



A Reliable Vehicle for  
Organizational Transformation

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## Introduction

Organizational culture is a major driver of output, whether that be product or services. Terms like motivation, communication, transparency, and collaboration are on strategy plans and in discussed in staff meetings. Industries are recognizing the need for employee security, self-esteem, social connection, and learning within the organizational settings. More challenging, this technological era and information age forces organizations to **adjust at an accelerated pace**, thus increasing the need for training and higher levels of both awareness and knowledge. Congruent with the organization's effort of keeping current, employees face depersonalization and a deeper sense of uncertainty.

**“How does the individual feel connected to the organizational vision?”**

Leadership is left with the question of how to keep employees motivated while the demands are increasing and the resources are decreasing. Systems is an important element to the organization's sustainability, but how does the individual feel connected to the vision and a valued member of the team? Studies show that the learning mindset is developed through systemic thinking, collaboration, and common vision. However, providing the capacity for that learning mindset within the organization requires a great deal of energy, patience, and resources.

**“The achievement of a compelling shared vision provides an intrinsic motivation for the individuals.”**

Temenos is a vehicle to provide organizational transformation through the individual contributor's self-discovery and personal mastery in order to achieve a compelling shared vision. The achievement of a compelling shared vision provides an intrinsic motivation for the individuals who contributed to it as part owners of a meaningful enterprise.

This white paper provides leadership options through the Temenos process for developing a learning mindset within the organization. It



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will include the unique features of Temenos, past client experiences, and the process of implementing the Temenos effect.

An essential aspect of self-esteem, which is critical to having a sense of value, is working towards personal mastery. [Senge \(2006\)](#) defines personal mastery as a “discipline of personal growth and learning.” As such, competency, skills, and even spiritual growth are transcended into a creative mindset rather than a reactive stance. A systemic approach to increasing personal mastery improves the organization’s ability to perform and provides a sense of appreciation, value, and inclusion for the individual employee.

## Definition of Terms

The terminology used in the field of organizational culture is very broad. Below are terms that can have ambiguous interpretation with specific explanation of how Temenos defines them.

### COACHING

The role of advising and supporting leadership, teams, and individual contributors through challenges of transitioning culture. The coach understands that the behavior that created previous positive results may not be the same behavior that creates future innovation.

### CULTURE

The underlying environment that feeds the mindset of how decisions are made and how individuals can contribute within an organization.

### LEADERSHIP

A role of responsibility that spans first line management up through C level contributors. Development of specific mindset shifts and values are unique to each role level.



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## SHARED VISION

An overarching long term goal held by stakeholders that is continually needed in order to provide the motivation and ability to strategically plan for working towards that long term goal together.

## COMPELLING SHARED VISION

With the assumption that a shared vision has been established, the compelling element exists because it has been derived from all the contributors and not simply shared with them as information that the ivory tower has sent down.

## CONTAINER

The sum of relationships with all individuals that is unique to that specific network of individuals.

## FELLOWSHIP

The Fellowship is a group of individual Temenos facilitators who are deeply committed to personal and organizational transformation. Each facilitator has unique expertise in different industries.



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## What is Temenos?

Temenos is a solution for providing a capacity for self-discovery and personal mastery through an intentional combination of cognitive and emotional intelligence, resulting in a learning organization. The following elements describe the process that Temenos facilitates.

This **Model of Models** provides a visual for each of the four unique models presented in this white paper that are applied in any situation. The Temenos Theory Model is the foundation of any solution used. The Fellow who facilitates the experience represents the competency provided in the Fellow's Competency Model and uses the Risk and Return Model to facilitate the Engagement Model effectively. Each of these will be presented in more detail and in context of experiencing the model.

