

Merlin Navigator Results

Prepared Results for Company X

Goal: To increase sales by 20% by 2010.



Critical Factors

You will see a graph of your group's performance measured against Eight Critical Factors that are predictive of success.



Result Prediction

You will see a graph of the Navigator's prediction of the current percentage chance of success with your group's goal.



Energy Analysis

You will see a graph of your group's current energy strength and distribution.

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Introduction to The Merlin Toolbox™

Results Prediction - what you will see



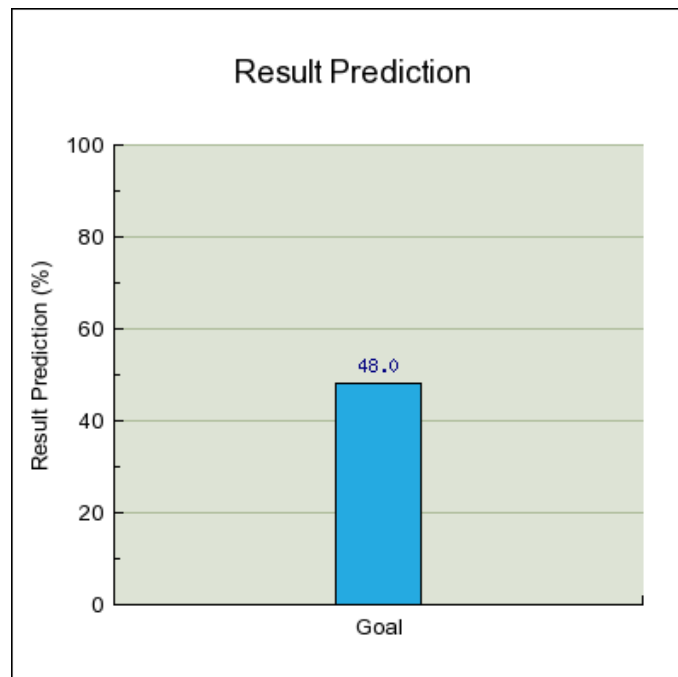
Your result prediction for your goal:

To increase sales by 20% by 2010.

How We Developed Your Results...

Merlin Navigator Ltd, by analysis and experiment, invented predictive algorithms based on **Eight Critical Success Factors** and **Energy Analysis**.

In addition we have adjusted the algorithm by the fact that you entered as a **Business as Usual organisation**.



Your chances of success are - Unlikely

You are significantly low in one energy and two or three critical factors which if not addressed urgently could result in failing to achieve your stated goal.

Result Prediction Definitions

Very Likely *for scores between 75% and 100%*

Sustaining the current energy level and Critical Factor performance will ensure you achieve your specified goal.

Likely *for scores between 50% and 75%*

Some of the energy levels and critical factor performances are less than required but with further attention you should achieve the goal.

Unlikely *for scores between 25% and 50%*

You are significantly low in one energy and two or three critical factors which if not addressed urgently could result in failing to achieve your stated goal.

Very Unlikely *for scores between 0% and 25%*

You are significantly low in two or more energies and several Critical Factors. Unless you initiate significant and urgent attention to these you will not achieve your goal.

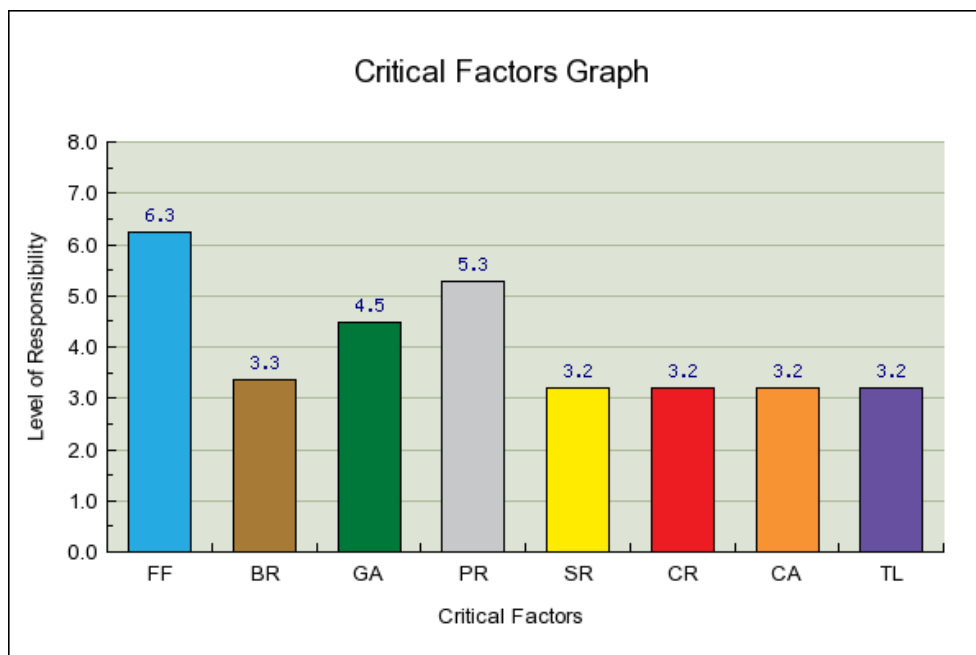
Critical Factors - what you will see



Eight Critical Factors Predictive of Your Success

The Current Collective Level of Responsibility for the goal regarding:

- **Leadership** (8 to 7)
- **Design and Intelligent Planning** (7 to 6)
- **Enrolling Others in Important Activities** (6 to 5)
- **Full Participation in the Project** (5 to 4)
- **Awareness of Current Conditions** (4 to 3)
- **Unawareness of Current Conditions** (3 to 2)
- **Avoidance of Issues and Challenges** (2 to 1)
- **Sabotaging Efforts to Improve** (1 to 0)



Your Critical Factor Results Including Highest and Lowest Individual Scores

Future Focus

Company X scored an average of 6.3 and is operating at the Design level.

The lowest score for Future Focus is 6.3 and the highest is 6.3.

Design - People formulate plans and processes to induce, encourage, and sustain future focus in meetings, projects and training programs.

Responsibility for Breakthrough Results

Company X scored an average of 3.3 and is operating at the Aware level

The lowest score for Responsibility for Breakthrough Results is 3.3 and the highest is 3.3.

Aware - People are aware of the possibility of breakthrough results but they never do it. Leaders are process driven, sometimes addicted to process, and do not give permission or encouragement for "out of the box" thinking and action. There is disaffection in many about levels of performance and the way things are, but the complaints never lead to the kinds of extraordinary action that lead to Breakthrough Results.

Group Alignment

Company X scored an average of 4.5 and is operating at the Participate level.

The lowest score for Group Alignment is 4.5 and the highest is 4.5.

Participate - People participate willingly in alignment and shared commitment based conversations but do not initiate such activity in the absence of leadership.

Profound Respect

Company X scored an average of 5.3 and is operating at the Enrol level.

The lowest score for Profound Respect is 5.3 and the highest is 5.3.

Enrol - People enrol others in the importance of respect, shared meaning and higher purpose. Training, conversations and activities encourage respect for the individual and having the workplace be based partially on what people hold dear. This. Some people get quite good at this and this increases the extent and power of respect as a primary source of people's motivation and purposefulness at work.

Strong Relationship

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Strong Relationship is 3.2 and the highest is 3.2.

Aware - People are aware of the state of their relationships but do not act to improve or maintain them in any deliberate way. Relationships tend to be shallow and uncommitted. People complain about the culture but do not see the quality of their relationships as instrumental in this.

Conflict Resolution

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Conflict Resolution is 3.2 and the highest is 3.2.

Aware - People experience conflict and suspect that there is a better way than to simply endure it. Because of lack of permission from leaders and a culture that says being a good soldier is more important than addressing differences, people do not seek constructive conflict resolution.

Commitment to Action

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Commitment to Action is 3.2 and the highest is 3.2.

Aware - In the background of their minds, people are aware that commitment is the source of action but work in an organization and culture where analysis and elaborate explanation is the coin of the realm. They rarely interrupt an academic, explanatory process. Instead of doing something, they talk about it, often until the subject changes.

Transformational Leadership

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Transformational Leadership is 3.2 and the highest is 3.2.

Aware - The leader is aware of the power of inspiring people to become more than themselves, to aspire to what they are capable of, and to commit to breakthrough goals. But out of unwillingness to themselves promise what they cannot predict, they do not ask it of others.

Critical Factor Definitions Relating to the Goal

Lead *For scores between 7 and 8*

At this level, relating to the goal, we stand for and actively give direction and support to the goal all the time. We inspire each other to what we are capable of in this project.

Design *For scores between 6 and 7*

At this level, relating to the goal, we formulate and encourage plans and processes to encourage and sustain creative design in meetings, projects and conversations.

Enrol *For scores between 5 and 6*

At this level, relating to the goal, we enlist other's based on what they care about. We address others' values and commitments in asking for their support.

Participate *For scores between 4 and 5*

At this level, relating to the goal, we participate actively and fully, but do not initiate such participation in the absence of leadership.

Aware *For scores between 3 and 4*

At this level, relating to the goal, people are aware of the importance of the goal, but for personal or organizational reasons, or lack of leadership, do not act to turn such awareness into action.

Unaware *For scores between 2 and 3*

At this level, relating to the goal, people are oblivious and disconnected to what's happening or needed.

Avoid *For scores between 1 and 2*

At this level, relating to the goal, people divert from or just won't get involved with the issue in hand.

Sabotage *For scores between 0 and 1*

At this level, relating to the goal, people are undermining or blocking progress either consciously or unconsciously.

Energy Analysis - what you will see



An Energy Analysis showing, with respect to your goal, how energy gets expressed by your group.

