

9 right choices  
for building a team  
that works . . . **as one**

# RightMinded TEAMWORK

A Team-Building  
Facilitator's Guide and  
Teammate Handbook

**By Dan Hogan**

## **Acknowledgments & Appreciations**



To the thousands of teammates, team leaders  
and team-building facilitators with whom I've  
worked with over the last thirty years,

### **Thank You**

for being my teacher.

Collectively, you created this awesome  
team-building program where . . .

**Right-Minded Teamwork . . . is the GOAL.  
Teams That Work as One . . . is the MEANS.  
Customer happiness is the RESULT.**

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# Introduction

Team-building facilitators who consistently create and sustain *Teams That Work . . . as One* will integrate into their workshops the essence of the *right-minded choices* that are discussed in this book.



*Hi there. I'm Dan Hogan, and I've been in your shoes, wondering how in the world to facilitate people toward greater collaboration and team effectiveness.*

*I expect, because you're reading this book, that you've worked hard to be a good team-building facilitator. You've worked hard for many reasons, but primarily because you've seen, at first hand, how rewarding it is when people come together and collaborate as a team.*

*I also expect that you know that effective teamwork isn't just for teammates—it's for the team's customers as well.*

*Even with this insight, you probably have experienced your fair share of resistant teammates, dysfunctional bureaucracy, and the like that have spoiled your team-building efforts. If you're like me, this drives you nuts. At times, you've probably just wanted to give up and do something else.*

*But something kept pulling you back to team-building facilitation. Do you know what that something is?*

*It is your deep-seated desire to help others experience the joy of what we call Right-Minded Teamwork. You know that your client team's customers will be much better off when you help them understand and apply the principles behind it. And you know that by extending these principles, you make Right-Minded Teamwork a win for everyone, including yourself.*

*I started facilitating workshops more than 30 years ago, and these right-minded choices soon became self-evident. I've found that the choices and Facilitator Actions presented in this book are effective. They are here for you to use.*

*If you persistently include these choices into the design of your team-building program, your teams will improve and you will become, in time, a successful Right-Minded Teamwork facilitator. Truly.*

*With these choices in mind, I don't need to wonder what to do anymore—nor do you.*

## What's Right-Minded Teamwork?

Right-Minded Teamwork (RMT) starts with a conscious choice by people to work together as one unified team. After that, teammates make a deliberate team decision to accept the right-minded thought system and operating structure that will get you to that goal.

It's called right-minded because it is the "right" set of attitudes and behaviors the team has consciously chosen to live by.

Wait. Be certain you don't miss this essential point. You, the facilitator, must guide teammates in a discussion in which all teammates agree to (a) work as One, (b) embrace right-minded thinking and behaving, and (c) create and follow a continuous-improvement operating system.

This approach has nothing to do with right brain behavior or right wing political philosophies. This teamwork approach is based on your team's choices that, taken together, define your team's right-minded thought system.

Stop, again. Make certain you understand and embrace this essential point. People often ask, "*Who decides what is right?*" The answer is simple: ***your team decides.***

So how do you start the discussion about what is right or wrong for your team? Start by discussing these nine choices but also use our more completed list of both right- and wrong-minded choices that are listed at the end of this book.

To achieve Right-Minded Teamwork, your team must start its journey by agreeing which choice to apply first and then, gradually, apply more choices over time.

Now, read the brief description of these nine essential Right-Minded Choices and get started.

## The 9 Right-Minded Choices

1. There is no difficulty in **making a right-minded choice** once your team has totally committed to achieving Right-Minded Teamwork (RMT).
2. Choosing RMT and choosing to **behave as one unified team** are foundational choices for all the other right-minded choices.
  - Your team will not live these two choices perfectly at first, but making a wholehearted commitment is the first step.
  - Be patient. Persistently move toward your team's definition of RMT by conducting team-building workshops once 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—achieving RMT and Oneness.
4. A meaningful **team vision** provides the context for choosing right-minded behaviors and 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 rise above the battleground and then offer constructive solutions.
9. Giving and receiving authentic **recognition** for a job well done feeds team spirit and fuels Right-Minded Teamwork processes.

