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## **NEW RULES FOR ENGAGEMENT**

### **WHILE LEADING FROM THE HEART**

#### **Introduction:**

We are now called – government, academia, and corporate -- to heart stillness to create the future we seek. Our approach will be radically different as we emphasize intuition and forecasting over trend analysis, investment and long-term partnerships over quarterly returns and instant gratification, personnel empowerment in place of rigid authority, authenticity over duplicity of spirit, peace-games as the alternative to war-games, and global partnership as disrupting competitive advantage.

The reader will discover that the business rules are modeled after the rules of engagement issued to military units to frame the authorized response to an enemy's actions. In this case the enemy is fear. Designed for the battlefield, the use of the term in our context is for the purpose of focusing attention on the change of heart required if we are to achieve the global community of cooperation with which we are being called to participate.

As background, the reader should know that I recently completed Rules For Engaging Grief: A Journey To Further Still, the story of my path through grief in the sudden loss of a spouse of thirty-nine years to a space of silence and listening. In the stillness that enveloped me I discovered an unparalleled emotional and spiritual balance – unthinkable earlier – especially as that harmony reflects the power of Divine love. In my journey I also learned that this power serves as a currency that moves through all dimensions of time and space without pause. My intention in writing the book was to share the insights gathered on this journey with others who might have suffered similarly from loss or rejection, and perhaps facilitate their healing.

It wasn't long before I pondered whether the modification of these rules might have application to the external world – torn asunder with war, violence, starvation, hunger, and exploitation. Could we, as my enthusiasm for the challenge increased, create – envision – a future reality that is cleansed from fear and greed and merges with the present as our confidence in actualization builds? It is from this question that New Rules of Engagement – Leading from the Heart arose to apply to the world of business.

This new future treats matters of the heart as the essential core of business and vying nations that form the global community, just as it proved essential to the restoration of my own inner harmony. And so, I reasoned, we can no longer rely upon the templates of the past to address the challenges that face us in the present unfolding in every headline we read or sound-byte we hear – but must be led by the heart in all matters.



The question to consider is can we create a future reality that is cleansed from fear and greed and merges with the present as our confidence in actualization builds? This new future treats matters of the heart as the essential core of business and vying nations that form the global community. It is my view and experience that we can no longer rely upon the templates of the past to address the challenges that face us in the present unfolding in every headline we read or sound-byte we hear. We must be led by the heart in all matters.

So accompany me across the swaying rope bridge strung across a deep mountain gorge with *New Rules of Engagement*. We are embarking on a mission that will be life changing and consciousness enhancing for a global community adrift.

## **New Rules of Engagement**

### **Rule #1      Come to know *they* whom you fear** *Would they meet face to face?*<sup>1</sup>

I devoted many years in the government and private sector attempting to put a face on *they*. In various capacities I resided and traveled extensively in Eastern and Western Europe, the Middle East, Central, South and East Asia. Our goal was to collect information that could be turned into intelligence in order to determine the capabilities and intentions of an enemy or potential enemy, or competitor or potential competitor. Gathering information of a sensitive nature demands an investment in time and resources. No one wants to be surprised on a battlefield, in the market place, or within the academic community. In the end, as we know our enemy or competitor, previous fear based on the unknown fades.

Sometimes intelligence heightens fear, especially if the information reveals the enemy's intention to launch a preemptive attack, or a competitor launch of a revolutionary new product. Not to be dismissed is that knowledge can also lead to a new understanding of the *adversary* that diminishes the fear generated by the Ego and sometimes uncovers areas of potential cooperation that had not until then appeared. It is this aspect of intelligence that this rule urges you to explore as the new paradigm of peace.

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<sup>1</sup> The "they" in question were Mr. Bush and President Mahmoud Ahmadinejad of Iran as reported by New York Times, September 19, 2006



**Rule #2 Vision what your company will be in 50 years.**

*Plans are nothing; planning is everything.<sup>2</sup>*

Business has its five-year plans and so does the Department of Defense. Anything beyond five years is often assigned to some forward thinkers or think tank outside the chain of command or corporate ladder. Even with a five year plan, the tendency is focus on executing whatever tactical maneuver that will assure short-term satisfaction or reward.

If the trend for instant gratification in the marketplace or on the battlefield is to be reversed a future must be forged that exceeds the lifespan of the youngest employee.

Then long term investment opportunities will be weighed with the seriousness of one planning the construction of a magnificent cathedral in medieval Europe.

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<sup>2</sup> Dwight D. Eisenhower is said to have repeated these words as the Commander-in-Chief during World War II.



