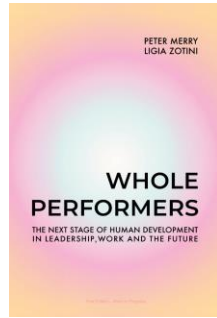


Whole Performers

THE NEXT STAGE OF HUMAN DEVELOPMENT
IN LEADERSHIP, WORK AND THE FUTURE

PETER MERRY

Co-authors



Peter Merry is a social entrepreneur, author, and trainer, and a globally recognised expert in transformative leadership, working with governments, CEOs, and civil society leaders.



Ligia Zotini is a futures researcher, speaker, and author, designing future scenarios at the intersection of technology, humanity, and emerging ecosystems.

@wholeperformers

What are we going to cover?



01

Understanding the labor market in the context of human and societal development

02

What today's world is demanding

03

The gifts and limits of High Performers

04

The promise of Whole Performers

01

Understanding the Labor Market in the Context of Human and Societal Development

Stages of Development

1

People and societies evolve

People and societies evolve and express themselves through stages of development.

2

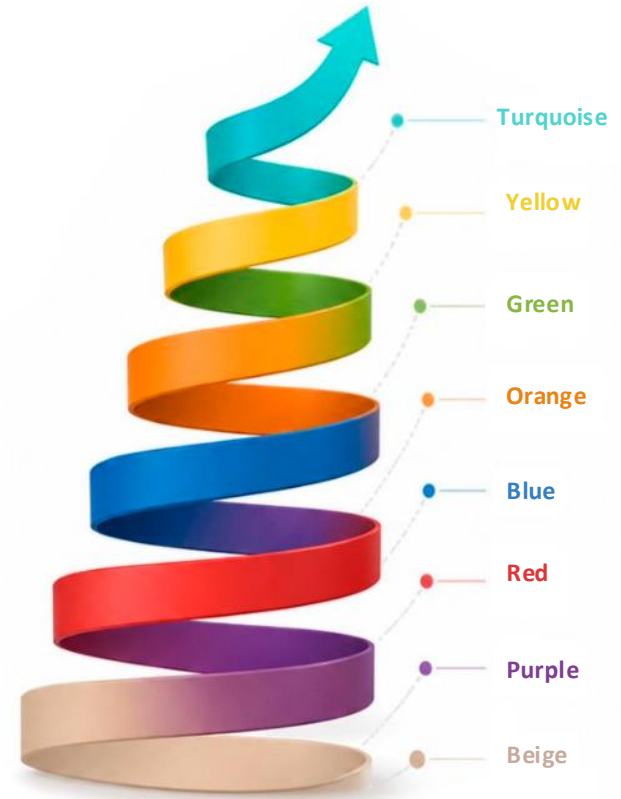
Greater complexity

Each new stage is able to deal with more complexity than the previous ones.