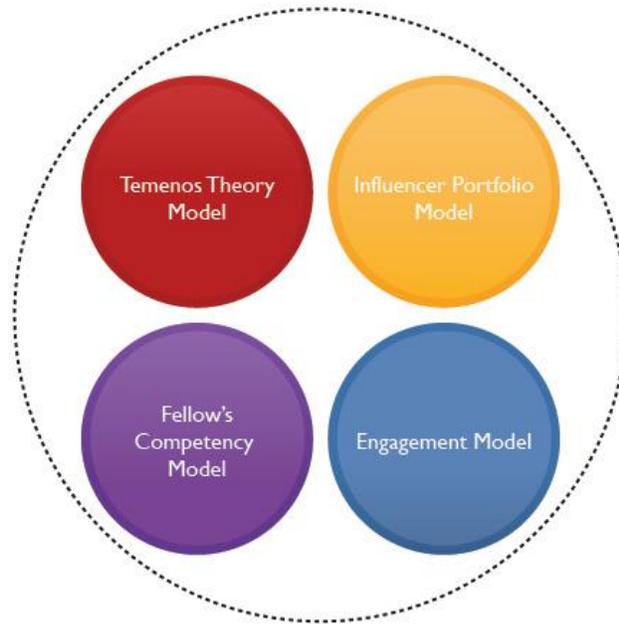


Figure 1: The Temenos Model of Models



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### *The Past*

In order to embrace the path of self-discovery and personal mastery, the individual must first clarify what is important to themselves as an individual. Often the big picture of life is lost in the seasonal complications and problem-solving. As less time is spent on what is valued in life, the perceptions of what is important change and become inaccurate over time.

### *The Present*

Once the values are identified and prominent, the next step is to look at the present and obtain an objective understanding of the current reality. While individuals create strategies for success towards their own vision, strategies for sabotage also develop, which can include unhealthy containers or containers in denial of the current reality.

### *The Future*

The personal vision is a constant tension between recognition of where one is and where one wants to be. This tension, as described by [Senge \(2006\)](#) is a creative tension that is crucial to personal mastery for developing and sustaining.

[Lewitz \(2012\)](#), a Temenos Fellow, provided an explanation of three steps that take place within the exploration of past, present and future. These three steps are introspection, visualization, and articulation. Introspection allows the participant the time and space to reflect, Lewitz stated that “the visualization deepens the reflection process and supports the story telling [articulation step], and enhances our ability to remember the stories we are told.” It is through these steps for all three states that empowers the compelling shared vision.



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**“The ability to transcend many visions into a compelling shared vision across the organization is the keystone for what Temenos offers organizations.”**

*The Shared Future*

The ability to transcend many visions into a compelling shared vision across the organization is the keystone for what Temenos offers organizations in terms of cultural transformation. However, before a truly effective compelling shared vision can be discovered, the previous steps must occur.

The **Temenos Theory Model** provides a visual of the flow for the Temenos experience, starting with the past and moving through clarity of the current reality and then to vision. In group settings, these three experiences set the stage for creating an active compelling shared vision.