**Rule #3      Learn to be still, in silence seek the presence of the Observer within.**

If someone suggested to a group of architects that the skyscraper be constructed from the top or sky down, murmurs of confusion would sound. Yet, it is at times like this when the mind is occupied with an insoluble puzzle – a *koan* of the Eastern tradition -- that the Observer within is heard offering solutions, strategies, and inspirations.

For years I have written poetry to catch that silence – the pre-utterances that flow before the words are formed. See in the following a stillness that I found one morning at dawn.

Great Blue Heron

A lone Blue Heron  
Walked on tip-toe  
Across the lawn  
In an early golden sunrise.

Neck craned forward  
It leaped down across the bulkhead  
Amidst the Savannah grass  
Growing wild at water's edge.

Now disguised it searched  
In rich, deep mud  
For crabs to satisfy  
An inner craving.

And I the same – solitary  
Seated before the splendor  
Of that rising sun  
Seeking solace in the Word.

Wonder if union with creation  
Hastens clarity when we follow  
Unobserved a Great Blue Heron  
In the tall grass at dawn?



**Rule #4      Nurture a spirit of creativity throughout the company.**

Too often quality work is judged by the long hours invested in its completion. This was especially evident to me as I observed the work ethic in the Pentagon or abroad in Berlin at the height of the Cold War. Perhaps, it is time to identify within you or among you the poet, dreamer, artist, planter, mystic, and chef. Encourage them to tell their stories. And in the recounting, lure the muse of creativity to visit the boardrooms, operations centers, and faculty lounges.

**Rule #5      Discern your impact upon the global community.**

In this vibrant global community so connected by the media and economic interests and fractured in violent upheaval, it is critical that we become aware of the slightest impact our actions, investments, and strategies have across the globe, and we consciously take responsibility for the positive and negative aspects of this involvement.

This is so much easier to accomplish with available telecommunications technology. Who would have believed that I would be *telecommuting* to Afghanistan on a project to establish an on-line learning institution, or inquiring through e-mail of the needs of an orphanage in Kabul, or coordinating with a research department of a law firm in Malta to complete a *due-diligence* investigation for a potential investor?



**Rule #6      Nurture compassion and forgiveness within your company and the world community you touch.**

To the extent that we become conscious of our own failings and shortfalls, our capacity for compassion and forgiveness expands and we approach enlightenment. Forgiveness does not have to await injury suffered but can arise from the forgiveness not easily or readily conveyed to the trespasser. I once asked someone who betrayed me over thirty years earlier to forgive me for withholding forgiveness. I wrote the following to celebrate the extension of forgiveness.

### Stealing Zoos

I stole into the zoo last night,  
Unlocked the cage  
To a mighty beast  
Confined for thirty years.

He was jet black  
With a greasy peppered coat,  
Eyes so dark, if not bloodshot  
I would have missed their intensity.

It took some boldness on my part  
To prod him into the moonlight  
Long vicious teeth  
Sought to keep me at bay.

I persisted stubbornly –  
And with determination  
Amid his wail, gnashing, hissing,  
Snapping, feints, and lunges.

Outside the shadow corners of my soul,  
He seemed listless, and  
Sought in vain refuge  
In a spacious field of flowers.

Over his massive shoulder  
He clutched a ragged, once bulging sack  
To contain the anger, hate, and betrayal  
Of a forgotten past..

I pulled tight a cloak of  
Love, compassion, and forgiveness,  
As he evaporated into  
A golden mist of light.

What kept me from stealing  
Into the zoo earlier?



Extending forgiveness and compassion frees individuals and organizations to pursue lofty goals without recrimination.

**Rule #7 Create soul-response in all communication.**

Allow that up-until-now silent Observer to participate in the drafting of those e-mails composed in haste, or on the conference calls that serve as much to establish personal authority as to promote a common objective. Allow a gentle soul like quality to serve the organization with no fear that gentleness would be misconstrued as weakness. For me the gentle soul like quality resides in the gap.

The Gap

Where is the sound space  
Between waves that thunder  
Against black volcanic rock?

What of the clatter  
One hand makes  
Clapping in altar-key?

How about the silence  
Of a non-step  
Along a gravel path?

Do you visit with your Self?  
Alone, engaged, fully conscious,  
Become a Witness to that other self  
Engaged in illusions?

Reverence instead  
Who you are and to become.  
Reign in the gap of Now  
Where you are One.