3

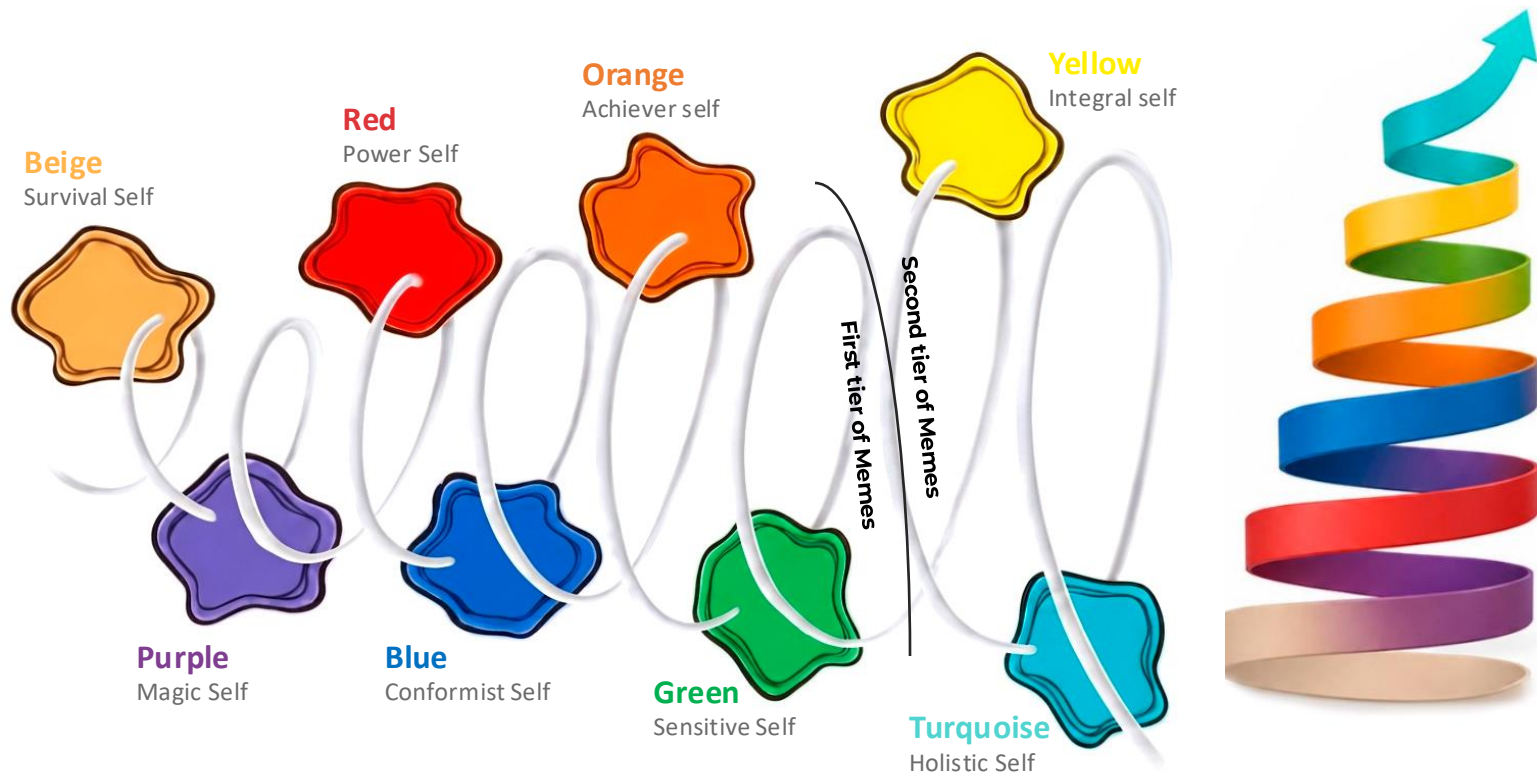
Life conditions

A stage develops and activates in us as a response to life conditions.



Model reference: Spiral Dynamics

Spiral Dynamics – A Bio-Psycho-Social Model



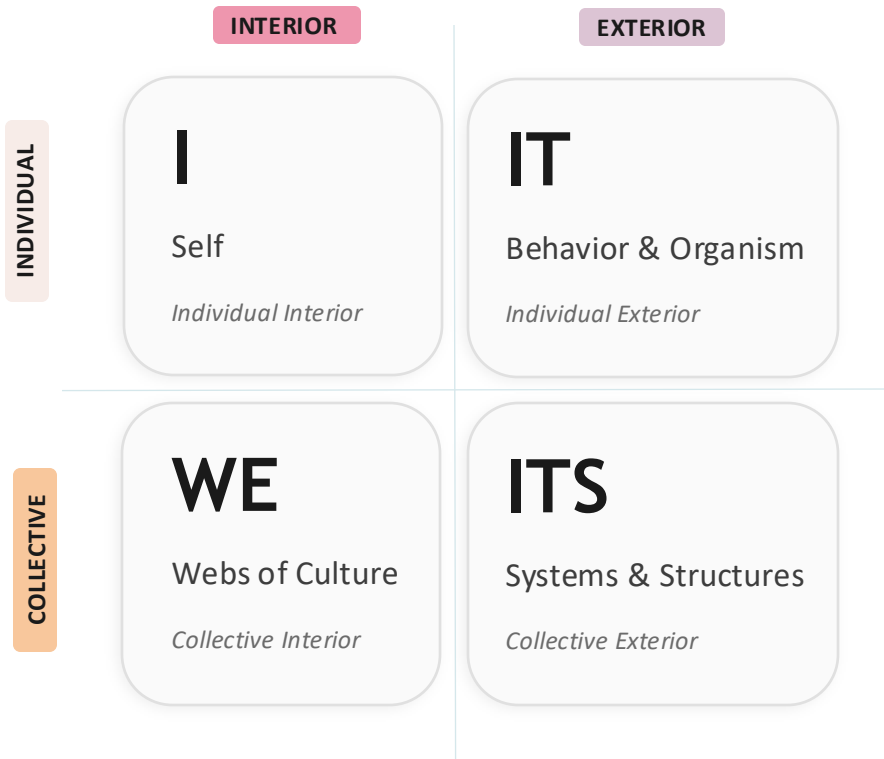
Spiral Dynamics – A Bio-Psycho-Social Model



