

Right-Minded Teamwork



Trust Dialogue

A Team Building
Exercise



By
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Books by Dan Hogan

Reason, Ego, & the Right-Minded Teamwork Myth:

The Philosophy and Process for Creating a Right-Minded Team That Works Together as One

Right-Minded Teamwork in Any Team:

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

How to Facilitate Team Work Agreements:

A Practical, 10-Step Process for Building a Right-Minded Team That Works as One

How to Apply the Right Choice Model:

Create a Right-Minded Team That Works as One

7 Mindfulness Training Lessons:

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

Right-Minded Teamwork:

9 Right Choices for Building a Team That Works as One

Design a Right-Minded, Team-Building Workshop:

12 Steps to Create a Team That Works as One

Achieve Your Organization's Strategic Plan:

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

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Trust Dialogue Team-Building Exercise

The Goal

This real-world Trust Dialogue Team-Building Exercise aims to increase and sustain teammates' trust in one another.

This is an effective and impactful exercise.

If you are not already an experience team-building facilitator, it is recommended you ask a qualified facilitator to lead this exercise. There is a slight possibility it could upset some teammate relationships rather than improve them.



That said when the workshop is correctly set up, and teammates are emotionally and psychologically ready, this exercise, conducted in an all-hands meeting, ***will become one of the best team-building practices*** you have ever witnessed.

Below is all you need to know for setting up and facilitating this workshop.

Trust Dialogue Outline & Process

At least one week before the workshop, the team leader and facilitator conduct a **Teammate Announcement and Preparation Meeting**.

- There, you will discuss the benefits of increasing and sustaining teammate trust within your team.
- You will also discuss and agree on the desired outcome for the workshop and team-building exercise. (See a sample Agenda below.)
- Everyone at the meeting agrees that all teammates will attend and complete their individual **Teammate Trust Dialogue Preparation Worksheet** before the workshop.
- Teammates understand that their dialogues will be conducted in pairs. Teammates agree to communicate their thoughts and feelings compassionately. Additionally, the dialogues will likely result in the creation of individual or team Work Agreements.
 - Ideally, every teammate will conduct a trust-building dialogue with every other teammate, but there may not be enough time in a single workshop.
- Before the workshop, the team leader will decide if the teammates are to complete the worksheet on all teammates or narrow it down to specific teammate pairs. If the latter option is chosen, teammates will agree to meet another time to ensure all teammates conduct the trust dialogue.

Teammate Announcement & Preparation Meeting

The team leader and facilitator will co-lead this meeting at least one week before the workshop. They will present and discuss most, if not all, of the following.

- Discuss the benefits of increasing and sustaining teammate trust in your team and why the leader decided to use this exercise and facilitator.
- Present, clarify and agree that all teammates are committed to improving teammate trust.
- Go over how teammates will communicate their thoughts and feelings in their teammate dialogues.
- Remind teammates how to effectively describe trusting behaviors and encourage them to use those behaviors as building blocks for individual or team Work Agreements.
- Next, teammates are instructed on how to complete the **Teammate Trust Dialogue Preparation Worksheet**. See below.
- Eventually, each teammate will create a worksheet for every teammate.
- In this preparation meeting, the team leader will facilitate a short discussion as to what the words **candid**, **listening**, and **partnering** mean. These words and concepts are in the worksheet and the trust dialogue itself.
- Teammates will break out into pairs, sitting face to face. During the workshop's private dialogues, you will share your worksheet information with your teammate.
- One person will share their Trust Dialogue Worksheet information. Clarifying questions will be asked. Understandings are reached. Both teammates will create any needed Work Agreement(s). This first dialogue will take 15 - 20 minutes.
- Next, the second teammate shares their Trust Dialogue Worksheet and repeats the process. Once again, both teammates discuss and create Agreements.
- One round is completed when both teammates have finished their dialogue. It can take as little as 30 minutes to complete one round. Don't rush. But you don't need to talk for an hour.
- After each round, teammates switch partners, then begin the next round.

Team Leader and Facilitator Statements

Here are several statements the leader and facilitator might say during the preparation meeting.

All of us want and need to trust one another because we work better together when we trust each other. This exercise will help us increase and sustain our mutual trust.

We will be conducting one-on-one dialogues in an all-hands team workshop on [date]. In those dialogues, you will discuss and agree on how you and your teammates will increase or sustain trust in one another.

The discussion will result in a greater understanding of one another and may result in an individual Work Agreement between two team members or even a team Work Agreement.

About Trust & Behavior

Trust comes from our judgment.

We judge ourselves by our intentions, but we judge others by their behaviors. In this exercise, we will share our intentions and describe behaviors in one-on-one dialogues.