Energy gets expressed in four ways:

- **Physical Energy** in **PERFORMANCE** and **MEASURABLE RESULTS**
- **Emotional Energy** in **COMMITMENT** and **STRONG RELATIONSHIPS**
- **Intellectual Energy** in **INVENTION** and **CREATIVE THINKING**
- **Spiritual Energy** in **VALUES** and **HONORING PRINCIPLES**

When these are "Fit for Purpose", energy focus is high.

Energy is the Power to Act.

Organisations with the most energy in focus will prevail.

Your Overall Energy Diagnostic



Group attention and commitment to performance and measurement is low. People do not hold each other to account and do not need to give reasons for non-performance.

Group attention to innovation is medium. Thoughtful analyses sometimes leads to "business as unusual" action.

Group vitality and emotional expression is low.
Relationships are not strong or well developed.

Group attention to shared values and shared commitments is low. Members do not perceive a common future and tend to go their own ways.

Overall Energy Diagnostic

Your team scored 48% overall



Medium Physical Energy - Group attention and commitment to performance and measurement is medium. Moderate attention is currently paid to achieving results and this attention is too often a function of people's own preferences rather than the needs of the situation. In these instances, people do not hold each other to account and accept each other's reasons for non performance. Chances of success are reduced.

Medium Intellectual Energy - Group attention to innovation is moderate. People often do not inquire, ask difficult or thought provoking questions, and do not engage conversations or actions that go beyond what they already know. The benefits of "thinking together", however, are sometimes realized and thoughtful analysis does sometimes lead to "business as unusual" action. Chances of success are inconsistent.

Medium Emotional Energy - Group vitality and emotional expression are moderate. Relationships are considered acceptable but little attention is paid to developing the relationships necessary to collectively achieving very ambitious goals. Shared commitment frequently saves the day. People sometimes support each other emotionally. Important communication is frequently withheld. Chances of success are limited by inconsistent attention to people's feelings.

Medium Spiritual Energy - Moderate group attention is paid to shared values and shared commitments. Some members do see a common future and work toward it. Team spirit is uneven and no one sees that assuring this is their job. Work is seen by some as meaningful in the larger scheme of things, and not so by others. There is no broadly agreed sense of noble purpose. Chances of success are limited.

Physical Energy Diagnostic

Your team scored 40%



Medium Physical Energy - We feel responsible for delivering real outcomes and results. We take time for these conversations but usually stop short of committing to results that we don't believe we can actually deliver. We have left behind the limits of our individual and group talent and now have conversations about what might be possible in terms of delivering results and organizational improvements. We sometimes confuse working on process and procedure with action that delivers results. We are beginners at this and often seek advice or coaching to keep us focused on action. We want to do a better job of delivering by solving problems and working to improve designs and systems, but don't do it that often. We are open to leadership, facilitation, coaching, or other expert help. We don't seek such help but take it when it is offered. We often feel we are running on empty and struggle to regenerate our physical energy.

Intellectual Energy Diagnostic

Your team scored 58%



Medium Intellectual Energy - We sometimes spend time thinking together but usually stop when we get stuck or people become threatened. We notice how our individual and group assumptions limit us, and occasionally engage in conversations where the rules and limits are not known. We occasionally seek help to keep us exploring and help get out of arguments. We think less from the past and from what we already know. Sometimes in pressurised situations we allow politics and force of hierarchy to limit the thinking for the sake of quicker action or individual agendas.

Emotional Energy Diagnostic

Your team scored 46%



Medium Emotional Energy - We recognise that relationships are important. We relate to each other more from the relationships we want in the future rather than mainly from the past, from what we already know. In this new world we co-invent relationships that are more open and honest and in service of the jobs that need to be done and are much better for business and for ourselves. We are open to leadership, facilitation, coaching or other help. We don't seek such help but take it when it is offered. We feel responsible for positive relationships in the group but usually stop out of concern for going too far and avoid the risk of discomfort.

Spiritual Energy Diagnostic

Your team scored 46%



Medium Spiritual Energy - We recognize the need for vision and a higher purpose at work but don't spend much time on it. We are rewarded for doing our jobs and not for spending much time finding out what higher values we hold dear that could be expressed in the workplace. We see the possibilities of sharing more heart felt values or noble purpose more to our advantage but there is little support or leadership for it. We are open to leadership, facilitation, coaching, or other expert help. We don't seek such help but take it when it is offered. We have left behind the limits of our individual and group talent and sometimes have conversations about what might be possible from having higher values or social values expressed in the workplace. We transition from a world where we operated simply from what's been possible in the pragmatic, bottom line world of business to one where we try to create the business future based on both solid business practice and on heartfelt social, ethical or community values deliberately.

Future Focus Definitions

Company X scored an average of 6.3 and is operating at the Design level.

The lowest score for Future Focus is 6.3 and the highest is 6.3.

See below for a description of the other performance levels for Future Focus.

Sabotage *For scores between 0.0 and 1.0*

Any attempt at future focus as a creative act is ignored or undermined. People are stuck in the past or in present operations. They do not think about the future except as operational necessities require.

Avoid *For scores between 1.1 and 2.0*

Conversations about the future are avoided or endured and then put to rest. Primary focus is on concrete operations and past lessons.