**Rule #8 Support the grieving process in the workplace as it relates to loss in all of its manifestations.**

In the work setting, all experience grief as it relates to death, separation, rejection, divorce, down-sizing, relocation, employment, or lack of advancement. Those who have experienced any of the latter can attest how important it is to face each directly and healing the support of friends and colleagues can be at such times. Encourage the healing process for the return to emotional and spiritual harmony as *good business*. Listening with empathy and compassion can be the first step on this journey.



**Rule #9 Embrace the disenfranchised within or outside the company.**

In every organization – business, government, or learning institution – there are those who cluster on the edges never seemingly taking part in the purpose of the organization. The challenge is to go beyond identifying these individuals – their presence is self evident – or what makes them unable or unwilling to conform to an established culture, but rather to determine the unique contribution they could make if invited to a yet to be realized future.

**Rule #10 Demonstrate authenticity in all you are.**

*Work like you don't need the money,  
Love like you've never been hurt, and  
Dance like no one is watching.<sup>3</sup>*

To those with passion is gifted the confidence and overwhelming desire to be authentic. The only problem is that while passion exudes confidence early in a career, it takes time some would say maturation or wisdom, for the vintage of a fine wine to prove authentic. Once recognized – and it is as if you recognized for the first time the person within free of the conformity of success – being authentic should command all your interactions.

**Rule #11 Rely upon compassionate, positive attitude as you confront unethical behaviors directly and promptly.**

No rush to judgment is the standard to be followed as you confront those who appear to have worked against the mission of the organization. A compassionate approach could provide the key to learning the extent of the harm and could afford an opportunity for reconciliation.

**Rule#12 Decentralize authority.**

Consider authority to be a centrifugal force that must be harnessed though not controlled. Allow, invite, and encourage, the full participation of personnel within this energy force of the organization to re-craft mission statements of words into vision canvases of hues and shapes.

**Rule #13 Become peace makers within and outside the company.**

*Blessed are the peacemakers, for they shall be called sons of God.<sup>4</sup>*

To be a peace maker is to know intimately an enemy or adversary, their intentions and motivations measured in goals and objectives, and once known the capacity to demonstrate patience and astuteness to discover areas of what can be made to be mutual benefit for all. No easy calling, but one that all are called to perform from the heart.

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<sup>3</sup> Satchel Paige

<sup>4</sup> Mathew 5:9



**Rule #14 See teachers in your midst – the noble as well as deprived.**

There is an ancient saying that the teacher appears when the student is ready. Be ready! And see teachers all around you – in conduct you both revere and abhor. Some of my finest teachers have been those who demonstrated how I willed not to be both professionally and in my personal life. I respect such teaching, realizing that I might have missed the lessons had they been presented to me in a positive way.

**Rule #15 Visualize the future that you are bringing into the present – one of peace and commitment.**

This is the process where you give form and substance to your dreams. Without neglecting the NOW, you unerringly bring the future that you envision to reality as you prepare a place for it in your energy field. How often is the early dream of world travel rewarded with a profession that requires the same, of a chess enthusiast who becomes a military strategist, or a humble social worker that founds an international order of care givers?

**Rule #16 Seek and retain the support of the *elders*.**

Don't be too anxious to purge the generation that is no longer scrambling to achieve personal success and recognition. How many organizations suffer the affects of a purge of the *elders* many years thereafter? Professionals who should have had another ten years to mature in their positions are often unleashed to pursue individual goals without regard for the greater good. Recruit, even honor, the *elders* to invest their experience and acquired wisdom in whatever capacity, and perhaps repeating the mistakes of the past will be avoided.

**Rule #17 Reinvent who you are regularly – welcoming endings and new beginnings.**

There are those who know what they want to be when they grow up. Others go to their graves still pondering what *they want to be* – though they have experienced the challenges, adjustments, and accommodation of many as it were incarnations. For the purpose of this rule, become that child or young adult who greets with passion opportunities and accepts the unfolding that occurs in letting go as you redefine yourself. Apply the same process to the organization in which you are.



**Rule #18 Stay in the NOW – haunted by neither past ghosts nor future phantoms.**

Leading from the heart requires confidence and conviction on your part that this present moment will last for an eternity, and neither the past nor future exists. Being in the Now is breathing and allowing the present to reign supreme in your consciousness be it on the battlefield, in an operations center, before an audience briefing a new product release, presenting a paper to peers, or conducting research in a laboratory. The past is represented by the experience you carry and the future - - your dreams. However, the present dominates your attention and focus, and helps to reduce the number of alternatives to be considered that only inhibit decisions.