Integral Fitness

All 4 dimensions co-
develop

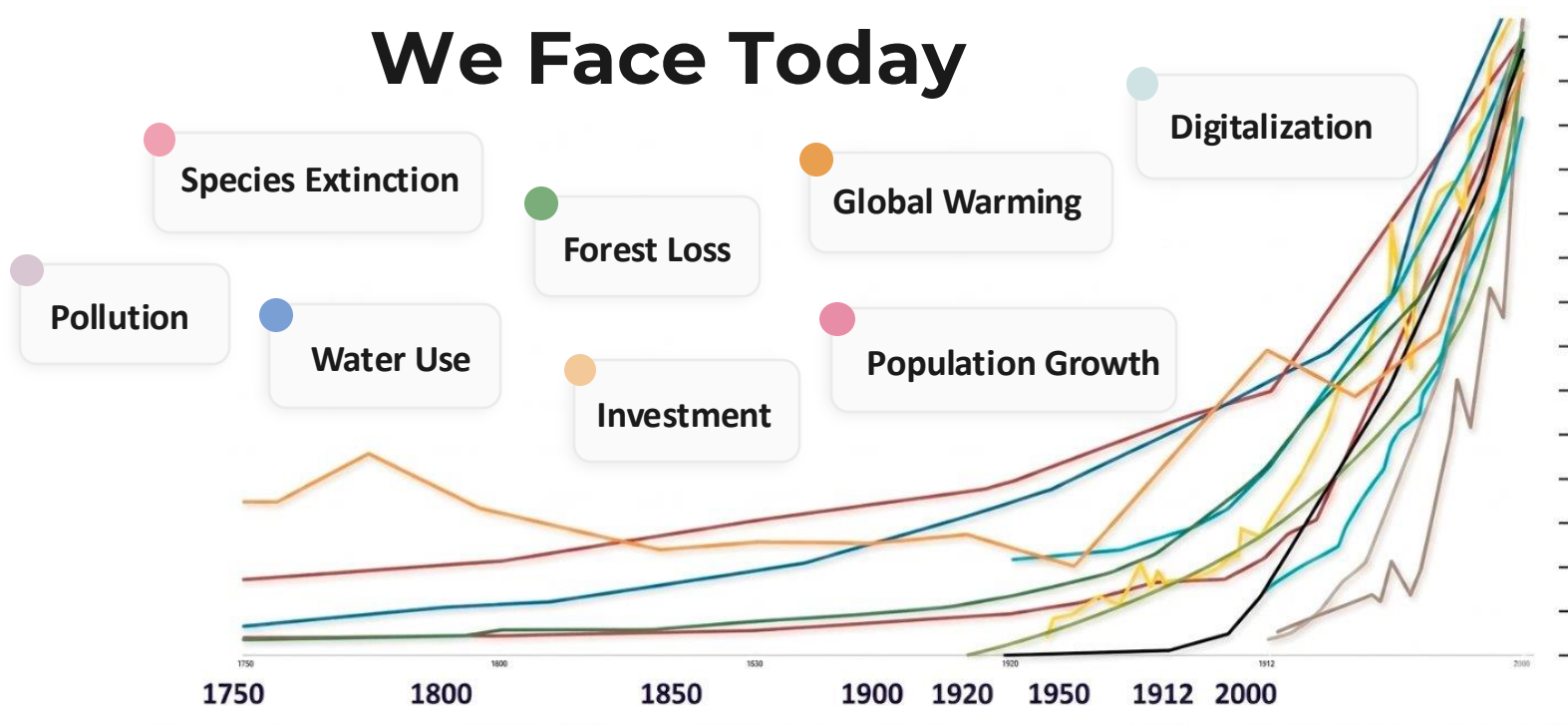
Source: Integral Theory, Ken Wilber



02

What Today's World
Is Demanding

Hyper-Complexity: The Life Conditions We Face Today

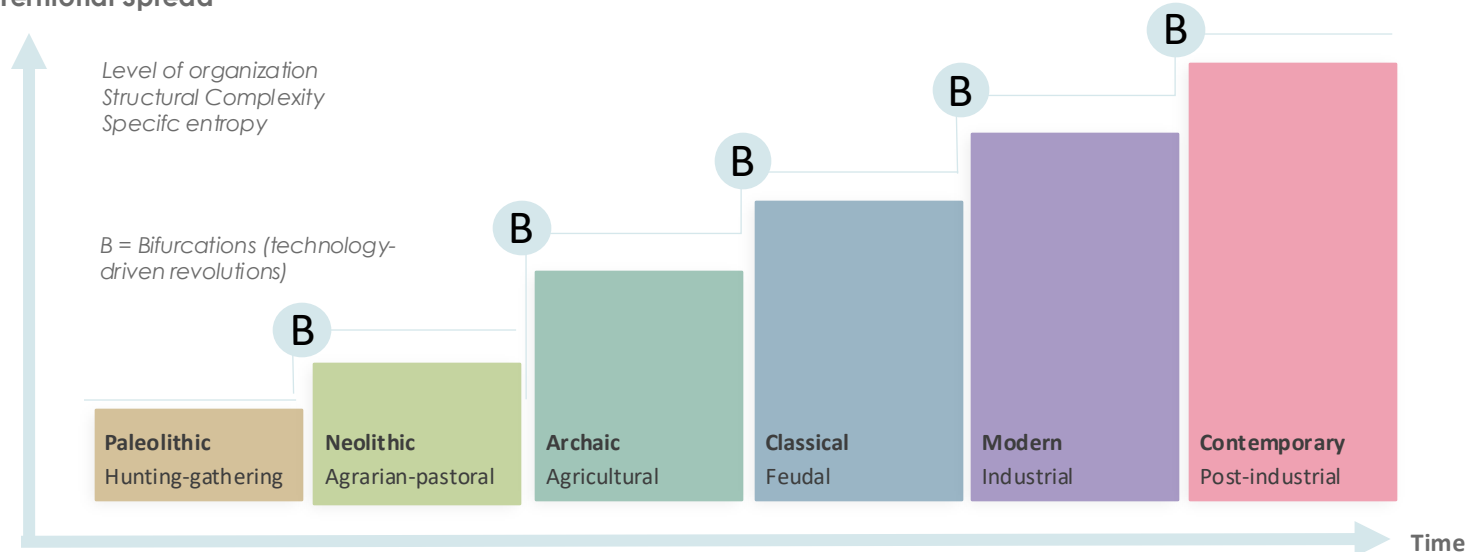


Source: Adapted from New Scientist

Non-Linear Emergence

Human Sociotechnological Evolution

Territorial Spread



We Are in an Era of Non-Linear Change

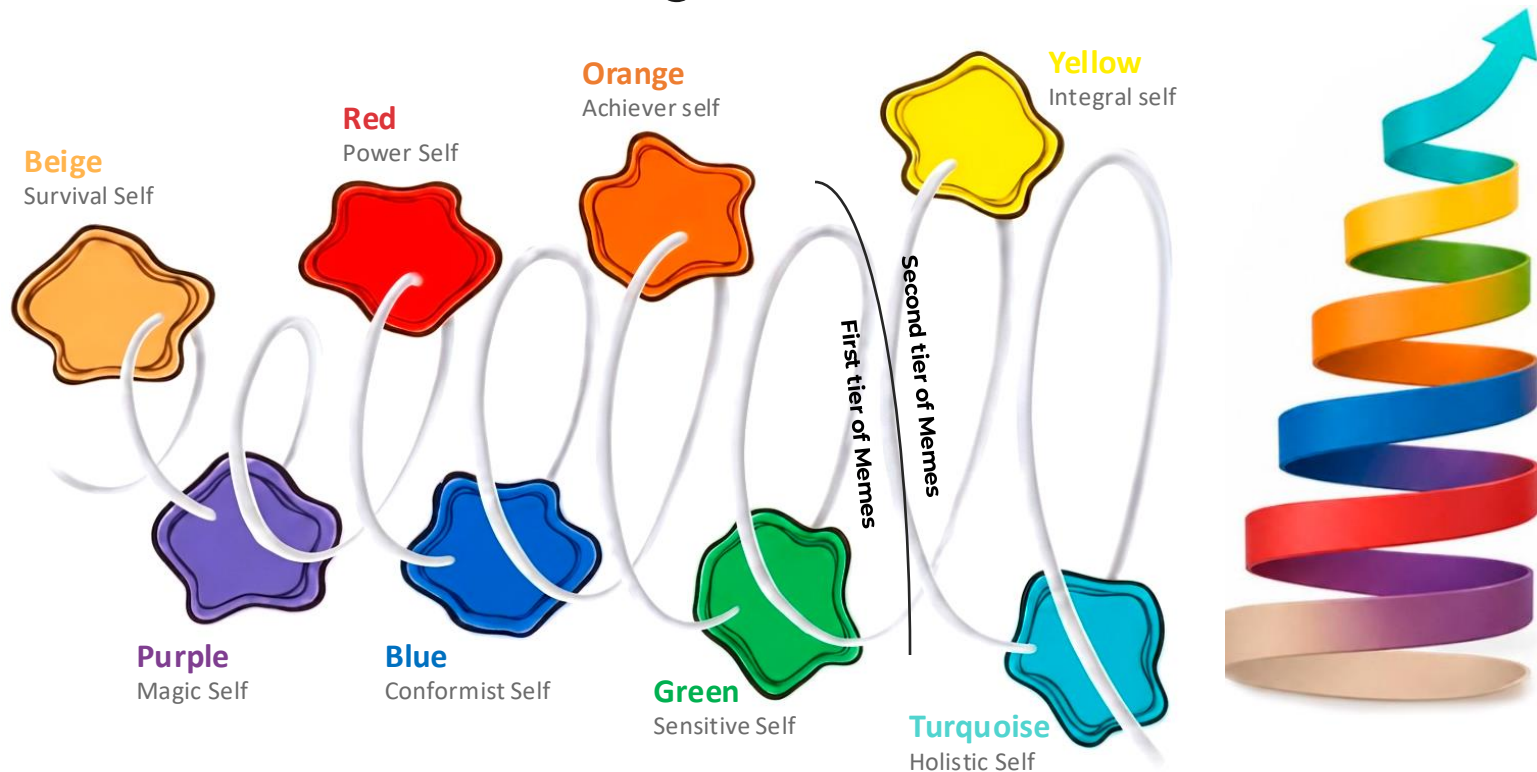


Source: *Evolutionary Leadership* by Peter Merry

03

The Gifts and Limits of High Performers

High Performers are an expression of the Orange Achiever Self



Orange — Achiever Self

Achievement, autonomy, success and innovation



Core Drive

- To achieve, improve and win
- Freedom to pursue results
- Rational problem-solving and merit



Strengths

- Entrepreneurial and ambitious
- Strategic, practical and goal-focused
- Innovative, data-driven and effective



Watch-outs

- Can become overly individualistic
- May chase status, growth & performance at any cost
- Can neglect wellbeing, relationships & purpose



Workplace

- Thrives on challenge and opportunity
- Values autonomy, targets & recognition
- Drives progress, productivity and measurable impact

Healthy expression: purposeful achievement in service of real value.

