So where does all this leave us? Agreeably, it leaves us ready to implement everything we have learnt. We have a choice of interventions for our organization: I will explain how each one can be used in such a way as to enable our people to access their Inner Warrior and break the threads of the Gulliver Effect.

We have already seen that there are four outer persona present in every organization: the Warrior, the Lamb, the Hijacker and the Shadow. We have also seen that Hijackers and Habitual Shadows call the shots in many of these, resulting in an excess of Lamb and Shadow behavioural characteristics.

Our objective therefore is to help those who are straightjacketed in a single persona to find their versatile self. For in creating an individual who is fully connected to their Inner Warrior we bring about the ability to select at any given moment the appropriate persona for the situation. Remember, necessary skills are more than simply role competencies. The interpersonal skills of a Warrior can ultimately determine the difference between a functioning organization and one that excels. Connection to the Inner Warrior ensures they are evident.

If we are serious about harnessing the potential of all our people, acquisition of the Six Cs is essential. Collectively these bring: an understanding of the alienating capacity of conflict on ourselves; a checklist of dysfunctional behaviours in groups; the ability to facilitate a collaborative environment; the capability to remain calm, rational and in control; an understanding of the value of compassion; the ability to access courage so as to act immediately.

Sadly it is all too easy for the negative behaviour of one person to reverberate well beyond their immediate sphere of activity. Consider the following case study.
CASE STUDY: ‘I was just about to call you, Madam!’

Recently, I experienced first hand the corrosive effect of a habitual Shadow on the culture of an organization. This time it was as a customer. When my washing machine broke down, I called the manufacturer to order a replacement drum. I spoke to a manager at one of the depots, who asked which model I was using. In replying I read out the specification from a label on the machine. He informed me the drum would have to be ordered which would take two days. Then it would be delivered and fitted by an engineer.

When the engineer arrived it quickly became apparent that he’d brought the wrong drum. He remarked that this was a common occurrence, then returned to inform the depot manager. Somewhat put out, I telephoned the manager myself. When I spoke to him, he placed the blame for the mix-up squarely on my shoulders – suggesting I must have misread the label. However, I knew very well I had not and refused to accept responsibility. But though he then said he would arrange for the correct drum to be despatched, his barely concealed hostility told me this was going to be a bumpy ride.

The first indication of this was when I was informed that it would be a week – not two days – before the new part could be delivered. On the day it was due to be delivered I was still waiting at 1pm, five hours after the time agreed. I rang the manager to ask the reason for the delay and he informed me it was still being transported down from Birmingham. I then asked him when he was planning to tell me what was happening and he replied: ‘I was just about to call you, Madam’. Three phone calls later (each time, having been told ‘I was just about to call you, Madam’), the drum finally arrived at half past four. The two young engineers were clearly nervous as to my reaction, but I soon allayed their fears. I did not blame them for the chronically bad attitude of the depot manager. Once they realized this, they relaxed and opened up about their colleague. They told me that episodes such as this happened frequently. They confirmed my suspicions about his being a habitual Shadow, by revealing that he had only ordered the drum the previous day – therefore spitefully making me wait an extra week.

They appealed to me to make an official complaint, as they do with every customer in this predicament. In this way, I would be helping to undermine his position and hopefully contribute to getting him fired. When I asked if I could use their names in the complaint, they answered, ‘Yes, we’re the ones who have to deal with him every day.’

What a waste of decent human beings. And what a perfect example of how one passive–aggressive ‘little Hitler’ – if allowed free rein – is dispro-