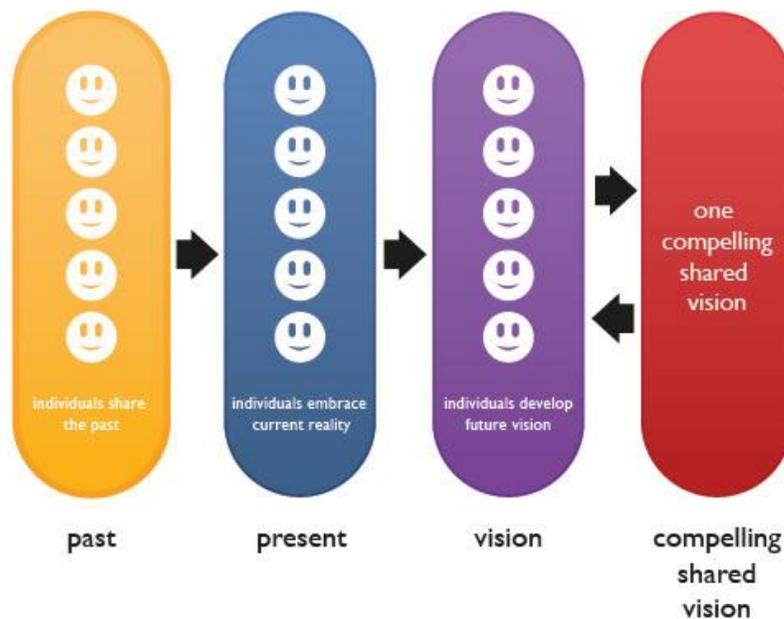


Figure 2: The Temenos Theory Model



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### *Group Approach*

Typically, coaching is a one-on-one scenario with executives or leadership, and coaching for teams lends itself more to the training environment rather than the personal mastery necessary for individuals to achieve a compelling shared vision. Individual coaching is not yet clear on return on investment (ROI), with ROI numbers being referred to as anecdotal collections by [MacKie \(2007\)](#) rather than reliable predictability. Part of the difficulty with the lack of predictability is the broad use of the word coach for so many different solutions, making the ROI almost impossible to measure well and compare accurately. As such consistent methodology for groups has a much higher measurability for effectiveness.

Temenos has successfully woven a collection of proven interventions that include group dynamics, coaching, brief therapy and motivational interviewing. The group dynamics allow for shared mental models and diversity. The Temenos Fellow facilitates the group's container and guides them through the process. This process includes the brief therapy of exploring the past, current and future through shared stories, and motivational interviewing techniques that removes the denial of negative behaviors. Temenos highlights the technique of discernment and strategies for success throughout the process. The combination of these techniques allows the participants to clearly articulate their path of personal mastery and develop a compelling shared vision.

### *Fellowship*

The Fellowship is a group of trained facilitators in the theory and application of Temenos. Each brings a unique perspective and expertise in methodologies such as Lean/Kanban, Agile, SAFe, Executive coaching, and organizational development. Domains



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impacted by Temenos have included education, banking, technology, SAS, and retail.

The **Fellow's Competency Model** provides a visual of the four major elements each Fellow has and maintains in order to provide the ultimate Temenos experience. Each Fellow has transformational skills within domains according to their own expertise such as technology, management, and education, as well as in method implementation such as Agile, SAFe, Lean, Systems Thinking, and Temenos Agility. All Fellows are well versed in their own innate personal mastery and ability to apply the Temenos theories.

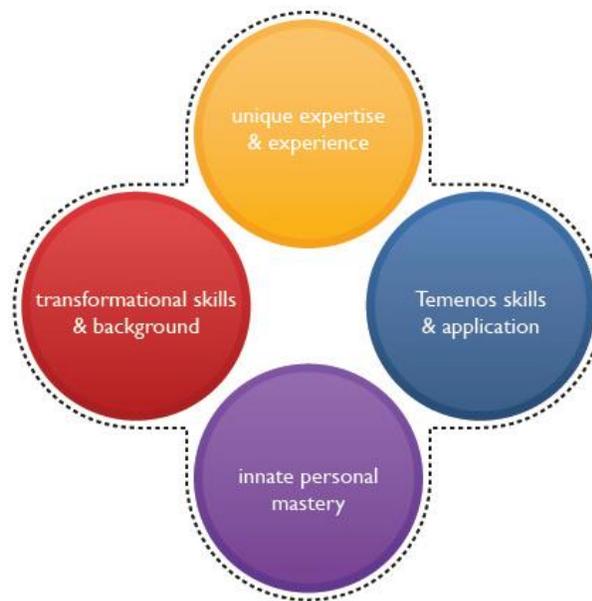


Figure 3: The Fellow's Competency Model

#### *The Temenos Process*

Here we provide an example of a classic Temenos lab, starting with preparation, followed by how the environment is created, and then the experience in the lab itself.



