

The Merlin Advantage: Rediscovering the Leader's Greatest Ally.

By Seth Glenn Elliott

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Figure 2.1 – Command and Control Versus New Leadership Paradigm (Steven Piersanti)

Traditional Command and Control*

Organization as pyramid
Top down leadership
Control
Profit driven
Self interest
Winning and competing
Class systems and exclusion
Information restricted

New Leadership Paradigm*

Organization as network
Everyone a leader
Collaboration
Purpose driven
Service
Caring
Egalitarian structures and inclusion
Information shared

Figure 2.2 – EEG wireframes (Nardi) Extraverted thinking (left) and Introverted Intuition (right)

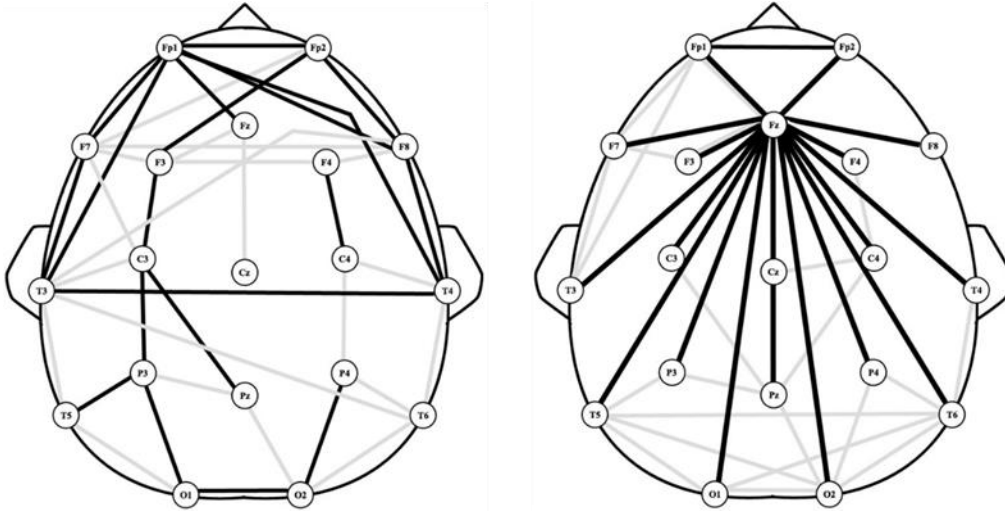


Figure 2.3 – Wireframes + MBTI Descriptors for Extraverted Thinking (left) and Introverted Intuition (right)

Results oriented
 Straight forward communications/ adept at giving decisive explanations
 Create and thrives within efficient structures
 Reason by objective measures and evidence
 Implement plans

People and process oriented
 Careful communications/ adept at giving rich and descriptive explanations
 Create and thrives within supportive structures
 Reason by reflection and context
 Support human growth and development

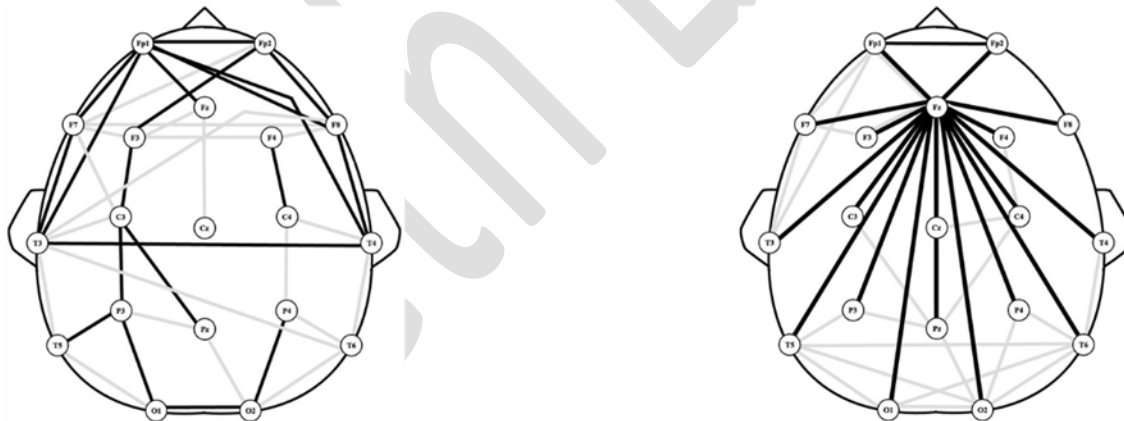


Figure 2.4 - MBTI Descriptors for Extraverted Thinking (left) and Introverted Intuition (right) + competitive and cooperative energy poles.