REMEMBER: Be sure you effectively describe work behaviors and not attitudes. A behavior is something you SEE someone do or HEAR what someone says. It is also what they do NOT DO or do NOT SAY.

An attitude is a judgment. It is not a behavior. However, you may choose to describe a behavior and then say it leads you to a specific attitude or judgment.

Here is a positive example and a negative example. When I arrive at work, you always say hello and ask me how I am doing. You are a really nice person. The "hello" is the behavior, and the "nice person" is the attitude or judgment.

Yesterday, when we were discussing XXX, you raised your voice, and pointed your finger at me, and said, 'Stop talking! You really need to control your anger. The behaviors are "raising your voice" and saying "stop talking." The "control your anger" statement is a judgmental attitude.

In fact, that last statement is an attack, one of the victim steps in the Right Choice Model. We will not make a statement like this in our trust dialogue workshop. Instead, you can say something like this: Yesterday, when we were discussing XXX, you raised your voice, and you pointed your finger at me and said, Stop talking. Maybe I was talking too much, and I think you would agree that raising our voices and pointing fingers will not resolve our conflict or improve trust. Can we find a new way to discuss issues like this in the future?

About Teammate Preparation

*We must come prepared for this exercise. Here is the Trust Dialogue Worksheet. [See Below]. Before the workshop, complete the worksheet on all teammates (or a select sub-group of specific teammates). On the worksheet, you will see three criteria for trust: **candidness**, **listening** and **partnering**.*

***Being candid** means, we are straightforward, forthcoming, and impartial, without pretense or prejudice. It also means we are willing to say we were wrong, which demonstrates our willingness to admit errors in judgment or interpretation.*

***Listening** means tuning in with our whole body and being intentionally emphatic. Listening well is often indicated by rephrasing and reflecting the speaker's ideas, comments, or feelings back to them. One of the most precious gifts we can give one another is the gift of being heard.*

***Partnering** happens when team members feel genuinely supported and encouraged by their teammates. Partnering allows team members to make mistakes and learn from them.*

If we become less candid, don't listen, or distance ourselves from a teammate (not partnering), we lose trust in one another. This Trust Dialogue Exercise will help us avoid these damaging behaviors as we create more collaborative trust within our team.

If we do this exercise well, do you (the team) believe we will improve our trust? And are you willing to do your part as best you can? Typically, team members all say yes to both questions. Their verbal buy-in helps create accountability.

Teammate Trust Dialogue Preparation Worksheet

Instructions: Create one worksheet for every teammate.

Date: _____

My Teammate Partner: _____

My Name: _____

I feel you are ____% **candid** in your communications with me.

I feel ____% **listened** to by you when we speak.

I feel ____% **partnered** with you when we interact.

My Request of my teammate partner

I would be better able or more willing to increase my trust with you if you would (do more, do less, stop/start) this behavior(s): _____

I will also (do more, do less, stop/start) this behavior(s) so as to increase our trust of one another:

Our Work Agreement

My teammate partner and I agree to (do more, do less, stop/start) this behavior(s):
_____.

My teammate partner and I agree that we will increase our trust in one another if we do this well.

Facilitating Trust Dialogue Workshop

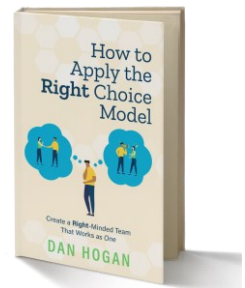
Team Leader and Facilitator Statements

Imagine you are five minutes into your workshop. The team leader has welcomed everyone. All teammates have agreed to the desired outcomes, agenda, ground rules, and logistics.

Consider taking a few more moments, perhaps five minutes, to introduce the **Right Choice Model**. Your goal is to present the Model in such a way that when you finish teaching it, all teammates declare,

Of course, we want to approach this trust dialogue exercise in a Right-Minded, accountable way. Let's get started.

To learn about the Right Choice Model, go to RightMindedTeamwork.com or your favorite book retailer, and pick up ***How to Apply the Right Choice Model: Create a Right-Minded Team That Works as One***. Look for the section titled: How to Present & Apply the Right Choice Model in Your Team. In that book, you will be given specific instructions on how to present the model successfully.



Here are several additional comments the leader and facilitator could share at the beginning of the workshop.

The dialogues you have today will help our team increase and sustain trust.

Your dialogues will increase your understanding of one another and will result in new Work Agreements.

When you say to your teammate that you could increase your trust in them if they did this or that, be sure to describe behaviors and not attitudes and ask if they would be willing to honor your request. If they say yes, you must allow them to ask you clarifying questions.

No matter what, do not get defensive. Use reflective listening such as saying, 'So what I hear you saying is _____. Did I get it right?'

Advocate, Inquire/Ask, Disagree

Here are some additional phrases you may use to help create a positive trust dialogue between yourselves.

