

## Totems

People feel as though their time is valued by others  
People are given the benefit of the doubt  
We would be doing what we say we are going to do  
Collegiate and action oriented group  
Getting things done faster  
Members feeling enabled  
Functional corporate services infrastructure  
Group more energetic  
Focusing on what really matters for MN  
Productivity up  
Celebrating success  
Following up on decisions and calling each other to account  
Plans becoming reality  
Making actual decisions  
Identifying and attacking the real big issues  
Transparent and lean District office

## Taboos

Blind-siding another: failing to give heads up to individuals about an issue any reasonable person could assume they would have a reaction about  
Forcing decisions or engagement of key stakeholders without prior information  
Avoiding the hard issues  
Leaving individuals out of both formal and informal discussions  
Engaging another member's subordinates without involving your colleague first  
Repeating meeting content outside the meeting  
Being disengaged in the meeting  
Being a sphinx in the meeting  
Turning up unprepared  
Turning up late  
Texting under the table or reading emails when conversations are happening  
Passive or active undermining of the group and/or its members

## Repetitive Interactions

Talking regularly and informally with one another  
Smiling and laughing  
Straight talking  
Actively conversing about the real effects and impacts of my work on each others' areas  
Calling (phone): giving each other "heads up" about coming impacts and changes  
Meet f2f regularly and our presence at the meeting is a real priority  
Responding to each other's calls  
Turning up on time  
Allocating enough time to complex and big issues  
Active and respectful listening & inquiry  
Coming prepared and contributing own perspective to others' issues  
Agreeing what is required around issues beforehand (e.g. decision, information, recommendation, etc ...)  
Using whiteboards, flipcharts for difficult or volatile issue discussion  
Sharing our plans with one another  
Advise others when their actions distract  
Honor the decision making process and the needs of audience for context and meaning  
Reporting back key decisions to our people  
Bring to key discussions in this group the views and sentiments of their people  
Disseminating key decisions (timely)