

Christine Neidhardt and Olaf Lewitz

SHOWING UP

Become the Leader You feel called to be



TRUSTTEMENOS LEADERSHIP ACADEMY

Discover the Space You want to create

Foreword by Judy Rees. Welcome by Siraj Sirajuddin

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Olaf Lewitz and Christine Neidhardt

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I Go to Meet the Day

*I go to meet the day,
With love in my heart.
I go to meet the day,
With hope in my heart.
I go to meet the day,
And whatever it may hold,
And whomever I may meet.
I go to meet the day,
To show up as who I currently am,
To see if today I can make a difference
In someone's life
By showing up as me.
I go to meet the day,
With love in my heart.
To share it freely, and
Receive it in return
Gratefully.*

*That's the kind of leader I want to show up as.
And when I am at my best, I do.*

*Lead with love and kindness.
Trust.
Stay curious and present in this moment.*

- *Sylvia Taylor, June 2016*

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Who We Are and What We Want

We are Olaf Lewitz and Christine Neidhardt.

We are your hosts on this journey.

We uncover the strength of people to unleash their freedom of choice. We believe that increases well-being and the effectiveness of organisations. It makes work more fun.

We work with appreciation and surprises: We love your potential into reality.

People need safe spaces to learn who they are and what they want so that they can make healthy and creative choices.

We want to share what we have learned and what we are learning about how to create and hold these spaces, and how to help people discover a clarity of identity and choice.

We want to grow a generation of leaders
who share this with us,
who change organisations in the world into safe spaces
for people to flourish in freedom.

Our Invitation: **Discover the space you want to create.**



photo by Fabian Schiller

How to Get the eBook

If you bought a printed copy of this book at a conference, you are entitled to free online updates of the eBook. Send us an email to info@trusttemenos.com to get the download link.

Leadership We Believe in

Leadership is your choice to make a difference.
Moment to moment, awareness and intention offer possibilities. We have an impact when we choose to lead or to follow.

Leadership is the combination of providing options and making choices, and the awareness of how these two actions are linked by intention, situation, and context.

Your clarity of identity and intent determines the power of your leadership.

Eighty percent of success is showing up.
Woody Allen

The most painful experience of modern woman and man is that nobody really knows us, and nobody seems to be particularly interested. To avoid feeling that pain, most of us avoid disclosing ourselves in day-to-day life. We believe that behaving that way that results in a staggering loss of human potential and the resulting economic value.

We want to enable all kinds of leaders to leverage our human potential to improve 21st century workplaces and societies.

Leadership is confidence.

In most of our work and private contexts, we do not dare to show our true and whole self. We do not feel welcome: as a result we co-create work environments where sub-optimal results and shared ineffectiveness are normal. Although we hunger for being seen, our need for safety makes it impossible for anyone to authentically

connect with us. We want to take a stand by showing up, and help you lead by example in showing up.

Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult. Warren Bennis

Leadership is courage.

Our approach provides a safe setting to explore your space, to experience connection, openness and trust on a level that is rarely accessible to us in daily life. We invite you to discover that we can open up to people and learn that this satisfies a deeply rooted human need. Then, we can safely test more effective methods of relating with others. This gives us an opportunity to show up, let go of old patterns and tap into our full power and talent. Now, Here.

If you trust in yourself, and believe in your dreams, and follow your star... you will still get beaten by people who spent their time working hard and learning things and were not so lazy.

(Terry Pratchett, *The Wee Free Men*)

We want to see ourselves as mindful leaders who step into their own power, who create and hold spaces of non-judgement, vulnerability and empathy. Spaces where people get real: show up fully, be weak and strong, acknowledge their fears and show their shadow side.

We want to be leaders who are listening to the emerging future and helping bring it into life.

Leaders who stand back, hold the space and allow co-creation to happen.

Leadership is expanding our own and others' comfort zones.

It does not stop being magic just because you know how it's done.

(Terry Pratchett, *The Wee Free Men*)

Leadership is a choice,
and it begins with one's willingness to be responsible
for what is happening in one's world.

