



In Search of Eagles Inc.

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

Consulting & Coaching

Leading From Resonance™ "Temenos"

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"Temenos" (Tem-en-os) comes to us from ancient Greece. It was a very dangerous and war-like society in 400 BCE. The word identifies a sacred space next to a temple where it was safe for warriors to remove their armor. (Armor, n. "A safeguard or protection") In the present context, it identifies a very safe environment where we can remove our armor; where we can be honest, open, and trust others to be the same. *Temenos is essential for innovation, creative problem solving and effective communications.* Temenos is the bed-rock foundation of Leading From Resonance.™ It is essential to all successful relationships!

Innovation and creative problem solving will *only* flourish in a safe environment that honors effective communications. Effective communication requires the honesty to speak our truth, as we know it; the openness to express it from our heart; and the trust that no one will use what we say to harm us. Temenos requires the courage to be vulnerable! We must become comfortable relating without our armor!

Only when everyone has the courage to be honest, open, and trusting can Temenos exist. What makes Temenos possible is that everyone listens to, and understands each other at their deepest, heartfelt level. Temenos only happens when everyone is more concerned with understanding than being understood.

Honesty requires more than just telling the truth:

"A truth told with bad intent, beats all the lies you can invent."

Honesty also requires being open and forthright with *all* of the information of value to another person. To withhold information quickly destroys trust.

Openness means there is no need to defend or justify our position or behavior. It is defensiveness that *always* blocks the win/win resolution of issues. When people are 'explaining' their positions or behavior, then it is time to listen to -- and help them deal with -- their fears and insecurities.

Leading From Resonance™ defines "Trust" as the faith that no one will, deliberately or accidentally, consciously or unconsciously, take advantage of you. You can put your situation at the moment, your status and self-esteem in the organization, your relationships, personal reputation, your job, your career, even your life, in the hands of your co-workers and management with complete confidence. This standard of trust is quite demanding but not unreasonable; it demands nothing more of you than you have a right to expect from a deserving leader or a true friend.

It is the existence of the unequal power in our work place relationships that inhibits Temenos, preventing effective communications, and hobbling innovation and creative problem-solving. Temenos can only emerge when those with the power honestly, and openly, meet the above definition of trust. This requires executives of high Emotional Intelligence and leadership maturity. There is no other way for Temenos to emerge.



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

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In the 21st Century Economy of mercurial and rapidly mutating markets, only organizations with a Rapid Response Culture™ will “always be in tune with the markets they serve.” The organization must change as rapidly as its customers’ erratic expectations change. Organizational prosperity requires the ability to absorb rapidly advancing technology with ease. *The rate of change in the business universe will continue to accelerate; it has no known terminal velocity!*

In reality, organizations only change as the employees evolve. This is why it is essential for management to invest in employee development and reward personal growth. Everyone – management and the employees – must “Evolve at the Velocity of Change.” This requires taking risks and leaning from the experience.

The kind of personal growth that really changes organizations is not just refinement or expansion of technical skills. It is a growth of wisdom and maturity, a growth that comes from taking risks, and finding new solutions to the intractable problems of the past. Such growth can only take place in a Safe – Temenos – Environment! Temenos nurtures initiative, creativity, and innovation; it does *not* punish one for the lessons and learning that are an essential, inherent part of the creative process.

“Nobody who ever did anything interesting, did it right the first time, or even the last time.”
---- Tom Peters, Author of “In Search of Excellence.”

Temenos is the indispensable ingredient management infuses into the working environment that invigorates personal growth. Without it, nobody will take the risks necessary to create the discoveries and innovations required for survival, much less prosperity, in Econ21.

Temenos is necessary, but not sufficient for the personal growth that brings forth innovation and creative problem solving. Creative and imaginative employees must be selected who also possess the intelligence, initiative, wisdom, and persistence that produce excellence. They must be curious, insatiable life-long learners. Employees must be selected for creativity; it is in short supply in all industries and professions.

Temenos does not tolerate unenthusiastic or mediocre performance. It is an environment that encourages and accepts nothing less than each individual’s personal best. However, it is every individual’s choice as to whether to be an active participant in the Temenos environment, i.e. whether to remove their armor, and communicate with honesty, openness, and trust. This is a choice that no one can avoid.

When first introduced to Temenos, most executives are skeptical because it sounds like an unattainable ideal. This skepticism is understandable when one realizes that the vast majority of executives and employees have never worked in an environment that gave more than lip service to honesty, openness, and trust. While Temenos is the foundation of Leading From Resonance™, its sustainability requires Leaders who easily create Resonant Relationships™.

Leaders in Econ21 must have emotionally loyal followers. Loyalty is expressed in one of three flavors: captive, purchased, or emotional. The Captive Followers follow because of the power of the leader’s position and the ability to punish perceived disloyalty. Purchased loyalty is created by a price differential; Purchased Followers follow only so long as the reward is high and the cost is low. They will liquidate their loyalty anytime they perceive a better deal elsewhere. Emotional Followers follow because they are emotionally engaged with the leader; they buy-in to the organization’s Values & Goals. Temenos guarantees emotional loyalty! Once employees experience Temenos they will not willingly work in any other environment!

Organizational survival in Econ21 requires an innovative and creative working environment. Prosperity requires a Rapid Response Culture™. *No organization can establish an innovative and creative working environment capable of sustaining a Rapid Response Culture™ without Temenos.* Leaders who embrace Temenos will have far greater success than those that don’t.

Temenos: An Environment so safe, warriors can remove their armor.