Unaware *For scores between 2.1 and 3.0*

People are unaware that future focus has power to affect their work and their lives in the present. They assume that tomorrow will be like today. They do not resist or avoid future based conversations but are simply unaware.

Aware *For scores between 3.1 and 4.0*

People are aware that creating and living into a shared future is probably a good idea but spend no time on it. They are rewarded, reinforced and measured for keeping their attention on present demands and past performance.

Participate *For scores between 4.1 and 5.0*

People are happy to participate in future based conversations and visioning when leadership and structure enables it. They do not ever generate these conversations themselves or create structures for enabling them.

Enrol *For scores between 5.1 and 6.0*

People enrol others in future based conversations and activities that encourage this. Some get quite good at this and increase the extent and power of imagination in the organisation.

Design *For scores between 6.1 and 7.0*

People formulate plans and processes to induce, encourage, and sustain future focus in meetings, projects and training programs.

Lead *For scores between 7.1 and 8.0*

People create the possibility of future focus at higher and higher levels. They stand for future focus, speak for it and make it a condition of engagement wherever they go.

Responsibility for Breakthrough Results Definitions

Company X scored an average of 3.3 and is operating at the Aware level.

The lowest score for Responsibility for Breakthrough Results is 3.3 and the highest is 3.3.

See below for a description of the other performance levels for Responsibility for Breakthrough Results.

Sabotage *For scores between 0.0 and 1.0*

People live in a concrete reality. Their opinions about what is real and important are the bedrock of their felt ability to survive. Their identity and self image is both so unshakable and fragile that any hint of new possibilities, breakthroughs in performance or aspirations beyond normal, are met with immediate resistance. Their world is circular. Tomorrow must be like today or destroyed.

Avoid *For scores between 1.1 and 2.0*

People avoid the idea and practice of breakthroughs in performance and results. They realize that Breakthrough Results do happen. People have gone to the moon and some companies have grown unpredictably and rapidly. But, for them, that happens in some other reality. For them, it is illogical, even immoral, to promise breakthrough results that cannot be predicted. Uncertainty is to be avoided even when the result is worthwhile and desirable. To speak of this is counter cultural.

Unaware *For scores between 2.1 and 3.0*

People live in an incremental culture and operate with an incremental mindset. They are unaware of the reality of discontinuity. Work and life advances in bits and pieces. They neither resist the idea of breakthrough results nor does it ever occur to them. Their universe and work is bounded by what is predictable. They are unconscious.

Aware *For scores between 3.1 and 4.0*

People are aware of the possibility of breakthrough results but they never do it. Leaders are process driven, sometimes addicted to process, and do not give permission or encouragement for "out of the box" thinking and action. There is disaffection in many about levels of performance and the way things are, but the complaints never lead to the kinds of extraordinary action that lead to Breakthrough Results.

Participate *For scores between 4.1 and 5.0*

People participate in breakthrough projects and "out of the box" conversations as long as leaders sanction, give permission, and provide necessary resources. Without such permission and resources, business as usual prevails.

Enrol *For scores between 5.1 and 6.0*

People enrol others in the importance of training, conversations, and activities that encourage having the workplace be based partially on breakthrough thinking and breakthrough projects when great leaps forward

are critical and necessary. Some people get quite good at such enrolment which increases the power of commitments to breakthroughs as a primary source of results, effectiveness and cooperation.

Design *For scores between 6.1 and 7.0*

People formulate plans and processes to assure that breakthrough thinking and breakthrough projects actually happen. Skills and practices are taught and encouraged in meetings, projects and training programs.

Lead *For scores between 7.1 and 8.0*

People create the possibility of breakthrough results at higher levels. They stand for new possibilities and Breakthrough Results, paying attention the development of skills, motivation and behaviour, and make these a condition of engagement wherever they go.

Group Alignment Definitions

Company X scored an average of 4.5 and is operating at the Participate level.

The lowest score for Group Alignment is 4.5 and the highest is 4.5.

See below for a description of the other performance levels for Group Alignment.

Sabotage *For scores between 0.0 and 1.0*

People go their own way and undermine attempts at alignment, being in the same boat, collective action, and team consciousness.

Avoid *For scores between 1.1 and 2.0*

People avoid shared commitment. They are civil with one another but operate in silos without seeking or offering help.

Unaware *For scores between 2.1 and 3.0*

People are unaware of the difference between commitment based alignment and everyday agreement as occurs in a meeting of the minds. The value of alignment for realising aspirations beyond normal is unknown.

Aware *For scores between 3.1 and 4.0*

People are aware of the potential power of alignment but for personal or organizational reasons or lack of leadership, do not act to turn such possible alignment into opportunity and action.

Participate *For scores between 4.1 and 5.0*

People participate willingly in alignment and shared commitment based conversations but do not initiate such activity in the absence of leadership.

Enrol *For scores between 5.1 and 6.0*

People solicit other's alignment of values and commitments. They speak out for the value of alignment, and invite others to join in.

