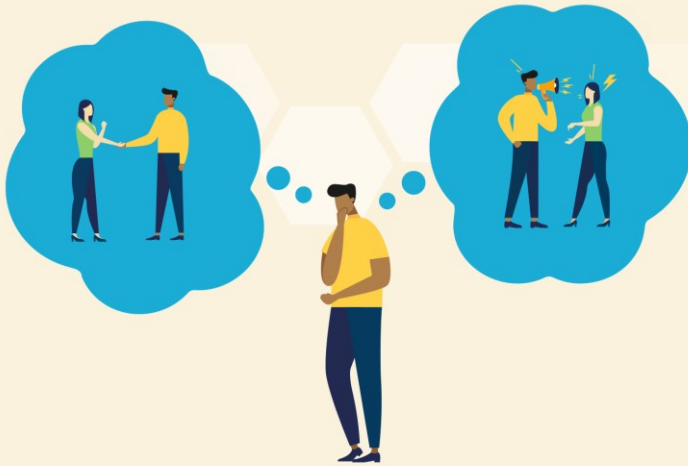


How to Apply the **Right** Choice Model



Create a **Right**-Minded Team
That Works as *One*

DAN HOGAN

How to Apply the Right Choice Model

Create a Right-Minded Team That Works as One

*Do No Harm.
Work As One.*

This Sample gives you these sections:

- Page 8 – What is the Model & “Right”
- Page 13 – What is in the book
- Page 15 – “Choice”
- Page 30 – Application

...to the team to Do No Harm and Work as One.

By
Dan Hogan
Certified Master Facilitator

CONTENTS

Preface.....

What Is Right Choice?.....

 Choosing Your Team’s Right Attitudes & Behaviors

How Does a Team Use the Right Choice Model?

Right Choice & Your Team Work Agreements.....

Right Choice as a Personal Tool

Right Choice: Step-by-Step Application.....

How to Present & Apply the Right Choice Model in Your Team

Applications for the Right Choice Model

Everything Else About the Right Choice Model.....

The End. Your New Beginning.....

About the Author

 Books by Dan Hogan.....

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

Resources



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.

Let's get started right now.

It is an honor to introduce you to Right-Minded Teamwork's **Right Choice Model** and teaching process. This real-world, team-building, teaching aid has improved the lives and teams of thousands of people worldwide.

Apply the Right Choice in your team, and you, too, will reap its benefits.

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

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 attitudes and work behaviors.

*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 start by introducing the Right Choice Model.

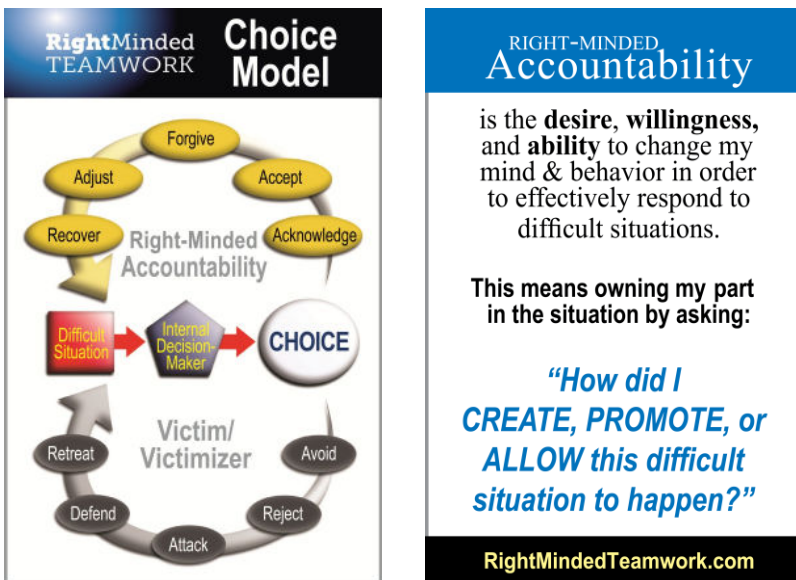
What is the Right Choice Model?