Leadership development, then, becomes about growing the size of the world for which one is able to be responsible.

(Kimsey-House, *Co-Active Leadership*)

Discover the space you want to create.

Come in. You are welcome.

Foreword by Judy Rees

I'm hesitating. How can someone like me be asked to write a foreword for a book like this? Aren't forewords the preserve of the famous, the academic... the important people?

I check in here full of "negative" emotions. I'm worried about saying the wrong thing. I'm stressed about the deadline. I'm fearful of embarrassing myself, upsetting somebody, or of failing to do justice to the important work that Olaf and Christine are sharing here.

And, even as I feel and say all of that, I can hear Olaf and Christine say, "You're welcome," and know that they mean it.

That's the point. These guys create safe spaces, where it's OK for me to show up as the kind of imperfect human being I feel myself to be.

They're so good at this stuff. I'm in awe of them and their apparently-effortless success.

They're jetting about the world doing these amazing workshops with people from some of the biggest companies in the world. They're doing it for real, in places that matter, helping individuals and organisations to make the transition from old-fashioned command-and-control hierarchies to the kind of distributed, empowering leadership that's needed now. They're staying cool, calm and collected in the process.

Now they're going to publish a book in just a few days...

And as I pause and allow myself to come to clarity, I remember something important. I'm comparing what they look like on the outside with what I feel like on the inside.

I can't ever know how they actually feel. But the more they "show up" in the ways described in this book, the more clues I get. The

more they tell me about what's really going on, the less I have to guess. And the more I realise that they are, in fact, human.

That, in turn, encourages me to show up, too.

And then, what happens for you?

Judy Rees, London, April 2016

Judy Rees is the creator of Metaphor Mastery and Collaboration Dynamics, best-selling co-author of “Clean Language” and an amazing listener.

She is an example of the leadership we want to promote in this world: humble, direct, curious, providing space for people to show up and grow. We are grateful for many of her influences, and happy and proud she agreed to gift us with a foreword to this book.

Thank you, Judy!

You can reach her at <http://judyrees.co.uk>.

Our Assumptions

Everyone is invited and able to lead. You certainly are.

You are a human being, and as such, naturally creative, resourceful, and whole.

You have some experience in leadership, which may or may not have happened while you executed a formal role where that was part of your job.

You are curious and want to learn more about yourself and your leadership capacity.

You want to make a difference in the world, and learn how to make it elegantly and effectively.

Although we may understand them in different ways, all human beings share the same fundamental needs.

Every human being can change their habits of thought and behaviour. All that is required is compassion, clarity of intention and focused attention.

We are creating our world with the choices we make. Some choices are conscious, some intentional, some we are not aware of when we make them.

Growing awareness of choices we make is growing our responsibility for creating our world.

Showing Up

Welcome. You are safe here.

*Come, Come whoever you are,
even if you have broken your vows 10.000 times
come, come again*

Rumi

No matter what you have said or done, we invite you to own the choices you have made in the past and become ready to make new and fresh ones in the future.

We are taking you on a journey. Its purpose is getting real, showing up, and making a difference. Then, helping others on that journey. Ultimately, that will increase freedom and unleash abundance in the world.

This book is about creating and holding spaces for people to show up and grow.

it is your turn now

you waited, you were patient.
the time has come,
for us to polish you.

we will transform your inner pearl
into a house of fire.
you're a gold mine.
did you know that,
hidden in the dirt of the earth?
it is your turn now,
to be placed in fire.
let us cremate your impurities.

Rumi

Check-In

Check-in is a deliberate practice to focus our attention on the current situation and the relationship we are building, here and now. It raises our awareness of the container we are creating for ourselves.

Check-in increases our presence and our clarity of where we are and how we are here, in our body, our mind, and our heart. Check-in is an essential part of the Temenos practice. If I¹ had to choose to remember and use only one practice from this book, I would likely pick check-in.