Design *For scores between 6.1 and 7.0*

People formulate plans and processes to induce, encourage, and sustain group alignment in meetings, projects and training programs.

Lead *For scores between 7.1 and 8.0*

People create the possibility of alignment at higher and higher levels. They stand for alignment, speak for it and make it a condition of engagement wherever they go.

Profound Respect Definitions

Company X scored an average of 5.3 and is operating at the Enrol level.

The lowest score for Profound Respect is 5.3 and the highest is 5.3.

See below for a description of the other performance levels for Profound Respect.

Sabotage *For scores between 0.0 and 1.0*

People undermine or attack all attempts to demonstrate respect for others or give higher meaning to work or the workplace. Vision is suppressed. Noble purpose is mocked. Only mercenary or instrumental values and practices are allowed in conversation. There is little positive relationship or sense of possibility in the culture.

Avoid *For scores between 1.1 and 2.0*

People avoid demonstrations of respect even when they feel it. Attempts to give higher meaning or vision to the work are not engaged. Reality is considered to be only that which can be measured and has physical existence. Anything unseen that uplifts peoples' spirits is counter-cultural and avoided.

Unaware *For scores between 2.1 and 3.0*

People are unaware of spiritual possibilities, not in a religious sense, but in the sense of the benefits of shared vision, shared meaning, ethical purpose, and inspired conversation. Only the job at hand is considered real.

Aware *For scores between 3.1 and 4.0*

People are aware of the importance of respect but do not act upon it. Acknowledgement and appreciation are rare. They don't avoid the possibility of bringing higher meaning or vision to their work. It just does not occur to them and leaders don't call it forth.

Participate *For scores between 4.1 and 5.0*

People enjoy and affirm a respectful culture that values both work and shared meaning. Respect for the individual is a stated value but its actual exercise depends on the commitment and practice of a leader. Breaches in respect are noticed and sometimes corrections are made.

Enrol *For scores between 5.1 and 6.0*

People enrol others in the importance of respect, shared meaning and higher purpose. Training, conversations and activities encourage respect for the individual and having the workplace be based partially on what people hold dear. Some people get quite good at this and this increases the extent and power of respect as a primary source of people's motivation and purposefulness at work.

Design *For scores between 6.1 and 7.0*

People formulate plans and processes that assure that Respect is paid to individuals and the values of the organization in meetings, projects and training programs.

Lead *For scores between 7.1 and 8.0*

People create the possibility of Profound Respect at higher and higher levels. They stand for respect for the individual, paying attention to people's vitality, spirit and energy, and make it a condition of engagement wherever they go.

Strong Relationship Definitions

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Strong Relationship is 3.2 and the highest is 3.2.

See below for a description of the other performance levels for Strong Relationship.

Sabotage *For scores between 0.0 and 1.0*

People treat each other like things. It's all business. When feelings are expressed, they suppress, deride, or distract until the situation returns to a condition of no emotional expression. There is widespread belief that power comes from command and control.

Avoid *For scores between 1.1 and 2.0*

People avoid emotional connection at work. Authentic relationships are seen as appropriate at home and with friends but stops at the office door. Sometimes, there is direct speaking and open listening offline among friends at work but never during work situations.

Unaware *For scores between 2.1 and 3.0*

People have no attention on the power of relationship to positively affect attitudes, culture and performance at work. Attention is paid to that which is measurable, physical, and performance related. Relationship is not avoided at work. Genuine relationships just do not exist as a possibility.

Aware *For scores between 3.1 and 4.0*

People are aware of the state of their relationships but do not act to improve or maintain them in any deliberate way. Relationships tend to be shallow and uncommitted. People complain about the culture but do not see the quality of their relationships as instrumental in this.

Participate *For scores between 4.1 and 5.0*

People join willingly in team based and relationship based activities. They follow instructions relating to improvements in their own and others communication. In the absence of structured or leader led activities, they keep to themselves and their own circle of acquaintances.

Enrol *For scores between 5.1 and 6.0*

People enrol others in relationship based conversations and activities that encourage this. Some get quite good at this and increase the extent and power of relationship as the foundation of accomplishment in the organisation.

Design *For scores between 6.1 and 7.0*

People formulate plans and processes to induce, encourage, and sustain Strong Relationship in meetings,

projects and training programs.

Lead *For scores between 7.1 and 8.0*

People create the possibility of Relationship as the Foundation of Accomplishment at higher and higher levels. They stand for Strong Relationship, genuine speaking and listening, speak for it, and make it a condition of engagement wherever they go.

Conflict Resolution Definitions

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Conflict Resolution is 3.2 and the highest is 3.2.

See below for a description of the other performance levels for Conflict Resolution.

Sabotage *For scores between 0.0 and 1.0*

Conflict is seen as normal. Some people provoke it and like it. Leaders use divisiveness and internal competition to maintain control. Attempts to resolve conflict constructively are seen as weak, soft and unnecessary.

