Now is the right time to create and deploy your Team Management System. Doing so improves your organization's chances of achieving its goals and strategic plan.

The Special Function of Executive Leaders

As a member of your organization's executive leadership team, you are responsible for leading, mentoring, and developing your leaders and employees.

Along with that responsibility, you have a special TMS function: *team transformation*.

Team transformation occurs when you:

- strengthen your individual Right-Minded Thinking
- strengthen your Executive Team's Right-Minded Thinking
- show all your leaders and employees, by your example, how to do the same.

How do you strengthen individual and collective Right-Minded Thinking?

Among other things, you actively live and demonstrate the Right-Minded Teamwork attitudes and behaviors presented later on in this book. You offer team-building support, and you provide your team members with RMT resources like the 5 Element Framework, the Right Choice Model, and team Work Agreements. No matter what organization you work for or where you are in the world, these RMT tools are available to you; there are no licensing or certification requirements.

The only request as you use these RMT tools is that you wholeheartedly accept your special function as a team transformer. Honoring your role will help your teams create and sustain Right-Minded Teamwork, which will significantly increase the likelihood of achieving your organization's strategic plan.

My Special Support Function

After my 35 years of active team-building facilitation, I am convinced that RMT is right for everyone, everywhere, forever. I know beyond a shadow of a doubt that RMT's TMS process *will* help make your organization, and the world you serve, a better place.

First, though, your teams need *you* to show them the Right-Minded Teamwork way.

As the author of this book and the RMT model, I have a special role to play in your journey to Right-Minded Teamwork. Though I have retired from active facilitation work, I am here to support you, if you desire it. If you offer RMT to your organization's teams, and you come across questions or challenges, reach out to me. Let me get to know you. Let me support your Right-Minded efforts. Together, we can create a Right-Minded world.

RMT Is for Everyone, Everywhere, Forever

In my years of facilitating teams around the globe, I have seen and experienced Right-Minded Teamwork firsthand countless times. RMT has proven itself as an intelligent and empowering teamwork system that *creates teams that work together as one*.

Apply RMT, and you will improve your organization's work processes and strengthen relationships. Apply RMT, and your organization's teams will achieve 100% customer satisfaction and accomplish your strategic plan. Create and apply your Right-Minded Teamwork Team Management System, and you become an organization whose *teams work together as one*.

Apply RMT, and *you make the world a better place for everyone, everywhere, forever*.

Let's get started right now.

Dan Hogan

TMS: An Overview

An enterprise's Team Management System (TMS) aligns the entire organization's goals, attitudes, and work behavior. An effective TMS ensures everyone is doing their part to achieve the enterprise's vision, mission, and strategic goals by improving their ability to work together as one.

There are four phases to creating and deploying your organization's customized TMS. Eventually, your TMS will apply Right-Minded Teamwork in every team in your enterprise. The four phases are deployed in this order:

Phase 1:

Executive Leadership Team applies RMT and launches the TMS.

Phase 2:

Steering Team creates, organizes, and pilots the TMS in a few teams.

Phase 3:

Steering Team measures performance and rolls out the TMS to the second group of teams.

Phase 4:

TMS is rolled out to all teams, and a permanent TMS department is established.

How RMT's Team Management System Works

TMS is much like your employee performance management system, just on a team level.

Instead of individual performance evaluations, every team in the enterprise sets performance goals that are aligned with your strategic plan. Teams measure and report their actual results every quarter, and they set new goals for the next 90 days.

You likely have internal human resource management support already in place to guide team leaders in effectively administering individual employee performance management reviews. The equivalent within your TMS will be a TMS Steering Team with at least four sub-teams to provide similar support for your program. We will introduce those teams in *TMS: A Detailed Explanation*, below, but of your four TMS Steering Team sub-teams, one will be your *RMT Facilitator Team*. Here, you will develop a group of RMT facilitators who will work directly with your team leaders and teammates to help them achieve their teamwork goals.