Check-in is simple, and easy. You stop and reflect on yourself and the situation. You notice how you are here, where, and why. You sense what is going on in your mind, body and heart. You share what you want to share. This may be nothing. It may go deep. That's your choice. You end with **"I am (checked) in."**

The group responds with **"You are welcome."**

Olaf

I am checking in glad, excited and proud. When I went to West Virginia in September 2012 for my first Temenos Lab, I never imagined making this method a core part of my life and work. And now we can proudly say we have substantially influenced and changed hundreds of lives, added meaning and choice, intensity and purpose.

I feel blessed: what a journey!

¹You may be curious who is talking just here. It's not really important, so we will not bother you with more footnotes like this.

We wanted to start an academy for more than two years. It was tedious work of ups and downs, hope and frustration. We came close a few times, and it fell apart every time. Then a few things started to click into place, just after we had let go of some expectations, set a date and made the choice to just do it. We went for a longer program with shorter presence sessions. We focused on leadership development. Look where we've got to!

When the Academy started, it started with few people, yet with full force. The passion and energy unleashed in one day was blowing us away. And it's still growing.

I feel overwhelmed. Less than two months ago, the second generation of our leadership academy ended. Next week, we are hosting our third Certified Agile Leadership training, in Paris. Christine and I are buzzing putting ideas into life. We are finishing the book! Creating videos! A school of coaching witchcraft and wizardry! What's next? Our ideas are getting stronger, our messages simpler and more elegant, feedback is more than encouraging. Love, and magic!

And I feel anxious. This is the first time our message will reach people we have not met in person. How will that work? How will we connect? We're diving into the unknown. Part of me loves it and laughs out loud, with joy. Part of me wants to go back to bed and hide, on my own, under the covers. Welcome to my emotional world.

I feel blessed and excited that you are reading this now. I am curious and full of hope that our material and message encourages you to get in touch and connect. I hope to get to know you. I love meeting people. An online check-in can be like a big warm hug.

I'm sure you deserve a hug. I know I do. We all do, we're human! You are welcome. I embrace you with all that you're bringing to this relationship, with all my heart.

I am in.

Christine

I check in proud, happy and thankful about all the coincidences and fulfilling moments of the last four years. What a ride!

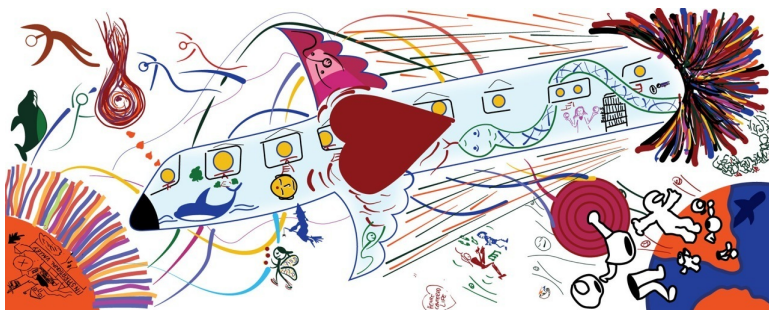
February 2013: Olaf invited me and my husband to a teambuilding experiment with Temenos just before our most beloved Open Space conference Play4Agile. I am just laughing at myself, because at that time I had an appointment with a customer, hesitated to confirm and Olaf was so generous to plan around my appointment to make this small group of six persons happen. I am unsure if any of this adventure would have happened if I had not been part of that group. I was astonished. For years I had been doing teambuildings as a trainer. I had never experienced such a trust building effect in such a short time.

In sharing our own personal stories we were diving deep into our vulnerable spots, having had similar feelings of disappointments in our lives, and feelings of helplessness. The room was filled with empathy and love. A strong bond was formed in the group. We came out of these 1.5 days and said jokingly, into the blue, we now have reached such a trust that we could imagine to start a business together. And it emerged! Not immediately, but it was really the starting point of a business for Olaf and me, although we never planned for that. It was first and foremost a miracle adventure of friendship, excitement and fulfilment.