What High Performers Have Brought Us

Ambition, discipline, growth and breakthrough results



Core Contribution

- Strong drive to achieve
- Focus on goals, standards & execution
- Commitment to measurable results



Value Created

- Greater productivity and efficiency
- Innovation, enterprise and competitiveness
- Wealth creation and expanded opportunity



Workplace Strengths

- Clear targets and accountability
- High energy, initiative and resilience
- Momentum for change & performance



Impact it Made

- Built modern organisations & markets
- Solved problems at scale
- Raised expectations of what people can do

Enduring contribution: high performers helped build the progress, prosperity and innovation of the modern world.

The Limits of High Performers

When performance is detached from wholeness, its hidden costs begin to show



Human Costs

- Burnout, stress and exhaustion
- Identity tied too tightly to doing and winning
- Neglect of rest, relationships and inner life



Cultural Costs

- Competition overrides trust and collaboration
- People valued mainly for output and status
- Fear of failure can narrow learning and honesty



Strategic Limits

- Short-term results vs long-term health
- Complexity reduced to what can be measured
- Reflection, inclusion and wisdom are undervalued



Systemic Impact

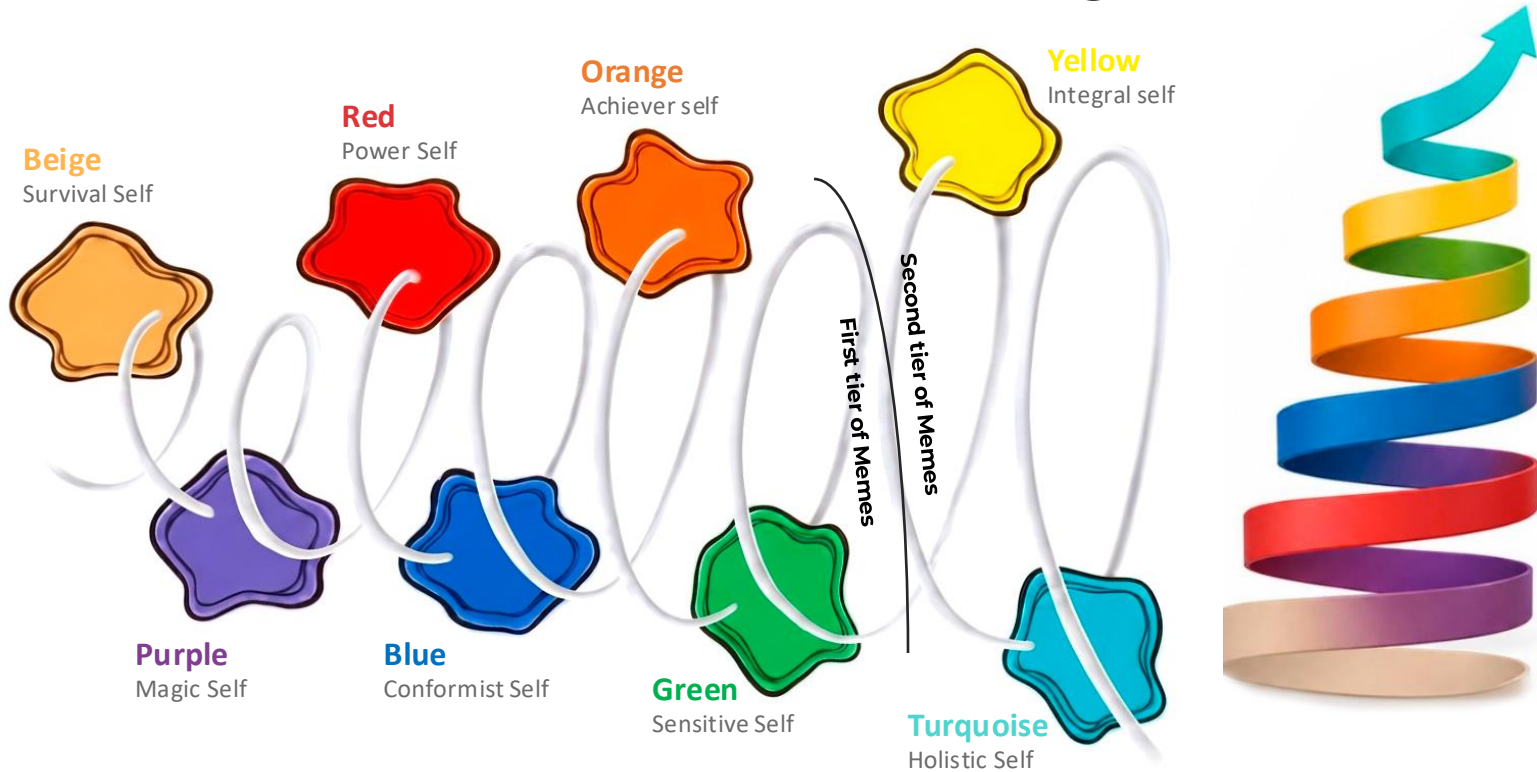
- Success can deepen inequality & exclusion
- Growth can come at social & ecological cost
- Organisations lose resilience, meaning and humanity

Key insight: high performance alone is no longer enough for the complexity and humanity of the future.