Avoid *For scores between 1.1 and 2.0*

People avoid conflict. They play it safe and always stay under the radar. Discomfort and upsets associated with conflict are always avoided. People disparage each other and complain behind each other's backs. Leaders set the example for conflict avoidance and the company pays a large price in failed projects, especially between functions.

Unaware *For scores between 2.1 and 3.0*

People do not see conflict. Either they experience the workplace through rose coloured spectacles or there is complete focus on doing the job as the only reason for existence.

Aware *For scores between 3.1 and 4.0*

People experience conflict and suspect that there is a better way than to simply endure it. Because of lack of permission from leaders and a culture that says being a good soldier is more important than addressing differences, people do not seek constructive conflict resolution.

Participate *For scores between 4.1 and 5.0*

People participate in constructive conflict resolution, surface important differences, and seek facilitation or coaching as long as leaders sanction, give permission, and provide necessary resources. Without such permission and resources, conflict remains underground and is not addressed.

Enrol *For scores between 5.1 and 6.0*

People enrol others in the importance of resolving differences, breakdowns and conflicts. Training, conversations and activities encourage having the workplace be based partially on having constructive conflict resolution between individuals and groups. Some people get quite good at this and this increases the extent and power of conflict resolution as a primary source of people's effectiveness and cooperation at work.

Design *For scores between 6.1 and 7.0*

People formulate plans and processes that assure that conflict resolution happens between individuals and groups. Skills and practices and taught are encouraged in meetings, projects and training programs.

Lead *For scores between 7.1 and 8.0*

People create the possibility of Conflict Resolution at higher and higher levels. They stand for resolution, paying attention to skills, motivation and behaviour, and make it a condition of engagement wherever they go.

Commitment to Action Definitions

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Commitment to Action is 3.2 and the highest is 3.2.

See below for a description of the other performance levels for Commitment to Action.

Sabotage *For scores between 0.0 and 1.0*

Analysis paralysis is king. People can never study anything enough and action is always postponed in favour of more data. Procrastination masquerades as intelligence. People's identity and sense of survival is given by the experience of being an observer giving an account of someone else's reality. Most efforts to bring about action are met by interrogation and statements of complexity or past failure that take the wind out of people's sails.

Avoid *For scores between 1.1 and 2.0*

People avoid turning good ideas into action. Often they dwell in process and bureaucratic forms. They realize that, in fact, no one seems to care much about the results that their action would produce, so there is little point in forcing the issue. As one employee said, "I realized that something was different here on my first day of work, when I overtook everyone in the corridors."

Unaware *For scores between 2.1 and 3.0*

People are unaware of the distinction between action and their analysis of a situation. They are not attached to inaction but unwittingly substitute analysis for action simply because "that is the way it is around here." They assume that analysis is the source of action and are unaware of the deeper truth that commitment is the actual source of action. No commitment, no action but they don't know this.

Aware *For scores between 3.1 and 4.0*

In the background of their minds, people are aware that commitment is the source of action but work in an organization and culture where analysis and elaborate explanation is the coin of the realm. They rarely interrupt an academic, explanatory process. Instead of doing something, they talk about it, often until the subject changes.

Participate *For scores between 4.1 and 5.0*

People enrol others in the importance of training, conversations, and activities that encourage action and the commitment to it. Some people get quite good at interrupting "analysis paralysis" and enrolling others to forward the action.

Enrol *For scores between 5.1 and 6.0*

People enrol others in the importance of training, conversations, and activities that encourage having the workplace be based partially on breakthrough thinking and breakthrough projects when great leaps forward

are critical and necessary. Some people get quite good at such enrolment which increases the power of commitments to breakthroughs as a primary source of results, effectiveness and cooperation.

Design *For scores between 6.1 and 7.0*

People formulate plans and processes that assure that commitment to action and analysis leading to action will happen. Skills and practices are taught and encouraged in meetings, projects and training programs.

Lead *For scores between 7.1 and 8.0*

People stand for and create the possibility of Commitment to Action at higher and higher levels. They stand for and lead for the development of skills, motivation and behaviour, that makes Commitment to Action a way of life and make this a condition of engagement wherever they go.

Transformational Leadership Definitions

Company X scored an average of 3.2 and is operating at the Aware level.

The lowest score for Transformational Leadership is 3.2 and the highest is 3.2.

See below for a description of the other performance levels for Transformational Leadership.

Sabotage *For scores between 0.0 and 1.0*

Leader is intolerant of vision and suppresses it. All attention is kept on process and results. People are rewarded for staying in bounds, in public, with what the boss believes. They keep their heads down, and play it safe.

Avoid *For scores between 1.1 and 2.0*

Leader avoids genuine, personal connection with others. There is always a barrier between the leader and whoever he/she is talking to, even if only slight. All conversation is about the past or future and never focused on what is happening in the present moment. The truth about peoples' experience is never told in public.

Unaware *For scores between 2.1 and 3.0*

The leader is unaware of the difference between business as usual and the usefulness of committed, incredible goals. Business as usual practices prevail. Current business strategy and policy is a maze with no apparent way out.