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**“This sets the stage of awareness for looking broadly at archetypes and how those archetypes work effectively across several different roles.”**

The first step before coming to the lab is a preliminary feedback instrument that provides awareness to the participant as to approaches to situations and motivations for handling those situations. The [Myers Briggs Type Indicator \(MBTI\)](#) is the dominant instrument and assists the participant in discovering patterns of behavior based on how he or she prefers to use perception and judgment. This sets the stage of awareness for looking broadly at archetypes and how those archetypes work effectively across several different roles. This identification and application of archetype is continually explored throughout the remaining process.

Once that takes place, all participants are gathered in a secluded environment away from life distractions. How the environment is created and how the Fellow introduces the process is essential for nurturing the participants in a shared container that can thrive. An introduction of the Temenos is presented as a model of transformation and the theory explained, although extreme detail of the process itself is not shared. This is not to avoid transparency; rather, to keep the participants focus on the immediate presence instead of stressing about the overall structure that typically is a result of stress or distrust. To properly set a container, which includes the environment, goals, and relationships within a space, a commitment of safety (confidential), honesty, and caring is provided from each participant. During this container setting experience, participants are encouraged to continually provide feedback.

The first session is to create a right-brain activity by identifying past influence points that has shaped who the individual is to that point. Through an experience of introspection, visualization and articulation, the participant completes an Influence Map that shares a story of one's past influences, and presented to the group. This process



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helps bring out the major relationships that are meaningful or detrimental to the participant.

**“...strategies for success as well as sabotage come quickly to light, and the participant is able to make intentional decisions on a path towards a vision...”**

The next session is also a right-brain activity that identifies the current reality. Based on the experience with the Influence Maps, the participant selects the top few relationships and provides imagery to demonstrate the ways that those relationships have failed the participant, and the ways that the participant has failed the relationships. In this way, strategies for success as well as sabotage come quickly to light, and the participant is able to make intentional decisions on a path towards a vision combined with a very strong empathy and authentic connection with the relationships impacting the participant's life.

The last session is the introspection, visualization, and articulation of the vision. As a result of completing the previous two sessions, the vision comes easily.

Finally, especially if the group is a team of leaders within an organization, the individual visions are compiled into a single image developed from all the participants combined with a vision statement that becomes the compelling shared vision.

## The Effect of Temenos

[Bond and Naughton \(2011\)](#) explained that the restraining forces that keep organizations locked into stagnate cycles include the culture, values of the current generation, the pressure of costs, and the demand of effectiveness. Meanwhile, the driving forces that keep organizations innovating and growing include the demand from



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leaders and shareholders, the ability to manage risk effectively, as well as the environment to share success stories.

Stories are powerful, especially when they represent turning points in people's lives and decisions within the organization. [Yair \(2009\)](#) wrote that these high impact stories are relevant to the learning experiences that motivate people to develop and change. State of the art approaches like Temenos blends human and storytelling aspects with technical expertise and methods, which taps into the wisdom of the participants and the community across the organization. Many studies and experiences link the cultural and generational factors as elements that can keep a status quo rigid regardless of hierarchical demands.

**“This path towards personal mastery changes the organization’s culture organically.”**

Temenos creates an environment of safety where high-impact stories are shared. The combination of cognitive and emotional development being provided within the context of self-discovery ensure that the stories become rich, relevant, influencing, and mindset shifting. This heightened sense of team learning through cognitive and emotional development is further enhanced by the shared discovery of the team's powerful potential. This path towards personal mastery changes the organization's culture organically, with people developing a sense of ownership, commitment, and initiative towards the compelling shared vision.

## **Temenos in Organizations**

Temenos is a powerful and flexible methodology. The application of Temenos requires careful observation of the organization's current context and the stakeholder's need. The **Temenos Engagement Model** provides a visual of the facilitation process that participant's experience. Starting with observation, the facilitator, or Fellow, formulates a hypothesis or theory based on the observation.



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Designing a way to prove or disprove the hypothesis formed during the participant's presentation, the Fellow then engages with the participant with active participation. Finally, feedback is an essential aspect that completes the continuous circle of engagement within each Temenos stage of past, present, and future for each participant.