Blue Ridge Mountains, West Virginia. At Play4Agile, I had realized a strong urge for me to take a one month time-out after 13 years of self-employment as a consultant, leadership and team trainer. I had the feeling that there was something missing, but didn't know in which direction I should change. After coming back from a wonderful Sahara and Vision Quest experience, Olaf asked me if I wanted to come with him to the U.S. a month later, to be part of the first Temenos Academy with Siraj Sirajuddin. My calendar was empty after my time-out, no plans ahead. It felt right, I thought I

was crazy and confirmed.

This was a journey into the unknown, trusting my intuition which clearly said, yes, even if I was almost financially broke at that time and still had no plan where to go next. In May 2013 I reached the hut in the Blue Ridge Mountains, where we stayed for the Academy. I would have never dreamt to not only sing about them in “Country Roads” but finally to be there. We were nine facilitators, including Siraj. During the nine days I felt like a gingerbread man, feeling, yeah, this is the place where I finally feel right, can include all my talents, feel at ease and in flow. This is the missing piece at the heart of my work! I loved the safe space which we created. The kindness and power of Siraj, his multicultural background, his singing and foremost his vision to bring peace to the world supported my feeling. The shared team vision of a rocket of love helping people to get rid of their protective overalls and old patterns, is still in my mind and flying.



Temenos Academy Shared Vision May 2013

When Olaf and I came back we were so motivated that, in the course of 1.5 years, we ran dozens of Temenos Labs, in small to big workshops, as seminars, at conferences and in companies. Experimenting, co-leading most of the workshops helped us to work with ease, joy and an always increasing trust. We shared so many stories about ourselves over the course of time and helped each other to get closer to who we truly are. We are different.

Holding this tension lovingly, while keeping our container healthy, we invited each other to show up step by step. I feel truly thankful! I would never have been able to make this happen without Olaf, his big heart, wonderful talents of inspiring people, creating networks and showing up.

The reverse is true as well. We truly believe in co-creation. Thanks for all the precious moments we created and those that are upcoming!

2015: An inner feeling emerged, this year I will show up with an important project. First I thought of getting help in a group or coaching, but this time it was about doing it my way and I thought alone. Luckily this time there was Olaf. I told him in summer 2015 about that urgent inner call for the project, even that I not understandingly didn't link it to our Temenos project at that time. How blind I was! I was speaking about an Academy and found out we had already tried to organize one, were not successful before, but now we had collected sufficient energy, passion and ideas. We were all in and we were in flow writing the concept and inviting people.

An Academy which would emerge and show up itself while running, what an exciting idea! We would be part of it, as leaders, facilitators, hosts and participants at the same time, showing up and going into the lead for the group.

October 2015: The TrustTemenos Leadership Academy was born in a circle of six people! Since then it has changed our lives and will continue I am sure! We will keep on showing up. This book is part and evidence of it. Since six years I dreamt of writing a book, but didn't have the right topic and inner passion and was fearful of the deadly process. But it wasn't that. It was an option which we had in mind, we wanted to share our ideas with the Academy participants. It was totally light and fruitful.

April 2016: I am amazed that we have gathered all this together in Leanpub. We have really written a book! And this will be a new

start for a new part of our wonderful, inspiring journey we are on.

Juli 2017: I am in awe. We just have given birth to our new tagline “Discover the space you want to create” and I feel this is just what is happening with me. In the work with Olaf, in my family and in my business. TrustTemenos Leadership Academy helped me to feel more free, take more responsibility for my life and bring more of myself into everything I do. I am so grateful for that and I know our participants of the Second Academy have experienced that effect too. Our Community is growing. We are on the leap to something new. Ready to go for that!

Thankful.

I am in.



We are checking in here to connect with you. We are looking forward to your check-in in the next chapter.

We Will Guide You

We are delighted that you are interested in the TrustTemenos Leadership Academy! Temenos, created by Siraj Sirajuddin, is the most effective way we know to help leaders find their full power and move with a group of people to a state of clarity: knowing who we are, and knowing what we want. Temenos creates a space of trust where each of us is invited to show up at their own pace. This course will help you develop your unique style of leading people into that clarity.