04

The Promise of Whole Performers

Whole Performers are an expression of the Yellow Integral Self



Yellow — Integral Self

Integration, systemic thinking, flexibility and purposeful complexity



Core Drive

- To understand, integrate and evolve
- Freedom to respond to complexity
- Seeks coherence across perspectives and systems



Strengths

- Systemic, adaptive and integrative
- Comfortable with paradox & uncertainty
- Sees patterns, interdependencies and leverage points



Watch-outs

- Can seem detached or overly conceptual
- May overcomplicate decisions
- Can struggle to communicate simply to others



Workplace

- Thrives in complex, fast-changing environments
- Values autonomy, learning & collaboration
- Strategic integration, innovation, whole-system thinking

Healthy expression: wise integration in service of whole-system flourishing.

The difference between the High Performer and Whole Performer is the Green Sensitive Self



Green — Sensitive Self

Connection, empathy, equality and shared meaning the step from Orange Achiever to Yellow Integral is Green Sensitive Self



Core Drive

- To connect, care and include
- Meaningful relationships and shared values
- Authenticity, empathy and participation



Strengths

- Compassionate, collaborative and supportive
- Values fairness, listening and inclusion
- Builds trust, belonging & psychological safety



Watch-outs

- Can avoid conflict or hard decisions
- May over-prioritise harmony & consensus
- Can lose effectiveness through indecision or blurred boundaries

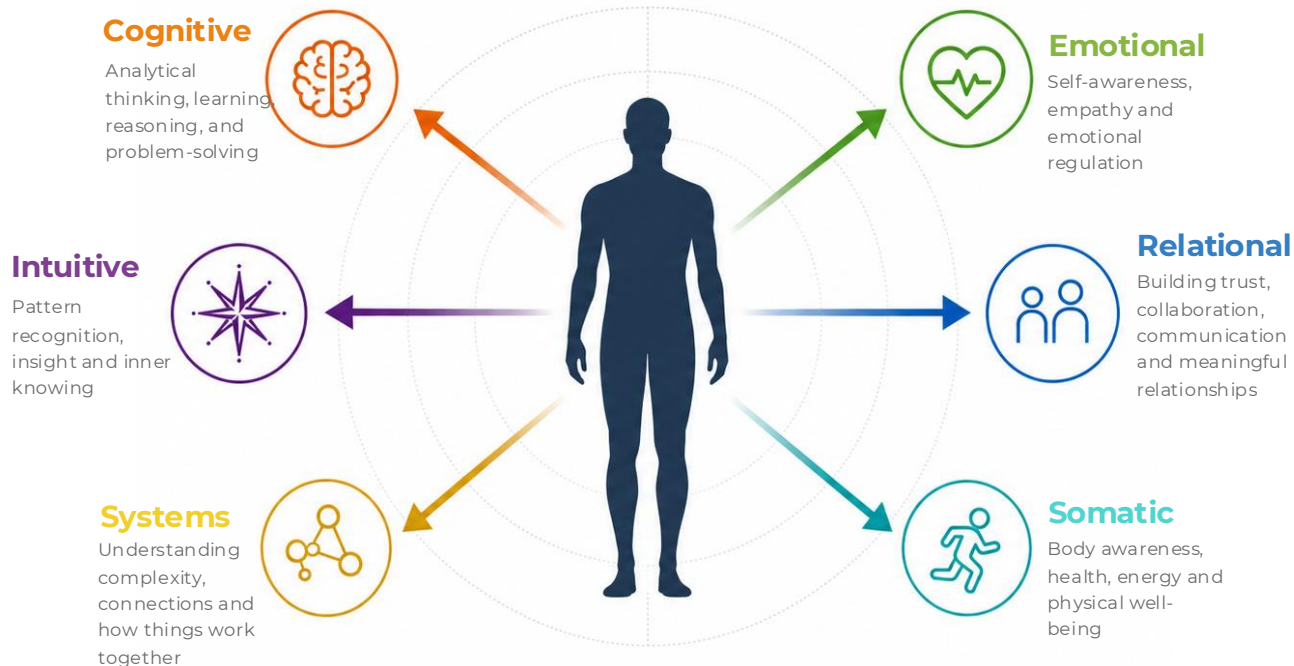


Workplace

- Thrives in participative, values-led cultures
- Values teamwork, purpose, appreciation
- Brings engagement, care and people-centred leadership

Healthy expression: caring connection in service of growth, inclusion and shared wellbeing.

The Spectrum of Human Intelligence



Human intelligence is multidimensional. When we integrate all domains, we unlock our full potential.