The Right Choice Model is a tool to help you and your teammates make the conscious choice to follow your team's Right-Minded attitudes and behaviors.

The Right Choice Model consists of two parts. The first part is a graphic illustration of the Choice Model that depicts its “upper loop” and “lower loop.” The second part of the Model is an important, Right-Minded question you will use when difficult situations arise.

For easy reference, you will find both the graphic illustration of the Right Choice Model and the important, Right-Minded question on the Right Choice cards. These three-by-four-inch templates are designed for easy printing and distribution to teammates.

To download RMT models and materials to give teammates, go to RightMindedTeamwork.com, and search for this book’s companion **Reusable Resources & Templates**.



As you can see in the images above, the upper loop of the Model describes Right-Minded accountability, and the lower loop defines wrong-minded victimization. The definition of Right-Minded accountability and the important, Right-Minded question, found on the

back of the Right Choice cards, are the tools you use to move you and your teammates back into your Right Minds.

Right Choice promotes the concept that every person has free will. Free will means you are 100% responsible for how you respond to every situation, circumstance, and event that happens.

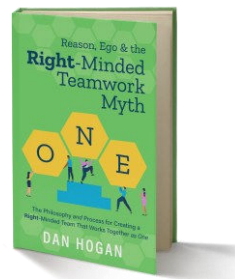
When difficult team situations occur, you either:

1. act as an ally, choosing to demonstrate accountable, responsible, and Right-Minded behaviors
2. choose to be adversarial, react to difficult situations by becoming a victim or victimizer, and demonstrate wrong-minded behaviors

Wrong choices lead to victimization, blame, and punishment among teammates. They guarantee solutions are not found because teammates are too busy pointing fingers at others and defending themselves.

Right-Minded Choices are the only sane response to challenging team situations. Why? Because teammates who demonstrate the Right actions and behaviors find real solutions to their problems.

In another RMT book, *Reason, Ego, and the Right-Minded Teamwork Myth*, you are introduced to three characters: Reason, Ego, and you, the Decision-Maker. Their story, the Right-Minded Teamwork Myth, illustrates the origin of the Right-Minded Teamwork philosophy and Right Choice.



Simply put, the RMT Myth advocates for teammates to follow Reason's path to oneness and shared interest instead of following Ego's disastrous advice to seek separateness and prioritize selfishness.

Following Reason is the Right Choice every time.

Later in this book, you will find a list of 30 of Reason's Right-Minded Teamwork attitudes and behaviors that your team can adapt and adopt to create your own team thought system. In that section, you will also see Ego's list of wrong-minded choices.



When you adapt Right Choice attitudes and behaviors in your team, you automatically demonstrate acceptance, forgiveness, and adjustment. Your team readily embodies the exact characteristics that help you achieve 100% customer satisfaction.

Overview:

How to Present & Apply the Right Choice Model in Your Team

When you first present the Right Choice concepts in a team-building workshop, your objective is to help your team embrace Right-Minded accountability as a way to overcome their team challenges. Your goal is to present the Right Choice Model in such a way that when you finish teaching it, all teammates declare,

“Of course, we need to approach [our difficult situation] in a Right-Minded, accountable way. Let’s get started.”

It’s best to stick with a short presentation. Four to five minutes will suffice.

As soon as all teammates are in the right frame of mind, stop presenting, and move everyone into a team discussion about the problematic team issue.

In that conversation, encourage teammates to use their Right attitudes of accepting, forgiving, and adjusting behaviors while discussing the issue. Some teammates will not be as skilled as others. That’s okay; they don’t need to be. Thoroughly learning the Model’s concepts in the first presentation is not your aim.

This team discussion eventually leads to creating team Work Agreements. We’ll talk more about Work Agreements later, but for now, think of them as team statements that all teammates believe will resolve the issue at hand. After the workshop, teammates follow their Work Agreements, working together in their new, agreed-upon way. Increased productivity follows, and, in time, your team has even happier customers.