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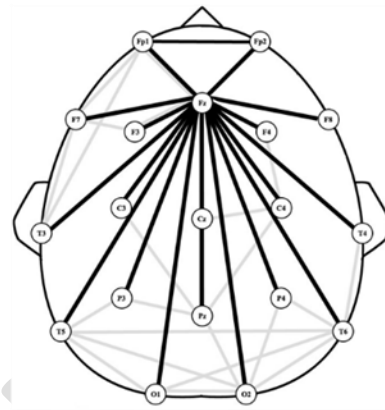
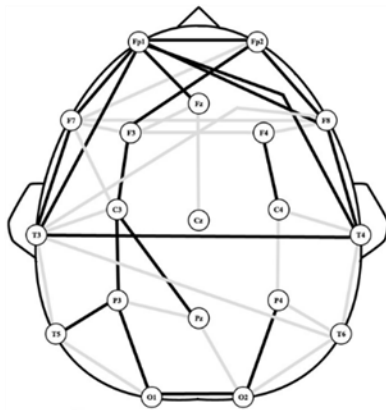
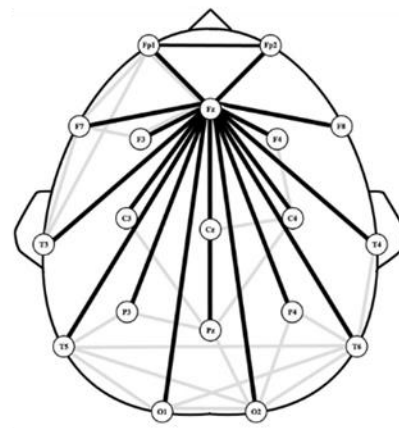
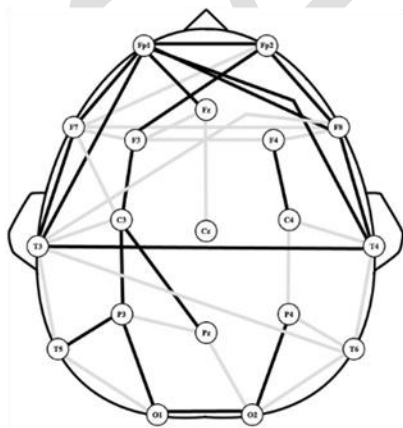


Figure 2.5 - MBTI Descriptors for Extraverted Thinking (left) and Introverted Intuition (right) + Performance Leadership and Integral Process Leadership poles.

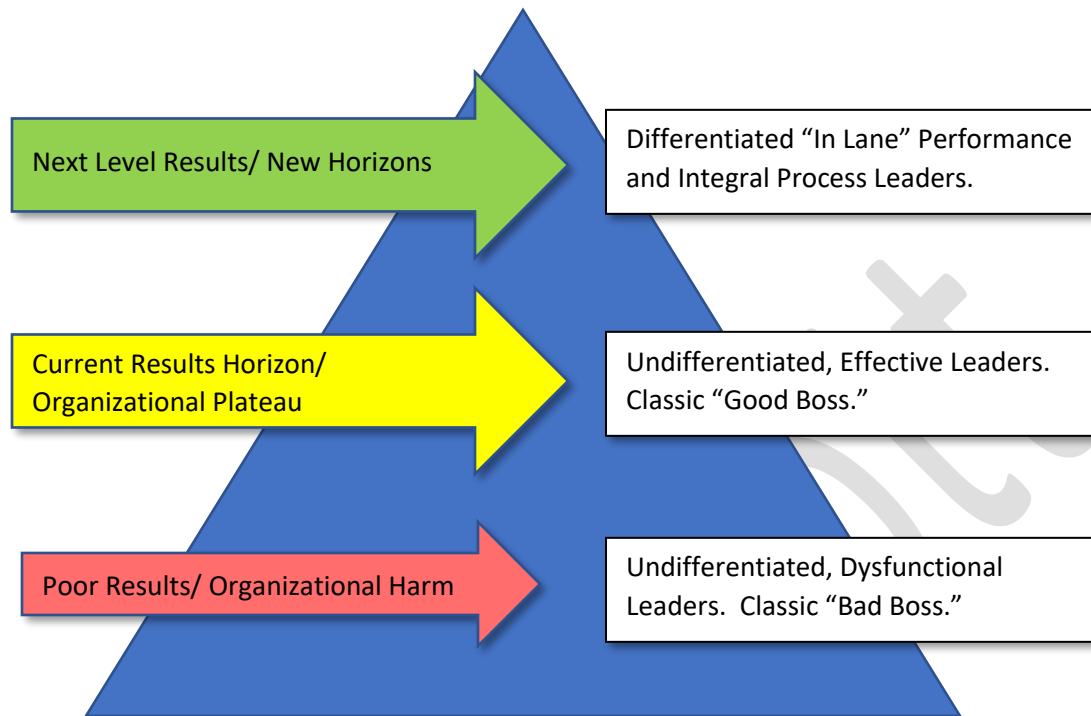
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2.6 The Path to Next Level Results