**Rule #19 Develop and apply the art of forecasting to your projections.**

It is safe to base projections on trend analysis though the past does not provide the insights for the new future emerging. 15 Steps to Accurate Forecasting (please request separately a copy of this paper) is a starting point to create steps unique to your organization and the challenges it faces – whether they be of anticipating or responding to the moves of an adversary or competitor.

**Rule #20 Foster a spirit of sharing in community that transcends divisions, companies, or nations.**

Consider the factors that influenced a South African mining conglomerate to invest one percent of its profits into the emotional healing and reconciliation of its staff at all levels -- from the unschooled miner to the most senior executive. Where does your industry fit and what contribution could you make to the global economy, academic institution to a world student population, or military beyond the immediacy of a battlefield?

**Rule #21 Be mad – invite radically different solutions.**

As Zorba the Greek<sup>5</sup> choose to step in unspoiled sand than to follow the tracks of others, take responsibility for creating the direction that only you and your organization can define, though it might serve to awake even the competition to your freedom. Even without *ouzo* you might discover that *madness* serves to spark creativity in leadership teams at all levels, and most certainly will offer instances of comic relief to the decision process.

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<sup>5</sup> Zorba is the main character in Nikos Kazantzakis' novel of the same name. A film starring Anthony Quinn in the title role is a film classic.



**Rule #22 Create equal global partnerships to disrupt the competitive model of commerce.**

Imagine if you will a US lumber conglomerate approaching the lumber authorities in North Eastern Afghanistan with a proposal for a joint partnership. The US side offers to provide training and horticultural technologies to advance the prudent harvesting of Afghan lumber that currently is being cut to satisfy the insatiable appetite for raw timber in the developed world. The US company would also agree to invest in the local educational infrastructure – not unlike what Greg Mortensen undertook in North Eastern Pakistan. <sup>6</sup>

In return the Afghans would agree to reduce harvesting and instead institute the principles of sound forestation until a careful integrated approach to lumber management is developed and applied under a fifty-year agreement. An exchange of personnel is also put in place, ensuring the sharing of indigenous knowledge, and the political authorities participate on both sides of the agreement. In the end, mutually joint partnerships would be established to the long term benefit of all.

**Rule #23 Conduct peace-games to replace war-games, during strategic planning sessions.**

We must no longer ignore the warnings that call us to embrace a new model of reconciliation for this 21<sup>st</sup> Century. It is past time to ponder strategies that are more appropriate to the global society forming than the near term protection of corporate profit and the continuance of military and political global sway. One such strategy could be to turn the concept of war-gaming on its head and in its place develop the art of *peace gaming*.

Consider the following guiding principles in revolutionizing the simulation process to develop a concept for peace games –

- In a war game there is winner – only no *winning*.
- In a war game participants drive to an end-point, to a destination, to a finish line – in a peace game the journey, the process, and community are key.
- In a war game individual, competing forces are defined – in a peace game divisions are not apparent.
- In a war game, participants *play* their professions – what they do professionally – in a peace game participants are assigned to teams on the basis of *who they are*.
- In a war game the time of action is bounded to an unrealized future – in a peace game time is NOW.
- A war game defines national, political, religious, and economic divisions – in a peace game all is integrated, indivisible, one.

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<sup>6</sup> Mortenson, Greg and Relin, David Oliver; Three Cups Of Tea: One Man's Mission To Fight Terrorism And Build Nations One School At A Time; Viking, New York, 2006.



- A war game looks into the future – a peace game defines the future by probing the present.
- A war game seeks victory – a peace game reconciliation.
- A war game mirrors the rational mind – a peace game the heart.
- In a war game aspiring generals, political and corporate leaders joust – in a peace game protagonists embrace.
- A war game seeks to restore order – a peace game acknowledges chaos and uncertainty.

For a peace game to succeed, participants must be prepared to suspend *disbelief* – much as does reading a novel or attending the theater -- as you address issues that threaten peace as opportunities that invite union. The goal is to craft a strategy for peace. (Please contact me for assistance in developing and/or conducting such games.)

As we raise our heart consciousness corporate and government strategies will be revamped, creativity will reign, national boundaries will invite diversity and commitment, global communities will replace the fear of foreign competitors in the market-place and those on the battlefield, and – as unfamiliar as it might sound – peace will reign.

*Please contact me directly – [trdassociates@cox.net](mailto:trdassociates@cox.net) – to schedule a session to discuss in more detail the strategies and approaches proposed in this essay or to obtain a copy of 15 Steps to Accurate Forecasting.*