Better decisions



Greater adaptability

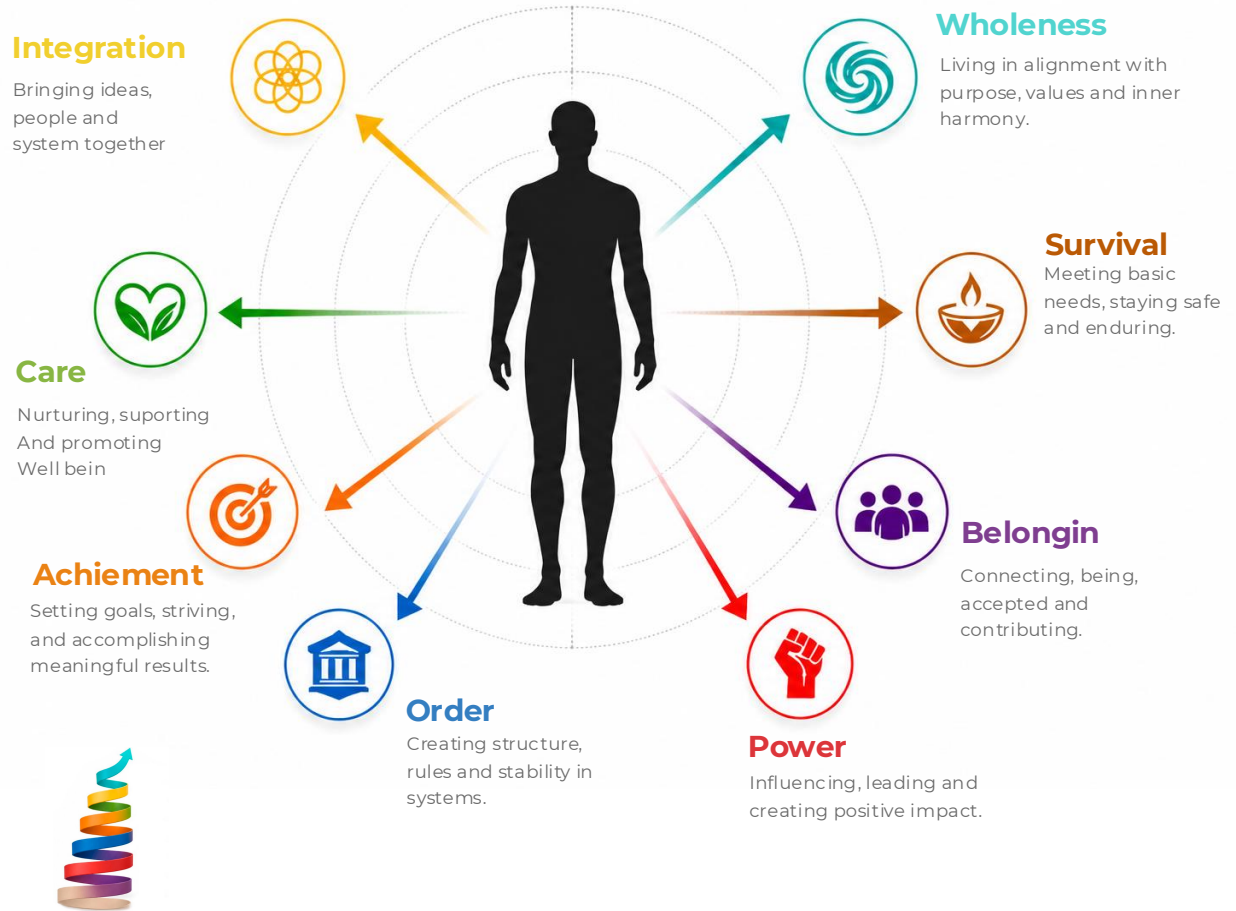


Deeper connections

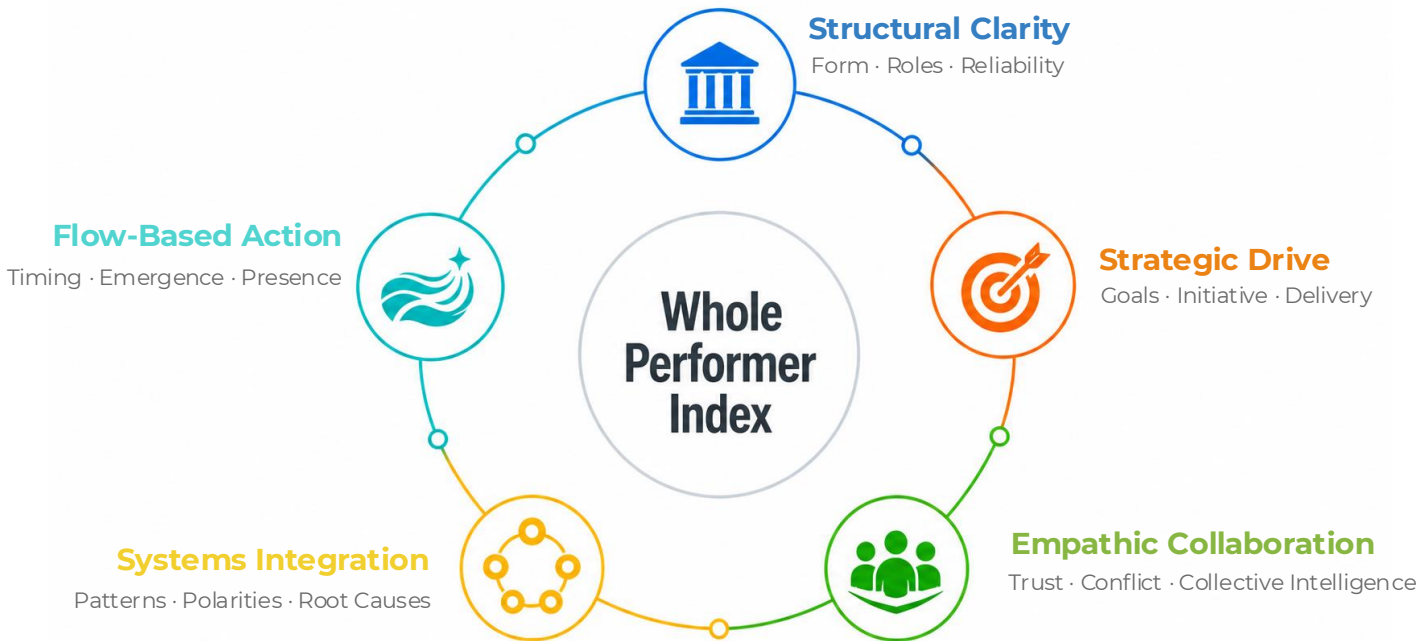


Sustainable Impact

The Whole Performer Accesses a Full Spectrum of Value Systems



The Whole Performer Index



Whole Teams



Whole Organisations

*From machine for performance to living architecture
for human contribution*



OLD PARADIGM

- Control
- Fragmentation
- Short-term focus
- People as resources



WHOLE ORGANISATION

- Purposeful
- Coherent
- Adaptive
- Developmental
- Regenerative



Culture

*Trust, honesty,
psychological safety*

Role Architecture

*Clear contribution,
flexible fit*

Decision Structures

*Distributed
intelligence, clear
accountability*

Development

*Change and growth
tracked & supported*

Implications for Society



When whole people, teams, and organisations become more common, society itself begins to evolve.



Healthier People

More wellbeing, less
burnout



Stronger Communities

More trust,
belonging,
participation



Wiser Institutions

More adaptive,
human-centred
systems



Regenerative Economy

Value creation with
long-term
stewardship



Living Planet

Work and society
aligned with ecology

The journey toward Whole Performers may become part of the journey toward a whole society.



Peter Merry and Don Beck, 2008

“No more prizes for predicting the rain. Only prizes for building the arks.”

DR DON BECK

Are you
Ready?

Are you ready?
To let go of this
20,000 year eddy,
which we know is just an undertow.

We be tuning into
The Real Flow
Here Now
You can't compute
The impact of
this Swile Experience institute.

It's like taking off
The Mute
On the voice of life,
Stepping onto the
Edge of the knife
A slice
Of how humans might be.

Can you see
What we have done?
Can you see
What we have begun?

This the form