This is your source book and self-study guide on your journey towards Showing Up. It is intended to be a reference for your learning with us in whatever way seems to be right for you to move on. You may start the journey on your own and use this book to inspire your self-reflection, awareness and the connections in your life. Go through the material at your pace. There are dedicated points where it makes sense to reach out to the community and connect to us. The journey will be easier when you do not make it alone.

It contains practical exercises for you to reflect, learn and grow with, and explanations of concepts that support and relate to the exercises. Its purpose is to support your learning, thoughts, impressions, feelings, questions... - all that is important, relevant and makes sense for you!!



Take a few minutes and piece of paper - or the ears of a friend - to check in.

The structure of the book follows the flow of the four modules of the 10-month TrustTemenos Leadership Academy. You will get a

sense of how our dive into Temenos deepens over the course of the academy, from the art of inviting a conversation through hosting the conversation to the art of stewarding the results of work. In the chapters about the in-person retreats you will get high-level account of the blocks and experience them from the participants point of view.

Our intention was to create a course which you follow from start to finish, since it will allow you to deepen your experience from where you came from, where you are and where you want to be as a leader. Since we believe that many parts make sense independently as well, feel also free to dive in where you feel called to start reading.

In addition to the book and an open mind, there are a few things you will need:

- Something to write. Paper and a pen will do. A journal will make it easy to keep everything in one place and allow you to easily browse back to thoughts you wrote down in the past, so you can better assess your progress.
- Something to draw. Again, any paper and pen will do. We have had the experience that larger canvases - like flip chart paper - and colourful markers and crayons and brush pens stimulate our creativity and the right hemisphere of the brain - where our unconscious memory is stored.
- Time. Reading through the book will give you some important insights. Revisiting the exercises and investing more time in reflection will yield better results.
- Listeners. Being reflected helps us to understand ourselves, lightens our dark spots which we can't see. It eases our journey and accelerate our progress. Still it is worthwhile to start the journey alone, by reflecting and experimenting.

Closing Words

Olaf

I am deeply grateful to Siraj who created Temenos and invited me, believed in me, supported me in so many ways.

To Christiane and Charlotte: you are the greatest gifts in my life. Your love nurtures and challenges my growth.

To my parents, for always encouraging me to be different, and curious, and skeptical.

To Christine, for your trust and passion in working with me.

To Judy for mind-blowing work on metaphor, coaching me, and agreeing to provide a foreword.

To Ken Power, for again and again reminding me that there's magic in our work, and for continuing to provide me with new astonishing examples to study and learn.

To all of you, for loving me the way I am, so that I could finally learn how to do that myself...

Christine

Thanks for inviting me to this Temenos journey, Olaf. It is such a joy to co-create and work with you. I love your sharing attitude, thinking in options and inspiring with your insightful thoughts. Thanks for the trust and passion we share helping ourselves and others to show up.

Thanks Siraj for the gift of Temenos you brought into the world. Your Temenos Facilitator Academy in 2013 showed me my passion

and you helped me to show up. I love your powerful, warm and insightful personality, your song, art and passion to support people to find their gift to the world.

I am deeply grateful for my husband Martin Heider who is the love of my life, with whom I share ever more my passion for people, letting people shine, music and dance and who introduced me to the Agile world. Thanks for giving me the freedom to explore who I am, for holding me when I was weak or down, and for supporting my intensity in searching for my own path, and for inspiring and helping me.

Thanks to the Agile Community, where I found friends, companions, inspirational and courageous people. Thanks “Universal Dancecamp” for inspiring me with Rumi and giving me that feeling that we never can fall out of the group, we are always a part. Thanks to my friends, 6appeal and my family who carry me. You are fantastic!

Thanks for your work which inspired me: Brené Brown, Dan Siegel, Otto Scharmer, the Co-active Community, Alchemy Course of CRSS, Richard Müller and all my teachers, especially Sigrid Limberg-Strohmeier, Peter Klein, Christian Maier, Janus Institute.

Thanks for my positive inner belief which I had from childhood on: trusting in people.