Aware *For scores between 3.1 and 4.0*

The leader is aware of the power of inspiring people to become more than themselves, to aspire to what they are capable of, and to commit to breakthrough goals. But out of unwillingness to themselves promise what they cannot predict, they do not ask it of others.

Participate *For scores between 4.1 and 5.0*

Leader participates, if asked, in "new possibility" based conversations but does not initiate such activity.

Enrol *For scores between 5.1 and 6.0*

Leader asks for other's involvement in breakthrough projects, truth telling sessions, and conversations about expanding the organizations fundamental capabilities. They speak out for the value of "out of the box" thinking and action and being committed to each other's success.

Design *For scores between 6.1 and 7.0*

Leader formulates plans and processes to induce, encourage, and sustain new possibilities and uncharacteristic action in meetings, projects and training programs.

Lead *For scores between 7.1 and 8.0*

Leader stimulates transformation, wow experiences, and innovative action. They know that "now is the moment of power" and make it a condition of engagement wherever they go.

Spiritual Definitions

Company X scored 46% and is operating with low spiritual energy.

Spiritual expression is about what is most important to you. It is about expressing what you value and what higher values or social values should be expressed in the workplace. It is based on self-reflection and conversations with others about higher meaning, dreams, and visions of their business and personal future.

It happens when people talk about their own strengths and weaknesses and reasons for doing what they do. They reflect and analyze themselves talk about their personal relationship to business success and noble purpose and noble purposes.

Read below for a full description of this outcome.

Low Spiritual Energy *For scores between 0% and 40%*

We focus on work and don't spend much attention to what we value and hold dear. We are not interested in individual or public conversations about higher meaning, dreams, and visions of the business and personal future. When things get too future focused or there is any demand for visioning, someone finds a way to turn it back to the immediate work at hand. Any attempt to talk about how people feel about business success or noble purpose is annoying and avoided. We don't resist this way of operating and feel that higher values belong at home or in church.

Medium Spiritual Energy *For scores between 40% and 80%*

We recognize the need for vision and a higher purpose at work but don't spend much time on it. We are rewarded for doing our jobs and not for spending much time finding out what higher values we hold dear that could be expressed in the workplace. We see the possibilities of sharing more heart felt values or noble purpose more to our advantage but there is little support or leadership for it. We are open to leadership, facilitation, coaching, or other expert help. We don't seek such help but take it when it is offered. We have left behind the limits of our individual and group talent and sometimes have conversations about what might be possible from having higher values or social values expressed in the workplace. We transition from a world where we operated simply from what's been possible in the pragmatic, bottom line world of business to one where we try to create the business future based on both solid business practice and on heartfelt social, ethical or community values deliberately.

High Spiritual Energy *For scores between 80% and 100%*

We succeed because our future depends on our ability to improve the way the place works operationally in terms of higher meaning and social contribution. We pride ourselves on how quickly we move from being upset to returning to our higher purposes. There are few places where we have given up and become resigned to the "way it is." We are good at telling each other about what's not working so that we can move forward. Our work has meaning. Being effective at recognising higher meaning or social contribution helps us win. To assure that we adhere to both business success and noble purpose, we are willing to confront the leader or whoever holds ultimate power in a situation.

Emotional Definitions

Company X scored 46% and is operating with low emotional energy.

Emotional energy gets expressed in seeing things from each other's point of view in order to understand how they think and feel. It gets expressed in listening for and sensing feelings, intentions and motivations. It is expressed in being empathic and seeking constructive resolution and co-operation. Words and non-verbal cues (e.g. eye contact, body language) are used to open and enhance communication with others, build trust and establish positive relationships with others.

Read below for a full description of this outcome.

Low Emotional Energy *For scores between 0% and 40%*

We focus on work and don't spend much attention to relationships. When things start to get personal or out of immediate work demands, people tend to focus back on the work at hand. Relationships and feeling are seen as soft, touchy-feely, and not fitting with the existing culture. When someone tries to call attention to the need for more team behaviour or better communication, we ignore or avoid it. We are comfortable with our present way of operating and complain about people not performing. We sometimes recognize the need for better communication and team behaviour but don't spend much time on it. We are rewarded for doing our jobs and not for spending much time finding out what others care about or how they really are. We see the possibility of using relationships as a foundation for our work together but feel little support or leadership for it.

Medium Emotional Energy *For scores between 40% and 80%*

We recognise that relationships are important. We relate to each other more from the relationships we want in the future rather than mainly from the past, from what we already know. In this new world we co-invent relationships that are more open and honest and in service of the jobs that need to be done and are much better for business and for ourselves. We are open to leadership, facilitation, coaching or other help. We don't seek such help but take it when it is offered. We feel responsible for positive relationships in the group but usually stop out of concern for going too far and avoid the risk of discomfort.

High Emotional Energy *For scores between 80% and 100%*

We recognise that sound working relationships are paramount. When we don't live up to each other's expectations, we address this directly with those concerned. Winning for the business and for ourselves is what we want and we are committed to each other's success and development. We treat challenging, personal feedback and conflict resolution as valid dynamics in our journey and don't let these reduce our relationships but rather strengthen them.