## **4.**

**People will not, and cannot,  
fully invest themselves in their work  
unless they truly believe it's worthwhile and  
it makes a positive difference for  
themselves and others.**



**Extraordinary teams believe in more than  
just strategic plans and financial goals;  
they feel an instinctive passion for  
accomplishing their team's vision.**

**Remember:  
Martin Luther King, Jr., said**

**"I have a dream."**

**He did not say he had a strategic plan.**

## **4. Meaningful Vision— *making your team’s dream come true***

If teammates say, “Sure, we have a vision, but I can’t remember exactly what it is,” you can be assured that there is little passion for achieving that vision.

Authentic team passion creates a powerful driving force that establishes team focus and makes things happen. A meaningful vision gives team members a mountaintop view of where the team is going and where it’s been. It channels a team’s energy toward accomplishing the critical few tasks, which decreases the likelihood of getting diverted by the trivial many. Yes, team visions are critical, but a vision without passion is a statement that’s soon forgotten.

The way in which your team goes about creating its vision is just as important as the vision itself. Why? Because creating that vision is a soul-searching exercise of sorting out all the options and uncovering just the right elements that create the necessary spark, provide clarity, and create true buy-in. It is this genuine alignment of intentions and hopes that naturally inspires teams to greatness, not some sterile, hastily crafted vision statement.

Some team leaders, after listening to their Ego, avoid this step because they fear that if they allow people to explore what could be, teammates would not want to do what the leader wants them to do.

*A vision  
without  
passion is a  
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forgotten.*

Reason says the opposite. Reason says that when you assimilate individual teammates' hopes into the team's vision, it inspires collaboration and passion into a overwhelming reservoir of creative and get-it-done behavior. Reason also tells you that Right-Minded Teamwork doesn't just happen. Every team needs to establish a continuous-improvement operating system that includes periodic team-building workshops. When teammates have a meaningful vision and an effective operating system, they will create a Team That Works . . . as One.

Is your team passionate about its vision? Are teammates excited about the journey ahead? Does your team have a continuous-improvement operating system? If the answers are anything but yes, stop now and create a vision that naturally inspires every person and a team operating system that will get you there.

## FACILITATOR ACTIONS

- ✓ To ensure that your team has a useful vision that will facilitate right-minded teamwork and working as One, conduct this simple three-question teammate survey.
  1. To what degree do all teammates understand the team's vision?
  2. To what degree do all teammates agree with the team's vision?
  3. To what degree do all teammates actively support the team's vision?

Compile and share the results. Ask if the team needs to refine its vision. If so, assign two team members to work with the facilitator to design a half-day workshop. Go to the RMT Resources page and download *Team Vision Example Exercise* (<http://rightmindedteamwork.com/resources/>) for a simple structure for how to create a team vision.

- ✓ To create a team operating system, conduct the Teamwork Tune-Up exercise called *Teams That Work*, which is a six-step continuous-improvement process you can adopt as your team's operating system. Go to the RMT Resources page (<http://rightmindedteamwork.com/resources/>) to access this exercise.

*The following two pages are for your teammates to record their actions.*

## To Sum Up

Your workplace is *your* classroom.

If you hate going to class, you will never truly understand Right-Minded Teamwork. If you want to be fully functional and emotionally mature, you will gladly embrace your teammates and enjoy attending class every day.

Keep in mind that the only freedom you truly have is the freedom to choose how to respond to classroom challenges. To make the most of your freedom, *you must train your mind* to apply Reason's right-minded choices in both good times and bad.

When you think this way, right-minded work behaviors follow, and your work performance will contribute to creating a Team That Works as One.

The good news is that Right-Minded Choices are natural and are already inside you. When you and your teammates are not collaborating or functioning at your best, you can be certain you are following Ego. That means that wrong-mindedness has gotten in your team's way.

This book is a fundamental course in RMT. It doesn't claim to teach the complete meaning of right-mindedness. It does claim that by discussing these 9 choices in your team, you will remove the blocks to RMT awareness.

For that reason, Reason can now easily say that the fundamental purpose of Right-Minded Teamwork is to remove the blocks of wrong-minded thinking.

By doing that, the right-minded truth is revealed: **Your team CAN work as One.**

## **About the Author**

I conducted my first training class in 1980 and facilitated my first team-building workshop in 1986 for a promising young computer software company that was working on what is now hyperlink technology. Didn't we do a terrific job in that workshop? Hyperlinks are an international success!

Ok, I suppose I can't take any credit for hyperlink technology, but I can tell you that it was then I fell in love with the idea of becoming a team-building facilitator.

After years of being a full-time team-building facilitator, I'm now teaching others how to succeed in doing the same. My mission was to "develop people and teams that work."