In summary, applying the Right Choice process includes these steps:

1. Present the Right Choice Model to your teammates and gain their commitment to accept, forgive, and adjust their attitudes and behaviors
2. Conduct a team talk to find solutions
3. Capture your solutions in team Work Agreements
4. Follow your Work Agreements to improve teamwork and increase productivity
5. Enjoy happier customers!

Overview: What's in This Book

The remainder of this book will expand on and explore the Right Choice Model steps summarized above.

First, we will discuss some of the pivotal concepts of the Right Choice Model including choice, intuition, mindfulness, and the Unified Circle of Right-Minded Thinking.

Next, we will learn the three options for applying the Right Choice Model in your team. For all three options, you will want to print the **Right Choice cards** and give them to your teammates.

Reminder: To download RMT models and materials to give teammates, go to RightMindedTeamwork.com, and search for this book's companion **Reusable Resources & Templates**.



After that, you'll find a broader explanation of the Right Choice concepts, including two effective, thorough application methods: 1) how to apply the Right Choice Model in your life, and 2) how to present and apply it in your team.

You'll also discover a list of 30 Right-Minded Teamwork attitudes and behaviors. This is a useful resource list of behavioral concepts that your team can adapt and then adopt.

From there, we will review a robust list of other applications for Right Choice. Once you start using this Model, you will discover many opportunities to apply it.

Finally, for those of you who love comprehensive explanations, you will find two more sections of interest: *Everything Else About the Right Choice Model* and a complete *Glossary of Right-Minded Teamwork Terms & Resources*.

Before we go any farther, I'd like to make you a sincere and Right-Minded offer.

If you need clarification or just desire a little more coaching on applying the Right Choice Model in your team or organization, I invite you to contact me. Even though I'm retired from active team facilitation, I am here to support you, and I'm available to help you succeed. If you have questions, please don't hesitate to send me a message. Really! Dan.Hogan@RightMindedTeamwork.com.

Let's get started. ~ Dan Hogan

What Is Right Choice?

Teammates who band together and choose accountability over victimization create Right-Minded Teamwork.

The key word here is "choose." If you want to do your part to strengthen teammate bonds, you must choose to train your mind to consistently apply the lessons taught in the Right Choice Model.

You must choose to follow and live the attitudes and behaviors, as described in your Work Agreements, that define how all teammates will **do no harm** and **work as one**.

What Is Choice?

Choice is your inner power. It is your right and liberty to react as you please to life's difficult situations.

Depending on how you respond, you either make difficult situations better or worse. You know this is true; you have your own experiences as proof.

You respond to all situations with:

- your attitude – your inward choice
- your behavior – your outward choice

Choice, as presented in this Model, is a "thinking system" for people who want to use their minds to effectively address the root cause of poor and non-productive behavior in themselves and others.

Choice always precedes behavior.

Attitude always precedes choice.

Choosing Your Team's Right Attitudes & Behaviors

To achieve Right-Minded Teamwork, your team must first identify its "right" attitudes. Those attitudes form your team's collective, consciously chosen **thought system**. They describe how you will **do no harm** as you **work as one**.

Your team's initial set of Right-Minded attitudes is agreed upon during your first workshop. After that, they may be adjusted and updated on an as-needed basis.

How to Choose Right-Minded Attitudes for Your Team

Your list of "right" attitudes can be short. Here is an example.

We choose these Right-Minded attitudes as our psychological goals:

- *We accept 100% accountability and responsibility for our thoughts and behaviors.*
- *When we make mistakes, we never punish. We learn. We recover. We do no harm. We work as one.*
- *We positively acknowledge and reward each other.*
- *We are we-centered, never self-centered.*
- *When difficult team situations happen, we accept, forgive, and adjust our attitudes and behavior. We always find solutions because we believe that none of us is as smart as all of us.*
- *When new teammates join our team, we will share these goals and ask them to choose them, too.*

After you create these values and norms, you will commit to actively living them. Your attitudes and commitment to living them are transformed into your team's written Work Agreements.