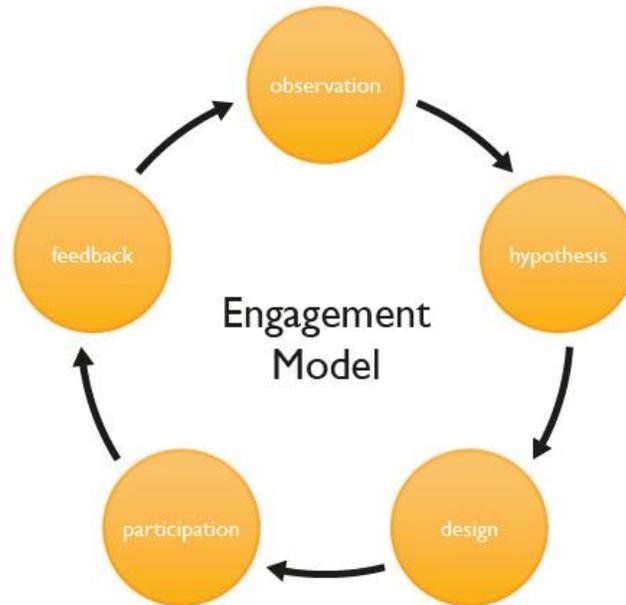


Figure 4: The Temenos Engagement Model

In addition to the engagement model, the Temenos facilitator also applies the **Temenos Risk and Return Model**. This model is key to effectively using the Temenos Engagement Model demonstrated above. Used both individually and organizationally, the Fellow ensures that the Engagement Model correlates to behavior selected from the Risk and Return Model. Lower risk and return will focus more on implementation of operational methods, such as Agile. However [Sahota \(2012\)](#), a Temenos Fellow, noted that “Agile alone is not sufficient to induce organizational transformation” (p. 41). Sahota

**“Transformation occurs one person at a time.”**  
(Sahota, 2012)



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also makes the point that transformation occurs one person at a time. As such, the ultimate goal with the risk and return model is to aim higher on both axis in order to focus more on the development of personal mastery of each contributing individual.

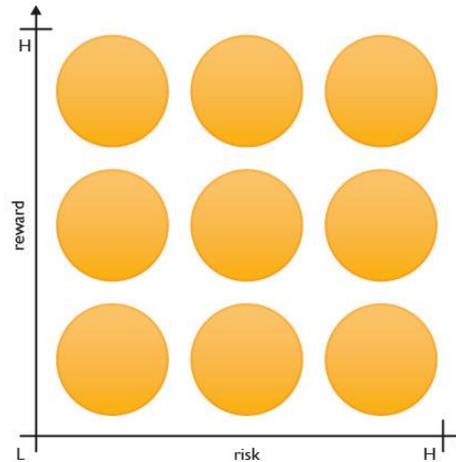


Figure 5: The Temenos Risk and Return Model

The following case studies provide an insight into the breadth of possibilities within Temenos. The case studies provided below are of actual client examples where the stakeholders, expectations, and the Temenos application has been detailed.

### Case Studies

The following case studies demonstrate the most common demand of the Temenos model, which include identification of a compelling shared vision, an adoption of a specific transformation methodology, and an update in organizational culture.

#### Compelling Shared Vision

[Leankit](#) is a growing SAS start-up organization. They engaged the Temenos Fellows very early in their start-up process in September



2011. The company asked the Temenos Founder to enable the Leankit co-founders to articulate a shared vision.

This is a classic case of the application of the Temenos model that includes an exploration of the past, present, and future of the individual members and a visualization of the compelling shared vision.

At the end of this lab, the co-founders declared their desire to create an organization that they would enjoy working in and a culture that promoted high employee engagement and productivity. Two years down the road, Leankit is a 40 employee vibrant culture with a multi-million dollar sales and market valuation.

