



# In Search of Eagles Inc.

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

*Consulting & Coaching*

## Leading From Resonance™ An Overview of Leading From Resonance™

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A Rapid Response Culture™ of loyal, fully-engaged employees who enthusiastically exceed the customers' expectations is grounded in Resonant Relationships™. In every encounter, each of us has the choice of creating either Resonance or Dissonance. Leading From Resonance™ is about developing Leaders who chose to create Resonance in *all* of their relationships! *It is just the way they live!*

Leading From Resonance™ is also about replacing any remaining artifacts of the old Command & Control management philosophy (wherever it exists) with the Values & Goals management philosophy. The rapidly mutating markets of the 21<sup>st</sup> Century Global Economy require agility – a flexible responsiveness -- only possible in a strong Values & Goals management environment.

In today's economy – “Econ21” -- customers expect instant gratification. So when customers (or prospective customers) do not get an intelligent *immediate* response to their enquiry, their reflexive emotional response is always negative. It is their emotional judgment, not their rational judgment, which determines with whom they will do business. In this mercurial economy, the organizational structure must be flat with people working in multi-disciplined teams who take great pride in their agile responses to the most imaginative customer expectations.

The Command & Control management model of the last century assumed that people would only do that for which they were “held accountable.” In the context of that philosophy, this assumption is absolutely correct! “Holding people accountable” is a very large part of what Command & Control managers do. If you, as a manager, must spend time “holding people accountable”, then you are working in a rigid, slow moving, Command & Control environment regardless of what you may call it.

The Values & Goals management paradigm is very different. It is based upon the realization that people do whatever they do for *only* one of two reasons: it is either 1) congruent with their values or 2) they are yielding to coercion! When the employees' Values & Goals -- or more precisely stated, when their individual life purpose (or mission), vision, values and goals -- are congruent with the Values & Goals of the organization, it is then possible for the leaders to gain Buy-in to the organization's Values & Goals, and coercion becomes totally unnecessary, in fact, it is counter-productive.

Gaining Buy-in so that responsible behavior, full cooperation and excellent performance are the norm still requires strong, effective leadership. Leading From Resonance™ is a comprehensive approach for extending strong, effective leadership throughout the entire organization. It embodies three overarching concepts that distinguish it from other leadership models: Temenos, the Eight Core Principles of Leading From Resonance™, and the Four Master Principles for Building Resonant Relationships.™

**Temenos:** The word comes to us from ancient Greece; it identifies “a sacred enclosure so safe that warriors can remove their armor.” In this context, it identifies a very safe environment where everyone is honest, open, and trusts others to be the same.

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

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Temenos is essential to all effective communications. It is equally essential to bring forth the creativity and innovation required for survival, much less long term prosperity and success, in Econ21. (Temenos is covered in detail in the document: “S-030 LFR Temenos.”)

**The Eight Core Principles of Leading From Resonance™:** The purpose of Leading From Resonance™ is to create respect and emotional loyalty among employees, customers, suppliers, and the community at large. Leading From Resonance™ is performance art, not science. As with any performance art, such as music or dance, it is guided by a set of Core Principles, not to be slavishly followed, but to be intelligently interpreted in applying them to the ever-changing conditions in Econ21.

These eight Core Principles have been field tested over the years, and are today demonstrating their ability to guide leaders through those tough situations where there are no clear answers or proven history for guidance. (These principles are discussed in detail in the document: “S-032 LFR Core Principles.”)

**The Four Master Relationship Principles:** By following these principles, people who are successful working in a Values & Goals environment create a Resonant Culture™ that is Responsible, Cooperative, and Personally Demanding. Rather than management “holding them accountable,” they “are responsible”, accepting adult responsibility for their performance. Their personal value structure is congruent with the Values & Goals of the organization. They do exceptional work because it provides fulfillment and meaning in their life. This work ethic is an essential part of all successful *flat* organizations!

Resonant Relationships™ are created and sustained when everyone, at all levels, honors the Four Master Principles as “just the way we all live and work together”:

- **Everyone makes requests, not demands.**  
What makes this principle work is that all requests are acknowledged; it is a serious breach of trust to ignore a request. The response can be “yes” or “no” with a counter proposal; all responses leading to a *negotiated* agreement.
- **Everyone is in the present moment, not the past nor the future.**  
In any exchange, everyone shows up fully engaged, present and not distracted. They stay on topic, say exactly what they mean, express their truth as they know it, and take full responsibility for their thoughts, feelings and behavior.
- **Everyone *Negotiates* their expectations of others.**  
A major cause of misunderstandings and miscommunications is un-negotiated expectations. All expectations are to be openly negotiated and agreed upon, never imposed. Another variation of abusing this concept is when one individual gives help or advice without being asked, or takes on responsibility for another person’s thoughts, feelings or behavior.
- **Everyone *must* disagree --- but without being disagreeable.**  
There are two fatal diseases: CEO Disease and Faux Consensus. CEO Disease is political self-preservation when there is punishment - perceived or real -- for telling a boss what the boss needs to hear. Faux Consensus occurs when we fail to express a strongly held belief and agree to “go along to get along.”  
All healthy relationships have conflict. Creative problem solving and innovations require stimulation that can only come from contrasting views, passionately expressed. Only those organizations that can call forth the best from their creative talent will flourish. The others will disappear.

(These principles are developed in detail in document: “S-034 LFR Master Relationship Principles.”)

This model is comprehensive, robust, and equal to the leadership challenge of these fast-moving times.