The following three teams will be initially involved in establishing the organization's TMS:

- Executive Leadership Team
- TMS Steering Team
- Internal (or possibly external) team-building facilitators

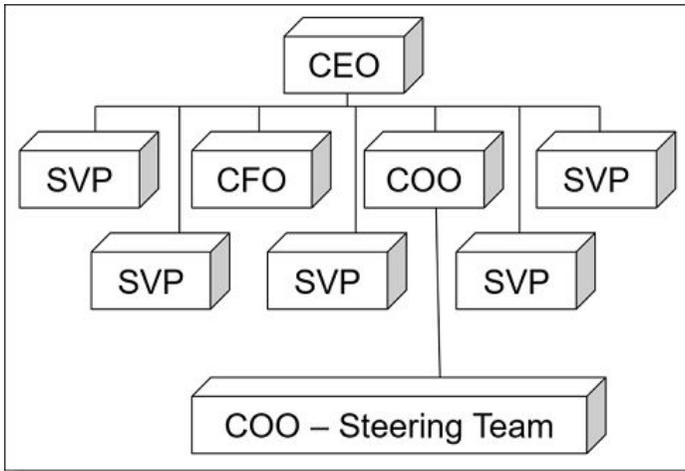
Eventually, the TMS will be rolled out across the organization, and all teams will participate.

Now, before we dive deeper into the process, let's take a brief, high-level look at what happens in each of the four phases of applying your TMS.

How to Apply a Team Management System

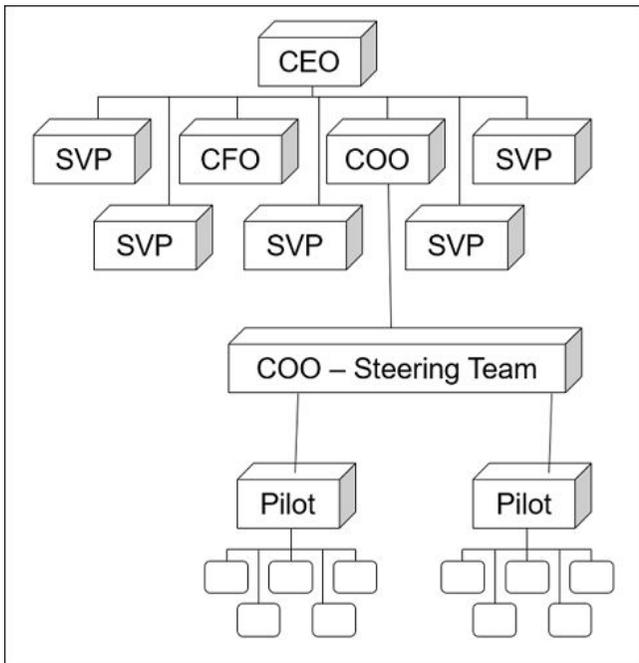
Phase 1: Executive Leadership Team Applies RMT & Launches TMS

- The enterprise adopts RMT as the standard teamwork process.
- The Executive Team implements RMT in its team.
- Executives establish a Steering Team that will start up and initially manage the TMS for the first two years.
- Phase duration: one to two months.