Today, my mission is to "develop Right-Minded Team-Building Facilitators."

That means that I am dedicated to helping you become a successful facilitator and, if you like, a CMF (Certified Master Facilitator).

I am honored to be a CMF and a CPF (Certified Professional Facilitator). I am proud to serve on the board of the International Institute for Facilitation.

I have facilitated teams in the United States and many other countries. My best guess is that I have worked directly with about 500 teams that each had 15 to 50 teammates.

## **If you still want to know more about me . . .**

I've been told, and I modestly agree, that facilitation is my best skill. I started with very little knowledge, and I have had a wonderful and full career doing it ever since.

**Please hear this:** You can do this too, if you have a similar passion.

- When I was nine years old, I asked my parents for a guitar. Mom made me take lessons, which I loathed. I got over it. Playing that guitar has been a lifelong love. For a short while, when I was a teen, I even played in a country bluegrass band. Yee Ha!
- When I was 10, I fell in love with Boy Scouts and am proud to say that I'm an Eagle. Scout's honor.
- I have a Bachelor of Science in Behavioral Science from the University of Houston, with a special focus in career development and life-work planning. Some of my closest friends don't let me forget that I earned a BS in BS!
- My firm, Lord & Hogan LLC, grew to five full-time employees. Today, we employ experienced contract facilitators and other consultants to fulfill our mission.
- I'm blessed to have a wonderful and loving wife. I am equally blessed to be able to work from our comfy home in Houston with our dog and two cats. The children and grandchildren are all grown up and on their own. Ah . . . life is good.

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**Still want to know more about . . .**



Right-Minded Teamwork is wholly owned by Lord & Hogan LLC, a human resource development firm founded and managed by Dan Hogan.

Since 1990, Lord & Hogan has worked closely with both large and small organizations in the United States and around the globe to advance the practice of behavioral change management with our team-building tools like the Choice Model and Work Agreements. Our overall core goal is to *Develop Team-Building Facilitators*.

Lord & Hogan LLC began operation in 1990 in Houston, Texas, USA.

Dan Hogan started the firm after 10 years of working with two other consultant firms. For the first three years, he was a solo practitioner providing training and consulting services to a number of companies.

Two primary clients, Chevron and Exxon, kept Dan very busy until it was necessary to begin hiring full-time consultants in 1993.

In the early 1990s, Lord & Hogan provided facilitation and decision-making training programs plus customized team-building solutions.

In the mid to late 1990s, more and more companies, such as Shell Oil, Aim Mutual Funds, CAE Link, and Compaq (see

<http://lordandhogan.com/clients/testimonial-evidence> for our testimonials and client list), began to hire Lord & Hogan not only to provide training in such areas as communication, emotional intelligence, and facilitation training but to also create and implement custom solutions on how to build higher functioning teams.

Additionally, several companies asked Lord & Hogan to formulate enterprise-wide solutions to achieve higher organizational performance through quality initiatives, leadership development, and organizational accountability.

Between 1995 and 2001, Lord & Hogan expanded its portfolio by creating and packaging its products and services into three behavioral change management categories: Assessments, Custom Solutions, and Personal Mastery.

Today, we are updating and transforming all three of those services into Right-Minded Teamwork resources. Those tips, tools, exercises, and tutorials are offered through our Right-Minded Teamwork Website.



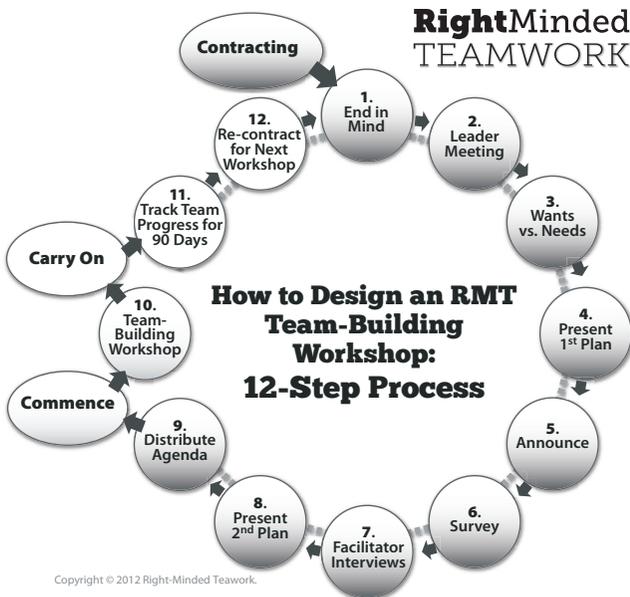
## Introducing the new . . .