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 problematic situation happens, being mindful means asking yourself this question that is in the 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?"***

RightMindedTeamwork.com

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 change your mind. You choose 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 & 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 **final step in the upper loop** of the model.

Reason, as always, has brought you - and hopefully everyone else, too - **back into your Right Mind**.

By listening to Reason, trusting your intuition, and following your **Work Agreements**, you train your mind to consistently return to the Unified Circle of Right-Minded Thinking.



What Does It Mean to “Train Your Mind?”

When your mind is well-trained, and a difficult team situation happens, you immediately stop for a moment of Reason. You remember your Work Agreements, and you consciously choose to follow them.

*Training your mind simply means practicing your team’s **Work Agreements**, and your psychological goals, especially during difficult team situations.*

By actively asking the question, “How did I **create, promote, or allow** this difficult situation to happen?” and then **stepping back in your mind** to listen for the answers, you will learn to hear and implicitly trust Reason’s voice. Over time, this practice *shifts your perception* to finding solutions, allowing you *to hear the best answers* to the questions you ask. Once you know how to tune in to Reason to receive those answers, you will always know how to behave and respond.

So, how do you know when you are really hearing the voice of Reason and not Ego?

Firstly, answers from Reason will bring you a feeling of *inner peace* and *confidence*. Secondly, you will know you’ve heard Reason when *the answer you have received heals and resolves the difficulty* you face *while doing no harm* to anyone.

If your solution meets both of these criteria, rest assured you are listening to Reason. Over time, as you train your mind, it will become easier and easier for you to forgive the errors and mistakes of yourself and your teammates. You will simply recognize them, accept them, and immediately move toward finding solutions.

How Does a Team Use the Right Choice Model?

There are three possible ways to integrate the Right Choice Model into your team.

You can present and discuss the Right Choice Model in a:

- team meeting
- team problem-resolving meeting
- team-building workshop

Present & Discuss Right Choice in a Team Meeting

The team leader prints and distributes the Right Choice poster and Right Choice cards to all teammates. These materials contain all the key steps, words, and concepts for teaching Right Choice.

Printing the posters and cards is easy.

Reminder: To download RMT models and materials to give teammates, go to RightMindedTeamwork.com, and search for this book's companion **Reusable Resources & Templates**.

To begin the meeting, the team leader describes victim behaviors and accountable behaviors, comparing and contrasting Right-Minded, accountable behavior (the upper loop of the Right Choice Model) to the wrong-minded, victim behavior (the lower loop).

After a short discussion, the leader asks:

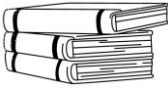


“Do we all agree that we want to function as Right-Minded teammates?”

Everyone will say:

Of course, we need to approach our challenging situation in a Right-Minded, accountable way. Let’s get started.

The team’s agreement has established their intention to act as Right-Minded teammates.



To Learn More...

Prefer to learn by *video*?

Watch a step-by-step video on applying the Right Choice Model and its team-changing concepts. Go to RightMindedTeamwork.com, search for the book ***How to Apply the Right Choice Model*** and look for the instructional video on the book’s description page titled, “*Right Choice Cards & Right Choice Behavior.*”

Present & Discuss Right Choice in a Team Problem-Resolution Meeting

The second option for presenting Right Choice is quite similar to option one, but it uses a recent, difficult team situation to underscore the benefit of choosing Right-Minded behaviors.

Here's an example to illustrate. Let's say your team's primary customer just let you know they were very disappointed in your product or service quality. Your poor or marginal quality has cost them time and money, forcing them to wait for their product. Your team's reputation is now on the line.

As the team leader, you decide the best way to address and resolve your unhappy customer's issue is to conduct an all-hands, problem-resolution meeting.



At the beginning, you present the Right Choice Model by incorporating the customer's concerns, saying something like,

We have a difficult situation. It can be resolved if we accept responsibility and forgive ourselves for what happened. If we truly do that, we will create the right frame of mind to adjust our work behavior and practices and recover from this situation.

Our only other choice is to reject, attack, or try to defend our team. If we do that, we will be in the wrong frame of mind, and we will not resolve this problem.