### Agile Adoption

The client, a large Fortune 500 financial institution, engaged the Temenos Fellows to help with the adoption of Agile methodologies for the purpose of actualizing their vision of producing products that delighted their customers in a speed to market context.

This is a modified case of an organization in the post-Temenos lab phase where the energy of the compelling shared vision is converted into the regular business of the client. As such, we first created a compelling shared vision that maximized business value and employee engagement. The Temenos Fellows, who are also Agile adoption experts, helped the organization create its enterprise structure, processes, communities, and teams.

The client successfully scaled to more than 400 agile teams and is in the process of piloting SAFe agile release trains in five value streams. The Temenos model has also been introduced in the competency building program of 60 internal Agile coaches.



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## Cultural Transformation

The client, a highly creative Internet company, had approached Temenos to assess the current organizational culture and provide an intervention that would take the organization's culture to the next level. The small firm had scaled to 200+ employees due to rapid business growth, and their culture was in need of transformation.

This is a more in-depth and elaborate application of the Temenos model. This case required much more intensive and embedded observation as well as a formal survey of the current organizational climate by the Temenos Fellows. The story was then presented to the board with a request for permission to facilitate a Temenos lab for 30 of the most influential members of the organization at all levels of the organization. This influencer group was facilitated through three intense days of self-discovery of the current reality.

The energy of the Temenos lab translated into a tremendous source of confidence in the company's leadership and a renewed resolve to customer satisfaction. Currently the organization is thriving with its new culture and has attracted further investment and customer recognition.

## **Summary**

Temenos identifies the organization need that spans areas of vision, culture, strategy, leadership, and operations. Based on the need, Temenos devises a solution using Temenos theory to create a learning environment that motivates personal mastery. Each need is unique with solutions that vary based on that need. However, all four models within Temenos that have been described previously



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transcend all situations and applications as they are used in any circumstance.

Temenos will help your organization shape the transformation sought, regardless of the transformational need. Using a unique set of techniques, the Temenos philosophy and theory will enable your organization to achieve the learning mindset that is so crucial for developing the personal mastery that in turn improves the organization's performance.



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Temenos, LLC is a boutique OD consulting firm dedicated to the research and application of deep Organizational and Personal Transformation approaches and tools. These methods and tools are deeply rooted in Organizational Development, Systems Thinking, Jungian Psychology, Lean, Agile and other transformation processes.

The flagship product of this company is the unique **Temenos Vision Lab** that has been successfully adopted at several large and small firms that were previously searching for simple and powerful ways to access their collective and compelling Shared Visions.

Temenos is also the new owner and host of **STIA 2013 (Systems Thinking in Action)** conferences now in its 23rd year.



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## ABOUT SIRAJ

Siraj Sirajuddin is the founder of Temenos, LLC. Siraj is a listener, observer and participant in the world of organizational and personal transformation. Having studied human and non-human systems for over 25 years, he is a student and expert at learning how to transform or create organizational and social containers, as well as how to influence the shape and future of these containers. The founder and creator of the Temenos transformation approach, Siraj has successfully used them in a variety of domains. He has rich experience in applying Temenos to existing process improvement methods such as Lean, Kanban, Agile, CMMI. Siraj has seen how several knowledge domains and methodologies create transformational containers. The theory used in Temenos is rooted in systems thinking, psychology, Jungian studies, leadership, philosophy, meditation, and more.

## ABOUT MARIAN

Marian Willeke provides innovative leadership in the development and design of transformational learning systems in both academic and corporate environments. She has led the successful start-up online platform of the fastest growing university in Ohio, and is in the process of providing architecture for the learning experience and curriculum development of several more start-up online platforms in various states. Additionally, Marian has advised for multiple organizations and universities on the topics of lean management and agile instructional design in both public and private sectors. Her deep passion is for individual self-awareness and transformation through both formal and informal learning environments. She is also a Fellow of Temenos and works with Siraj Sirajuddin on the research and publications of Temenos methods and case studies.