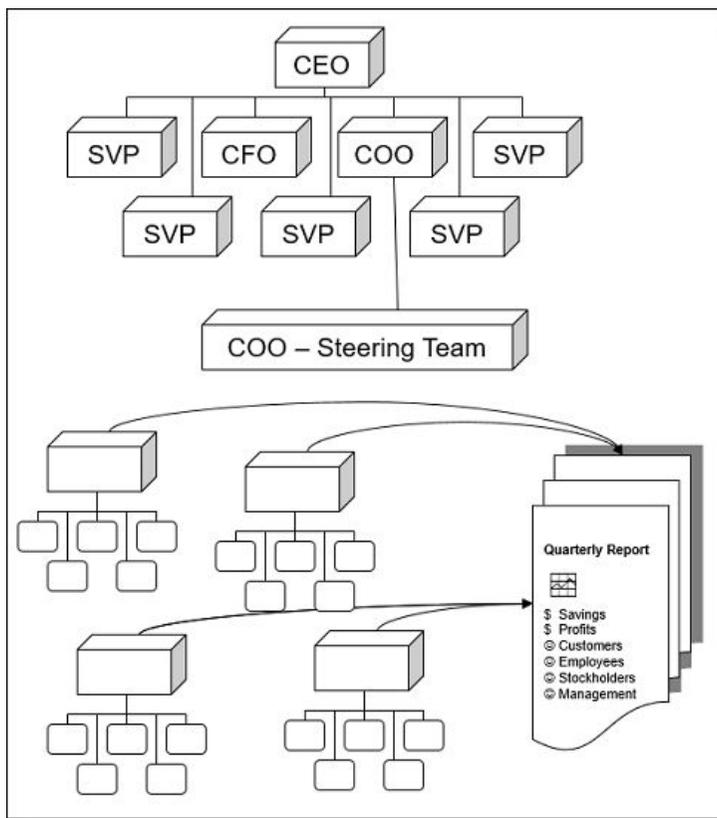
Phase 2: Steering Team Creates, Organizes, & Pilots TMS 1.0

- The Steering Team creates the enterprise’s startup TMS 1.0.
- Select individual teammates are chosen to become Right-Minded Teamwork team-building facilitators, or external facilitators are identified.
- The Steering Team and facilitators pilot the startup TMS 1.0 in two or three teams.
- After the pilot, in preparation for the second group of teams, the Steering Team fine-tunes the program into the TMS 2.0 plan.
- Using the Right-Minded Teamwork method, the Steering Team continues to manage the TMS towards Phase 4, where the TMS is rolled out throughout the organization and all teams are participating.
- Phase duration: four to six months.



Phase 3: Steering Team Measures Performance & Rolls Out TMS 2.0 to the Second Group of Teams

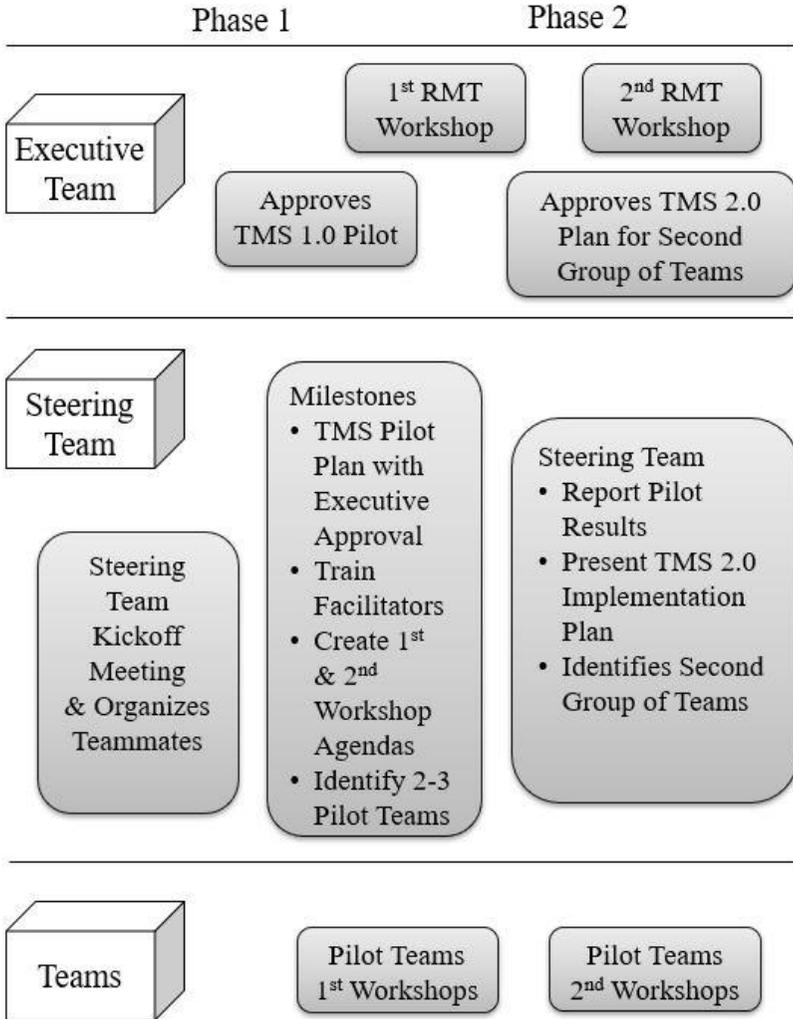
- After the pilot teams complete their first 90-day implementation plan, the first quarterly TMS results are reported.
- The TMS 2.0 is rolled out to the second round of five to 10 teams during the next 12 months.
- Within 24 months of the pilot, TMS quarterly reports demonstrate beneficial enterprise results.
- Results are communicated internally and externally.
- Phase duration: six to 12 months.