To **Advocate** for something, say:

Here's what I'm thinking and how I got there...

Some of the assumptions I've made are...

I reached the conclusion I did because...

Here's who will be affected by my request, how they will be affected, and why...

To **Inquire** or **Ask**, say

What data are you using to reach that conclusion?

What's leading you to make that conclusion?

What would this mean to...?

Can you give me an example?

When you **Disagree**, say

Tell me again how you came to believe this point of view.

Are you using any data I may not have considered?

Am I understanding correctly, what you're saying...?

I'm having difficulty with "X", because of this reasoning...

Trust Dialogue Meeting Agenda

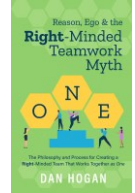
Desired Outcome: Building Teammate Trust

Agenda

- Kick-off: Agree on the Desired Outcome
- Dialogue Instructions & Group Discussion
- Breakout in pairs for Round #1
- Breakout for Round #2
- Round #3
- Reconvene & Debrief as a full team
- Close

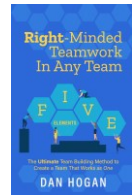
Books by Dan Hogan

Reason, Ego & the Right-Minded Teamwork Myth: The Philosophy and Process for Creating a Right-Minded Team That Works Together as One



This book explores two foundational concepts: the Right-Minded Teamwork Myth, a short tale that presents RMT's underlying teamwork philosophy, and the Right-Minded Teamwork team-building process, a step-by-step approach to implementing RMT in any team.

Right-Minded Teamwork in Any Team: The Ultimate Team-Building Method to Create a Team That Works as One



Right-Minded Teamwork is built on a framework of 5 Elements explored in this book. These two goals and three methods are implemented into your team through three team-building workshops conducted over a six-to-12-month period. Once your team completes their third workshop, you move into a 90-day, continuous improvement operating plan that allows your team to achieve their goals, do no harm and work together as one.

How to Facilitate Team Work Agreements: A Practical, 10-Step Process for Building a Right-Minded Team That Works as One



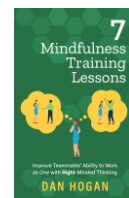
Team Work Agreements are collective pledges made by your team to transform non-productive or dysfunctional actions into positive and constructive work behavior. Though this book is written primarily for team facilitators, team leaders and teammates may also follow these steps to create powerful, effective Work Agreements to solve and prevent interpersonal and process problems.

How to Apply the Right Choice Model: Create a Right-Minded Team That Works as One



The concept of Right Choice states every person has free will. Free will means you are 100% responsible for how you respond to every situation, circumstance, and event. When difficult team problems occur, you either act as an ally or an adversary. When you choose to be an ally, you demonstrate positive, accountable behavior. When you are an adversary, you behave as either a victim or a victimizer. This book and model will guide you through creating a team of productive, supportive, Right-Minded teammate allies.

7 Mindfulness Training Lessons: Improve Teammates' Ability to Work as One with Right-Minded Thinking



If you want your team working together as one, you want them thinking as one, too. These 7 Mindfulness Training Lessons will help you achieve a positive team mindset by guiding teammates to raise their awareness of thoughts, choices, and behaviors. Teammates may also use these lessons to create the team's Right-Minded thought system. The 7 Lessons can be summed up in one sentence, emphasizing three words: Right-Minded Teammates **accept**, **forgive**, and **adjust** their thinking and work behavior. When teammates follow these lessons, they **do no harm** while **working together as one**.

Right-Minded Teamwork: 9 Right Choices for Building a Team That Works as One



This quick read is an excellent Right-Minded Teamwork primer and a terrific way to introduce RMT to teammates. These nine teamwork choices are universal, self-evident, and self-validating. You want them in your team. In this book, each of the 9 Right Choices is defined, and exercises are provided for applying each choice.

Design a Right-Minded, Team-Building Workshop: 12 Steps to Create a Team That Works as One



This book includes complete instruction on how to design a practical, real-world, team-building workshop that teammates actually want to attend. Unlike many team activities labeled "team building" that are really more "team bonding," true team-building workshops are intentionally designed to solve a team's real-world problems. Written primarily for team facilitators, team leaders and teammates may also follow these 12 steps to design an effective, transformative team workshop.

Achieve Your Organization's Strategic Plan: Create a Right-Minded Team Management System to Ensure All Teams Work as One



When a single team within an organization works together as one, they are effective and productive. When an enterprise works with the same level of synergy, it is exponentially more powerful. A Team Management System like the Right-Minded Teamwork TMS model taught in this book lays the groundwork for your organization to get every team on the same page. By following RMT's four-part rollout plan, you can create and deploy your own Team Management System, align teammate attitudes, and work behavior with company values, and bring your entire organization together to work as one and achieve your strategic plan.