### 12 Steps: How to Design a Right-Minded Team-Building Workshop

A FREE online course

#### Here's what you get

- ✓ A proven 12-step process for designing a real-world custom workshop your teammates can't wait to attend . . . because they know they will get real work done!
- ✓ A Process Map outlining all 12 steps.



## **plus you get . . .**

- ✓ Lots of free downloadable materials, examples, and exercises for each step.
- ✓ Six “Teamwork Tune-Ups,” 90-minute free self-facilitated lunch-and-learn exercises that include a leader’s guide and instructional videos to keep momentum going between team-building workshops.

**If you want to know more, watch the four-minute video at**  
<http://rightmindedteamwork.com/how-to-design-course>

## **Here’s a reliable way for deciding whether or not to take this course:**

- ✓ Enroll and review the introductory lesson, where I present all 12 Steps in about five minutes.
- ✓ Ask yourself, “If I implement these steps, will they work for me and my team?”
- ✓ If your own logic says yes, then you can trust that the course will benefit you.

## **It’s easy to enroll and it’s free.**

Go to: <http://rightmindedteamwork.com/how-to-design-course>  
and just enter your name and email.

**Continue your training with . . .**

## **RightMinded** TEAMWORK

### **Train-the-Team-Building *Facilitator* Program**

This program consists of three integrated workshops. You will learn how to become a successful RMT team-building facilitator at the completion of the program.

#### **Here's what you learn**

- ✓ **Right-Minded Work Agreements:** this 3-day intermediate class teaches how to facilitate this advanced behavioral change management tool.
- ✓ **Team Operating Systems:** a 2-day course in how to create and sustain a continuous improvement team system and work structure.
- ✓ **Right-Minded Teammates:** a 2-day course in how to teach teammates to embrace accountable attitudes and behaviors as well as eliminating victim thoughts and actions.

#### **It's easy to enroll.**

To learn more about the three *Teams That Work . . . As One* classes, go to <http://rightmindedteamwork.com/workshops> to find the video and course descriptions.

# RightMindedTEAMWORK

## Train-the-Team-Building Facilitator Program



### Program details:

Course	Description	Length	Options
Right-Minded Work Agreements	Learn how to create & facilitate a Team Work Agreements Workshop.	3 days	Public Workshops in Houston, TX ..... Open Enrollment 6 participant max
Team Operating Systems	Learn how to facilitate, create & deploy a continuous improvement Team Operating System.	2 days	Company or Professional Assoc. Sponsored ..... Open Enrollment 16 participant max
Right-Minded Teammates	Learn how to guide teammates towards becoming a Right-Minded Teammate.	2 days	Company Sponsored ..... Invitation Only <i>plus</i> , Individual Mentoring 6 participant max
Teamwork Tune-UP!	Exercises & Other Consultation	Ongoing	Open

# Team-Building, The Right-Minded Way

*I bet you're one of those smart people who prefer a real-world workshop over a "pretend" one, right?*

Real-world team-building does not subscribe to the idea that games, outdoor exercises, or social events are the most effective approaches. They can be a lot of fun, but they're not valid substitutes for getting real teamwork done because they are indirect and do not resolve the team's most pressing teamwork issues. They are pretend workshops.

This approach has nothing to do with right brain behavior or right wing political philosophies. This teamwork approach is based on choices that, taken together, define your team's right-minded thought system.

Stop. Make certain you understand this essential point. People often ask, "**Who decides what is right?**" The answer is simple: **your team decides.**

- Learn how to facilitate and incorporate these 9 choices in your team using straightforward exercises.
- Use this book with other RMT courses such as our free and comprehensive 12-Step online course: *How to Design a Right-Minded Team-Building Workshop.*

## **Facilitating Right-Minded Teamwork will:**

- Create satisfied team-building customers who will highly recommend you to other teams.
- Address and successfully resolve your team's real-world issues, and you will
- Build a long and prosperous team-building career that will produce many life-long and enduring friendships.

## **About the Author**

Dan Hogan is a Certified Master Facilitator and serves on the Board of the International Institute for Facilitation. Dan has three decades of practical team-building facilitation experience working with over 500 teams in the United States and other countries. Dan is now teaching facilitators and team leaders how to successfully apply these practical Right-Minded Teamwork choices.