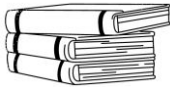
Shall we all commit to demonstrating Right-Minded and accountable behaviors in today's meeting so we can successfully recover and regain our customers' trust?

Everyone agrees to resolve the problem through forgiveness, not blame.

Next, you invite the team to honestly ask themselves, "*What have we done to **create, promote or allow** our customers' dissatisfaction?*" Asking this question helps the team uncover dysfunctional teamwork behaviors and convert them into actionable resolutions. These team commitments are captured in a team Work Agreement.

Next, you share your new Work Agreement(s) with the customer, illustrating your commitment to improvement. They believe that if you truly follow the Agreement(s), they will be happy and satisfied with your product or service.

As a team, when you follow your Work Agreements, you increase the likelihood of regaining your customers' confidence and trust. As you begin meeting or exceeding your customers' expectations, you win as a team, and your customers benefit, too. Your team's recovery can be traced back, at least in part, to your collective choice to follow your Work Agreements and to act and behave in a Right-Minded way.



To Learn More...

For more about presenting and discussing the Right Choice Model in a team problem-resolution meeting, see the upcoming section entitled ***How to Present & Apply the Right Choice Model in My Team.***

A Real Team Workshop Story

Synopsis

Without strong internal processes and teammate trust, teams fall apart.

Such was the experience of Peter and Randy, co-project managers of an 85-person major capital project team. This team was responsible for designing and building a billion-dollar chemical plant.

Twenty-five teammates were from the client organization, which owned the plant. The 60 other teammates were from an international engineering company. All 85 teammates were located in the same office.

Team members constantly disagreed over work processes, and toxic interpersonal relationships caused additional stress and dysfunction.

After conducting teammate interviews, I learned many teammates had complaints about the number of required team meetings. They felt meetings were ineffective and not valuable. We decided this was the issue to address in the first workshop.

First Workshop

Before discussing how to improve meetings, I briefly presented the Right Choice Model. Then I said,

You just agreed you're ready to improve meetings.

After having interviewed all of you, it's my view that this outcome is very achievable if you remain committed to discussing them in a responsible, Right-Minded way.

What that means is that you are willing, as individuals and as a team, to ask yourselves, "How did we create, promote or allow this situation to happen?"

Your answers will lead you to solutions. And those solutions will be captured in your first team Work Agreement.

We will also use your Agreement to address and resolve the other issues on your Punch List. We won't get to all of those in today's workshop, but we will in future workshops.

Is everyone willing to live and follow your Right Choice attitudes and behaviors?"

Everyone agreed.

They created a Work Agreement that mapped out how they would use agendas, identified desired outcomes, and laid ground rules to keep meetings on track in two hours. They also addressed how to speak up if a meeting discussion went sideways. By the end of the workshop, they had a plan forward.

Results

After just one month of living their new Work Agreement, teammates reported getting more work done because they were not in so many meetings. The meetings they did have were more productive, organized, and better facilitated.

The team declared the meeting Work Agreement a success, and managers Randy and Peter estimated they were able to **save \$10,000 a week in labor costs**. Their story demonstrates the profitability of Right Choice's central philosophy and motto: Do no harm, and work as one.

Right Choice as a Personal Tool

Let's take a closer look at how you, personally, would apply the Right Choice Model to a difficult team situation that is happening to you.

First, let's define accountability, which is a virtual synonym of Right Choice.

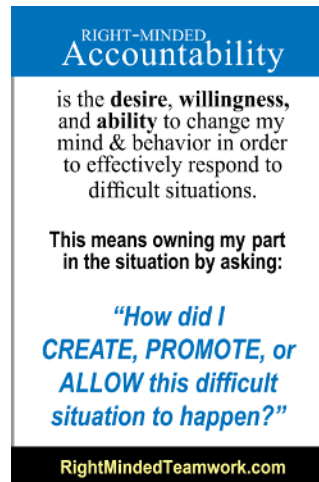
Accountability: A Definition

There are many definitions of accountability. For Right Choice and Right-Minded Teamwork purposes, we will use the one included on the Right Choice card. It states:

Right-Minded accountability is the desire, willingness, and ability to change my mind and behavior in order to effectively respond to difficult situations.