Which holds the storm.

We feel the creature of
Learning
Burning
Invite the world in
It ain't no sin
She is turning at
40000 miles an hour,
That's a fact.
That's power.

The big bang,
rang,
sang,
Echoing on to the mount
A blast from the past
At last!

Too much to count
The years of evolution
The earth, the human
Sufferin' and compassion
We're boomin'!

That's a fusion
Of chaos and confusion
Away from the illusion
Of wealth,
Our revolution
is coming with stealth ...

Can you see what we have done?
Can you see what we have begun?

Do we dare
To share
The future of how humans might be?
Do we dare to be free
Do I dare to be me?
To be fully human
To love confusion and drop the illusion?
Now we're boomin'!

Do we dare to step
Into the places we most fear?
become clear?
To find a community
True to me.

I'm not being cute
There's no parachute
We already jumped
out the plane.

Do we dare to become
Sane
Again?
This ain't about brain
This is about livin'
the future now
Yes is the answer to how.

We movin', we groovin'
But stop,
Listen to me:

Can you see
What we have done?
Can you see
What we have begun?

*My sisters and brothers
from other mothers,
We are the ones
Where the ocean
meets the shore,
We are the ones
We have been waiting for.*

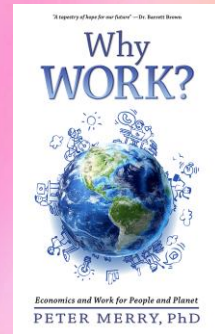
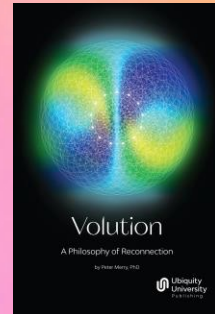
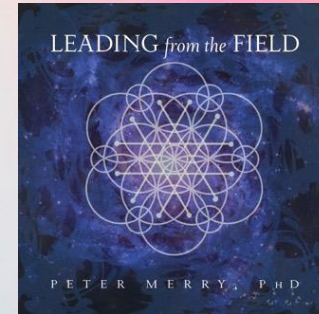
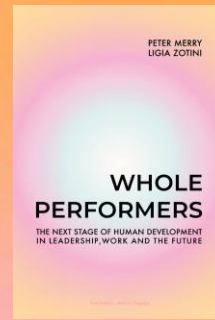
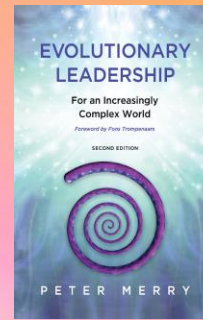
(Tim Merry)

"Sink your roots deep,
reach for the heavens,
open your heart and
do what needs to be done."

Connect with
Peter Merry

 <https://petermerry.org>

 peter@petermerry.org



New Human(s) Brazilian Mission

Application to the Annual Science & Consciousness
event with Peter Merry



Leadership **20.70**

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