We have a shared and public commitment to recovery itself. To assure that relationships grow and we get connected as powerfully as needed to do big jobs, we are willing to confront the leader or whoever holds ultimate power. We know that we need to be open, direct, and generous when we do this. How we and others feel is as important as what they think with regard to our journey together.

Intellectual Definitions

Company X scored 58% and is operating with medium intellectual energy.

Intellectual Energy is thinking together. Talking together from a deep understanding of words and sensitivity to the real and implied meaning of words. Intellectual energy is expressed in highly developed and understandable written and verbal communication. It's in being sensitive to different uses of language to inform, persuade, enjoy and evoke commitment. It allows the "unthinkable" and promotes real innovation through mental stimulation & challenge.

Read below for a full description of this outcome.

Low Intellectual Energy *For scores between 0% and 40%*

We focus on work and don't spend much time thinking together. When someone tries to leverage our collective intelligence, we ignore or avoid it. We are comfortable with our present way of operating and complain about people not performing. Really challenging thinking often leads to and ends in unresolved argument rather than new possibilities.

Several of the issues we continue to have to deal with are the result of poor or little thinking about the fundamental problem prior to implementing the solution. We want to think together but don't do it that often. We are open to facilitation, coaching or other help. We don't seek such help but take it when it is offered.

Medium Intellectual Energy *For scores between 40% and 80%*

We sometimes spend time thinking together but usually stop when we get stuck or people become threatened. We notice how our individual and group assumptions limit us, and occasionally engage conversations where the rules and limits are not known. We occasionally seek help to keep us exploring and help get out of arguments. We think less from the past and from what we already know. Sometimes in pressurised situations we allow politics and force of hierarchy to limit the thinking for the sake of quicker action or individual agendas.

High Intellectual Energy *For scores between 80% and 100%*

We recognize that collective thinking, robust dialogue and thorough analysis generate the best ideas, the most effective plans and excellent results. This is a regular and essential aspect of our work. We appreciate that misunderstandings and disappointment are a normal part of what we do and we engage with these as a basis for increasing the likelihood of our success. Our commitment to recovery keeps us open to new ideas and inquiries when we need them and we return to a creative space with one another. We acknowledge and appreciate that thinking together helps us win. Intellectual challenge and dialogue is welcomed and practiced without limitations of hierarchical or roles. It contributes to our business success, morale and sense of personal freedom.

Physical Definitions

Company X scored 40% and is operating with low physical energy.

This is working tirelessly to bring a sustained level of contribution and focus. In crises it is being ready, willing and able to raise one's level of contribution. Stretching results are requested, promised and delivered on time.

Any mistakes less than promised results or actions are immediately recognised and completed. Help is requested from and offered to others. People are expected and supported in having time and energy to fully engage with their private and work interests and responsibilities.

Read below for a full description of this outcome.

Low Physical Energy *For scores between 0% and 40%*

We don't pay much attention to getting the job done and delivering results. When things get too action orientated or there is much demand for measurement, someone finds a way to turn it back to something more abstract. When someone tries to call attention to the need for more detail and more focus on action, we ignore or avoid it. We are comfortable with our present way of operating and do not worry too much about lack of performance. We sometimes recognize the need for more attention to the delivery rather than measurement of results but don't spend much time on it. We are rewarded for discussing and analysing and not for spending time just simply getting the job done. We see the lack of concrete results and how this could impact our future but feel little support or leadership for improving it.

Bureaucracy and procedure are often used to block or avoid the action that will produce the result that is needed.

Medium Physical Energy *For scores between 40% and 80%*

We feel responsible for delivering real outcomes and results. We take time for these conversations but usually stop short of committing to results that we don't believe we can actually deliver. We have left behind the limits of our individual and group talent and now have conversations about what might be possible in terms of delivering results and organizational improvements. We sometimes confuse working on process and procedure with action that delivers results. We are beginners at this and often seek advice or coaching to keep us focused on action. We want to do a better job of delivering by solving problems and working to improve designs and systems, but don't do it that often. We are open to leadership, facilitation, coaching, or other expert help. We don't seek such help but take it when it is offered. We often feel we are running on empty and struggle to regenerate our physical energy.

High Physical Energy *For scores between 80% and 100%*

Winning for the business and for ourselves is what we want and focusing on actions that deliver results is a fundamental part of our journey. This contributes to our business success, morale and sense of personal freedom. To assure that results keep getting better, we are committed to recovering from mistakes and failed designs. We know that failures are part of the journey and pride ourselves on how quickly we can recover. This keeps us open to alternatives which return us to a creative space with one another that produces results.

To assure that results and performance keep improving, we are willing to confront the leader and colleagues. Our ability to challenge and at the same time maintain relationships enhances our performance by improving problem solving, classifying and categorizing information, handling information and questioning. People are expected and supported in taking time and energy to fully engage with their outside of work interests and responsibilities.

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