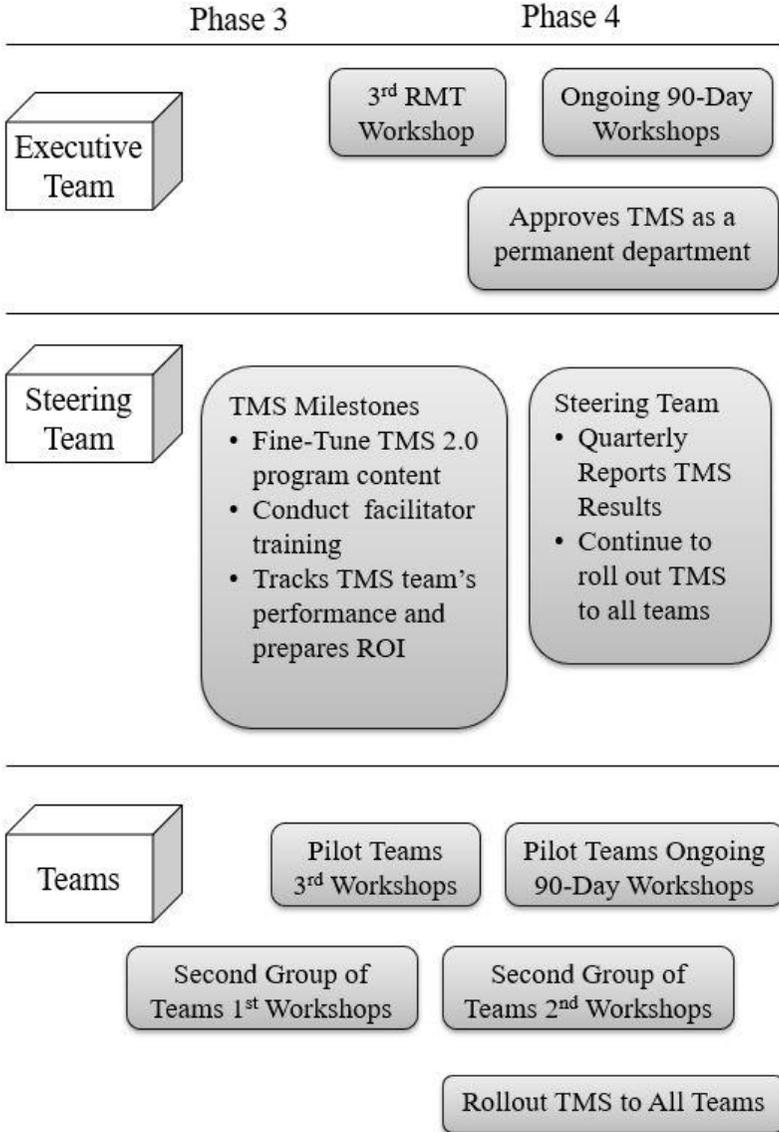


Phase 4: Roll Out TMS to All Teams; Establish a Permanent TMS Department

- The Steering Team is transformed into a stable growth and management phase with the Executive Team's support and guidance. Some original members are transferred to new opportunities, while other new members are chosen to lead and manage the TMS department.
- New reporting and governance structures are established.
- The new TMS leadership team uses RMT's continuous improvement approach to manage the TMS department going forward.
- The Steering Team begins a consistent and controlled TMS rollout to all teams.
- Phase duration: about six months to establish a permanent TMS department; indefinite continued usage of the TMS and RMT

By the time your organization has reached Phase 4, the TMS will have proven itself. Because the TMS program has succeeded in its first two years of operation, it now becomes a permanent program with leadership, staff, governance, and a budget.