That means I own my part in the situation by asking and answering this question:

How did I create, promote, or allow this difficult situation to happen?



The graphic is a vertical rectangular card with a blue header and footer. The header contains the text "RIGHT-MINDED Accountability" in white. The main body of the card is white with black text. The text reads: "is the **desire, willingness,** and **ability** to change my mind & behavior in order to effectively respond to difficult situations." Below this, it says "This means owning my part in the situation by asking:" followed by the question "How did I **CREATE, PROMOTE, or ALLOW** this difficult situation to happen?" in blue. The footer is black with the website "RightMindedTeamwork.com" in white.

Simply by asking yourself this question, you are already moving into a Right-Minded mindset. As you will see in the step-by-step explanation below, you will never ask yourself this question as a victim or victimizer.

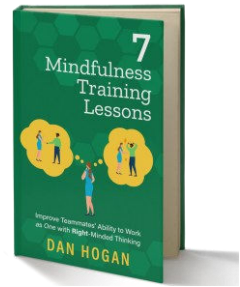
In every circumstance, and especially during difficult team situations, Right-Minded Teammates practice mindfulness to move them into a Right-Minded, ally-focused way of thinking and behaving.



To Learn More...

For more on practicing mindfulness the RMT way, check out the RMT book, *7 Mindfulness Training Lessons: Improve Teammates' Ability to Work as One with Right-Minded Thinking*.

Go to RightMindedTeamwork.com or visit your favorite book retailer and pick up your copy of *7 Mindfulness Training Lessons*.



Applications for the Right Choice Model

The Right-Minded Teamwork Choice Model and Work Agreement tools are perfect for those situations where logic and other fact-based processes don't work. Here are several instances where these concepts and tools lend themselves well.

Team Building – When a team is "storming," these tools will help you facilitate a positive recovery in team members' attitudes and behaviors.

Benefit: The team focuses more energy on accomplishing real team business versus complaining about other team members.

Leadership Development – Successful leaders are people who can, among other things, guide their direct reports to higher and higher levels of accountability, an inherent result of Right Choice and Work Agreements.

Benefit: The team addresses problems head-on versus whining and complaining about life's difficult work situations.

Safety – The Right Choice Model is a perfect companion for behavioral safety strategies and training programs because “choice” is the precursor to “safe” behavior.

Benefit: Add the final layer of understanding in safety training – a "thinking system."

Diversity – People who do not embrace diversity are making wrong-minded, victimizer choices.

Benefit: This Model will help you surface those disconnects and create Agreements for higher levels of collaboration.

Alliance Partnerships – Too often, partnerships break up or fail to meet expectations because of the business's attitudes and behaviors.

Benefit: This Model will help you surface such issues so that they are dealt with in an emotionally mature way. The energy previously being put towards dysfunctional behaviors can instead be transformed to accomplishing the alliance's work.

Change Management – Consultants and leaders can use this process in all their change initiatives.

Benefit: This Model will increase the likelihood of success by removing or transforming restraining forces.

Individual Effectiveness – We all feel and act like victims from time to time. The key is not getting stuck in a victim's headspace. To avoid getting stuck, we must identify those situations that drive us into the Right Choice Model's lower loop: wrong-mindedness.

Benefit: The Right Choice Model, when used as a personal assessment, helps you identify personal emotional triggers, which is the first step in effective change management.

Outsourcing – This Model will not stop outsourcing, but it will help ensure a smooth transition.

Benefit: By identifying those who are more apt to accept and embrace change (versus those who act and behave like they are entitled to special treatment), outsourcing is more likely to succeed.

Others – The possibilities for the Right Choice Model and Work Agreement process are genuinely endless. Literally anywhere you find people in conflict, this process will assist you in facilitating positive transformation.