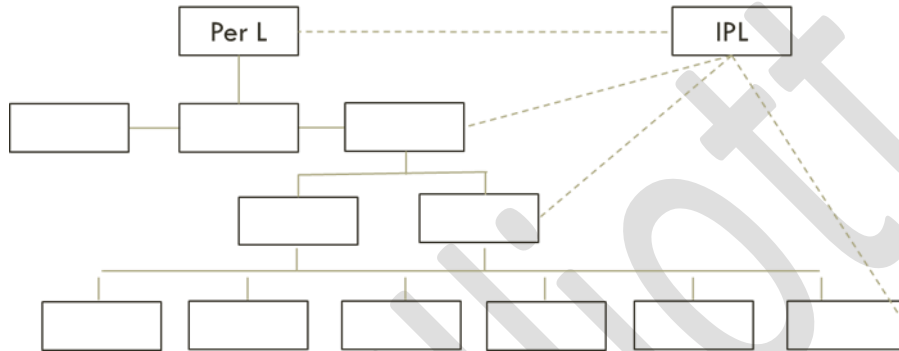
3.1 Sample IPL Contributions

IPL Contribution	Over-emphasized performance leadership
Clarifying and reflection with performance leaders far in advance of announcing change initiatives as well as early inception and buy in from employees.	Closed door conversations where people's lives and livelihoods are discussed in impersonal terms and changes are developed in an echo chamber and then announced after things have already been substantively set in motion. Buy-in is a forced afterthought tainted with resistance.
Early, gentle and effective interventions with struggling employees.	To avoid emotionally loaded situations, conflict is either avoided for far too long or handled quickly and clumsily just to get it over with, only to find it isn't over as easily as hoped.
Mediation and alignment conversations across functions, i.e. when HR is at odds with security, or marketing is at odds with sales.	Departments become passively hyper aggressive, doing things without alignment and feeling vindicated in the moment because their respective courses of action were taken, but creating deeper rifts down the road.
Navigating setbacks and mistakes with honest but kind narrative-building and recalibrating for better performance in the future.	Blaming people, premature disciplinary action or team shuffling; increasing micromanagement and oppressive "accountability"

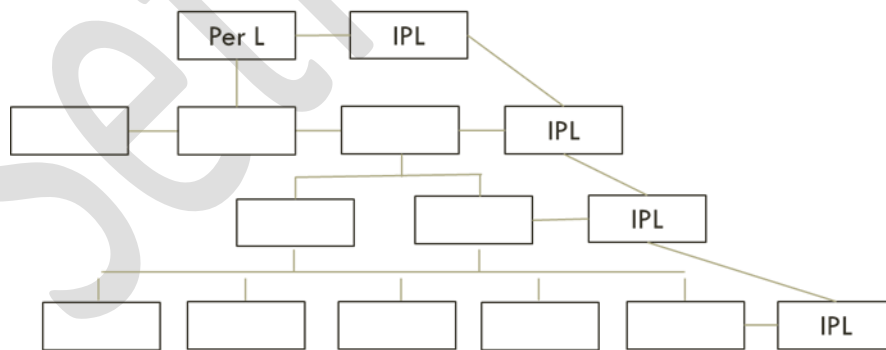
Boosting morale and engagement by getting to the heart of things and working toward independence, learning, and meaning.

Attempting to force or buy morale through one-off incentives, misguided pep talks, and one-sided reframes of reality (e.g. "It isn't so bad....")

6.1 Small Organization Example



6.2 Large Organization Example



6.3 Networks and Ecosystems Example