TMS: A Detailed Explanation

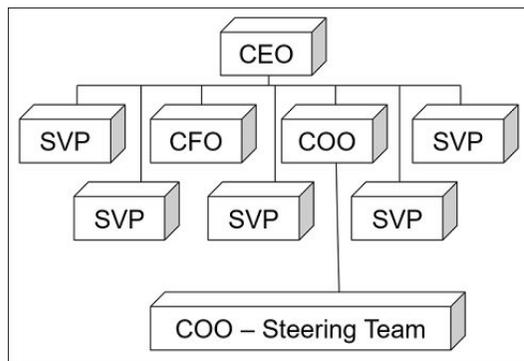
Phase 1: Executive Leadership Team Applies RMT & Launches TMS

Organizational Tasks

1. Select one executive to sponsor, launch, and lead the TMS for the first two years. Also, choose six to 12 key employees from all parts of the enterprise to serve on the Steering Team for the first year. Choose a Steering Team Leader from among those employees.

It's best if your Steering Team members work full-time to create and deploy your TMS, especially the team leader and sub-team leaders.

2. Establish a TMS vision, success criteria, and financial goals. Authorize the Steering Team to be accountable for achieving those goals.



3. Announce the TMS's vision: *The Team Management System's vision is to ensure all our teams are working together as one to achieve our organization's business goals and strategic plan.*
4. Identify and select employees to be trained as your organization's Right-Minded team-building facilitators and trainers.
5. Agree on a "go slow to go fast" philosophy. Agree that the TMS is a top-down rollout, which means senior executives and leaders will improve their teamwork first, and then, over time, all teams will be asked to do the same.

This means it might take several years to roll out the TMS program to every team in the organization.

Duration: Phase 1 will last one to two months and will include at least one executive team-building workshop and the formation of your TMS Steering Team.

Executive Leadership

1. Administer an executive teamwork assessment to determine strengths and weaknesses within the Executive Team's tactical performance and human interaction performance.

There are numerous assessments your executive team can administer, including RMT's Team Performance Factor Assessment. You will find this assessment in the *5 Elements: Right-Minded Teamwork in Any Team* section later in this book, after the four Phases. The *Team Performance Factor Assessment* can be found inside *Element #4 – Team Operating System*.

2. During Phases 1 and 2, the Executive Team completes its first two team-building workshops. All TMS teams, including the Executive Team, will, from now on, conduct team workshops every 90 days. A team's first two or three workshops typically last six to eight hours. However after the third or fourth workshop, the quarterly workshops will become shorter and last only a few hours.

Remember: The Executive Team should lead by example and be a role model for creating Right-Minded Teamwork.

3. The Executive Team schedules the next three quarterly meetings to improve their leadership performance and support the TMS Steering Team in rolling out the program.

Steering Team

1. The senior executive TMS sponsor forms the TMS Steering Team and agrees to stay with the team for two years. Afterward, the Executive Team will determine this team's governance and reporting structure.
2. The Steering Team is formed with members who will serve on the team for one to two years. After the first year, new team members will join. Eventually, 50% of members will roll off each year, making way for new team members.
3. The TMS sponsor and the Steering Team Leader organize and form the Steering Team and lead the kickoff meeting. See below: *Steering Team Formation: A High-Level, 90-Day Plan.*

Leadership Teams

1. Along with the senior executive TMS sponsor, the Steering Team Leader announces the TMS program to the next level of leadership.
2. Those leaders ask questions and offer suggestions for creating and implementing a successful startup TMS process and pilot.

The End

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

