



# In Search of Eagles Inc.

*All leadership is example.  
Anything else is coercion.*

*Consulting & Coaching*

## Leading From Resonance™

### The Four Master Principles for Building Resonant Relationships™

By Bill Shirley, BT, PCC

As the Values & Goals management environment replaces any remaining artifacts of a past Command & Control environment, strong Resonant Relationships™ easily emerge when everyone honors the Four Master Principles as “just the way we all work together.” Each Master Principle has several corollaries that provide definition and substance to its meaning.

#### A. Everyone makes requests, not demands.

1. All requests are acknowledged with a response, none are ignored.

The response can only be “Yes”, or “No” with a counter proposal leading to a *negotiated* agreement.

2. No statement is interpreted as being a demand or an order.

Even when the language and tone are very direct, it is handled as a request with no intent to intimidate or coerce. Leading From Resonance™ is about gaining Buy-in, and enhancing responsible cooperation, not coercion.

3. Ask for 100% of what you want at all times and on all issues.

Hear “No” to the request without becoming defensive or angry. Then work toward a win/win answer without compromise. Acknowledge that all issues cannot be resolved immediately, and some may have to be accommodated as reoccurring or perpetual.

#### B. Everyone is in the present moment, not the past nor the future.

4. Show up and be present without distraction. Be engaged!

5. Address only the current subject, do not meander.

6. Say what you mean and mean what you say.

7. Tell the truth as you know it.

It is safe –and necessary -- to challenge the decisions and wisdom of the past.

8. Take full responsibility for your choices and actions.

No one else’s actions justify – or excuse – anything you do or say.

#### C. Everyone *Negotiates* their expectations of others.

9. No expectations are ever assumed of, or imposed on, another person.

All expectations of another person are openly negotiated and agreed upon. Failure to achieve agreement may reveal a serious values issue that must be explored and resolved.

10. Everyone is responsible for maintaining their own personal boundaries.



*Eagles don't flock. You find them one at a time.*

325 A. Summerset Lane, Basalt, CO 81621  
bill@insearchofeagles.com

• Ph: 970.927.9134 • Fax: 970.927.1846  
• www.insearchofeagles.com

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Micromanagement is a common boundaries intrusion. Giving help or advice without being asked is another. Boundary issues are minimized when everyone realizes that they are never responsible for another's thoughts, feelings or behavior, and in no way try to fix, protect, control, rescue, manipulate, direct or persuade the others. Everyone can be responsible to others by encouraging, showing empathy, listening and (only when asked) help, guide or advise.

#### **D. Everyone must disagree --- But without being disagreeable.**

**11. Everyone has a responsibility to bring their insights, knowledge, and wisdom into the discussion of an issue, even knowing their views are not what others want to hear.**

All healthy relationships have conflict. Strongly expressed, diverse views infuse an organization with the hybrid vigor required for innovation and creative problem solving.

**12. Be certain the boss hears what you know the boss needs to know.**

**13. Listen to all viewpoints without criticism, blame or judgment.**

**14. Expose all disagreements.**

All that needs to be said initially is "I don't agree with ..."

Do not participate in Faux Consensus. The Loyal Opposition is an essential component in an effective management team.

**15. Communicate with "I" messages, not "You" messages.**

**16. Nobody gets to be wrong.**

Do not ridicule, insult, put down, be sarcastic, use hostile humor or become belligerent. It is possible to oppose a viewpoint without opposing the person arguing for that view.

Meeting the competitive challenges of Econ21 requires creative solutions to intractable problems forged in the fire of conflicting views and hammered into shape by debate on the anvil of respect. For such civil discourse to be an on-going part of day-to-day business, these Principles must be honored creating and sustaining Resonant Relationships™. The result is Resonant Culture™ of loyal and enthusiastic employees.

Dissonance will drain the creative energy, creating CEO Disease and Faux Consensus. Any workgroup, team, or department can be infected with CEO Disease: failing to tell the boss what the boss needs to hear! Its transmission is always top-down. Once started, it is virulent and creates a chronic loss of honesty, openness, trust, initiative, creativity, and organizational agility. It will quickly infect every level of the organization. Unless recognized and effectively treated, it will be fatal to the business. Its symptoms are easy to recognize:

Early symptoms are present whenever the boss becomes 1) critical, or 2) defensive, or 3) angry, or 4) contemptuous, or 5) in denial upon hearing "bad news" or something he does not want to hear. The symptoms of a well-established infection are a bit more subtle, but still quite recognizable. The advanced symptoms are present when employees never tell the boss anything he does not want to hear. This behavior is generally accompanied by the boss' direct reports being either 1) in collusion, or 2) in manipulative political conflict; either way, their relationship is contaminated and dissonant. The organization's creative energy shrivels.

Faux Consensus is when the culture (i.e. "the employees' most successful way of thinking, feeling, and behaving") requires people to "go along in order to get along." Resentments abound. Trust disappears. Communications are guarded. Nobody is ever sure of where anyone else stands on an issue. The political manipulation becomes vicious. A Dissonant Culture of disengaged employees prevails. The organization is dying.

Faux Consensus and CEO Disease often coexist. The most effective remedy is to embrace the Eight Core Principles of Leading From Resonance™ and the Four Master Principles for building Resonant Relationships™.