



Quantum Leadership

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Summary

This is a discussion on Quantum Leadership: the kind of leadership that is required for leaders and their teams to thrive in world of uncertainty, disruption, complexity, and chaos where many are currently struggling. Research that has been conducted in the mid 2010's has produced findings that have led to the evolution of the Quantum Leadership movement.

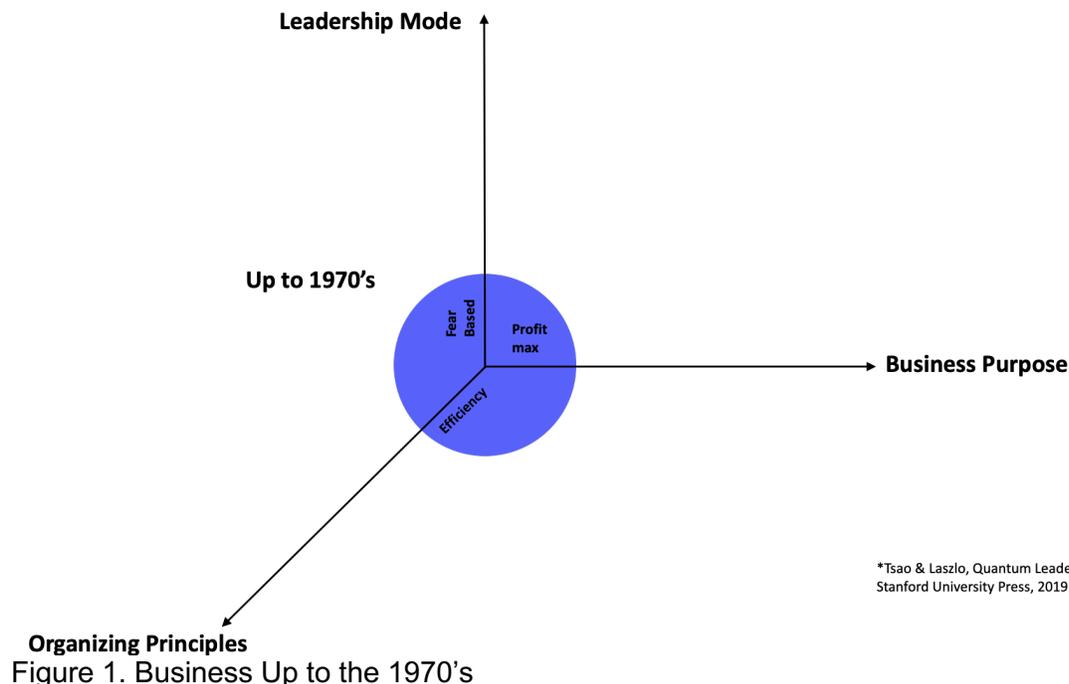
The need and therefore the emergence of Quantum Leadership will be discussed. A comparison of the old Newtonian and new Quantum Paradigms will be presented along with the required Quantum Mindset. A deeper understanding of the Quantum Leader will be offered along with a clear model for developing Quantum Leadership. Finally, the practices will be outlined that lead to the shift in consciousness that allows the Quantum Leader to emerge more fully and arrive.

Method

Introduction

The nature of business has evolved rapidly in recent times and we are now at a critical point where many business leaders and their organizations struggle to manage the complexities of a rapidly changing world. Quantum leaders are capable of successfully leading their teams or organizations in a rapidly changing world of chaos, complexity, disruption, and uncertainty.

Before Quantum Leadership is introduced, it is necessary to set the appropriate context.



In figure 1 above, we see the business purpose, leadership mode, and organizing principles that defined most businesses up to the 1970's. The purpose of business up to this point in history was to maximize profits. The leadership mode was fear-based where severe penalties were often imposed for non-compliance and/or unsatisfactory results. The organizing principle was all about improving efficiency.

Figure 2 below, shows the shifts that began in the 1980's. Here, the business purpose began to shift from maximizing profits to shared value among stakeholders and employees. Incentive-driven became more popular as the leadership mode, while greater effectiveness became more popular as the organizing principle.

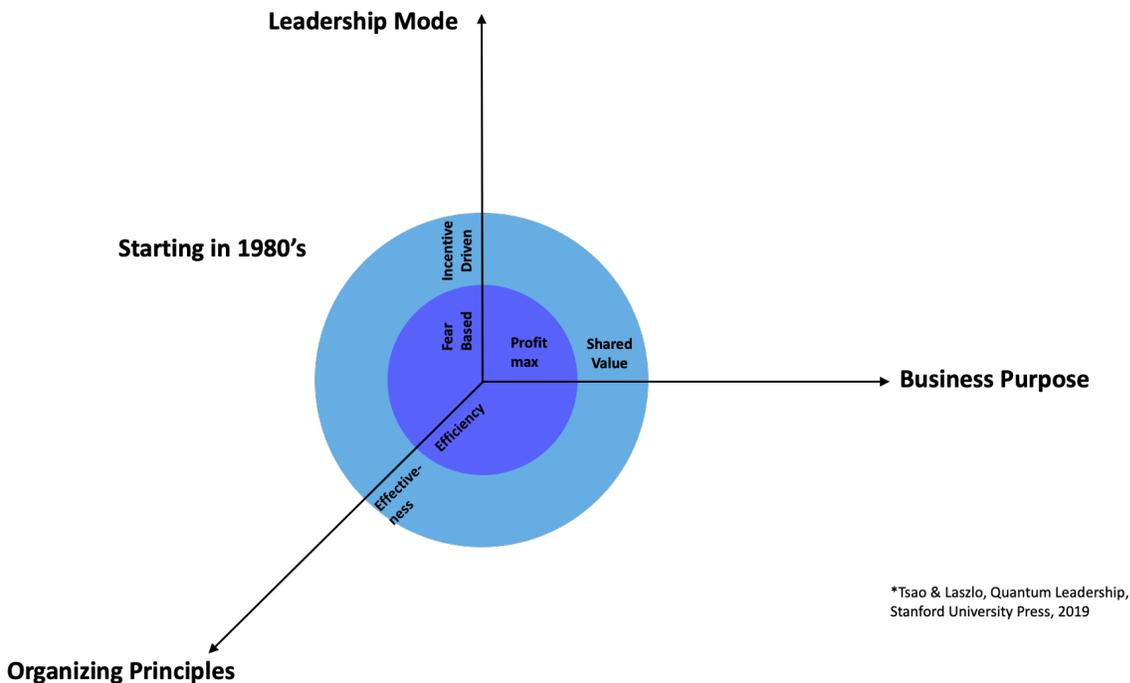


Figure 2. Business Starting in the 1980's

Starting around 2005, we saw the emergence of social enterprises, B Corps, benefit corporations, and conscious capitalism seen in figure 3 below. While many businesses are yet to evolve to this level, we saw many businesses shift their business purpose to being a force for good and minimize the negative impacts that businesses often had on social and environmental causes. Their leadership mode recognized that service to others is of paramount importance while care and compassion defined a new age set of organizing principles.

While this third level may appear to be more appealing to many, it still doesn't go far enough. The negative impacts of business are being minimized at this level, but they are still present while having a smaller footprint. They are therefore not in the best interests of a long-term sustainable future. They are still causing harm albeit minimal akin to 'kicking the can down the road'. This paved the way for the emergence of a fourth level, the Quantum Leadership level.

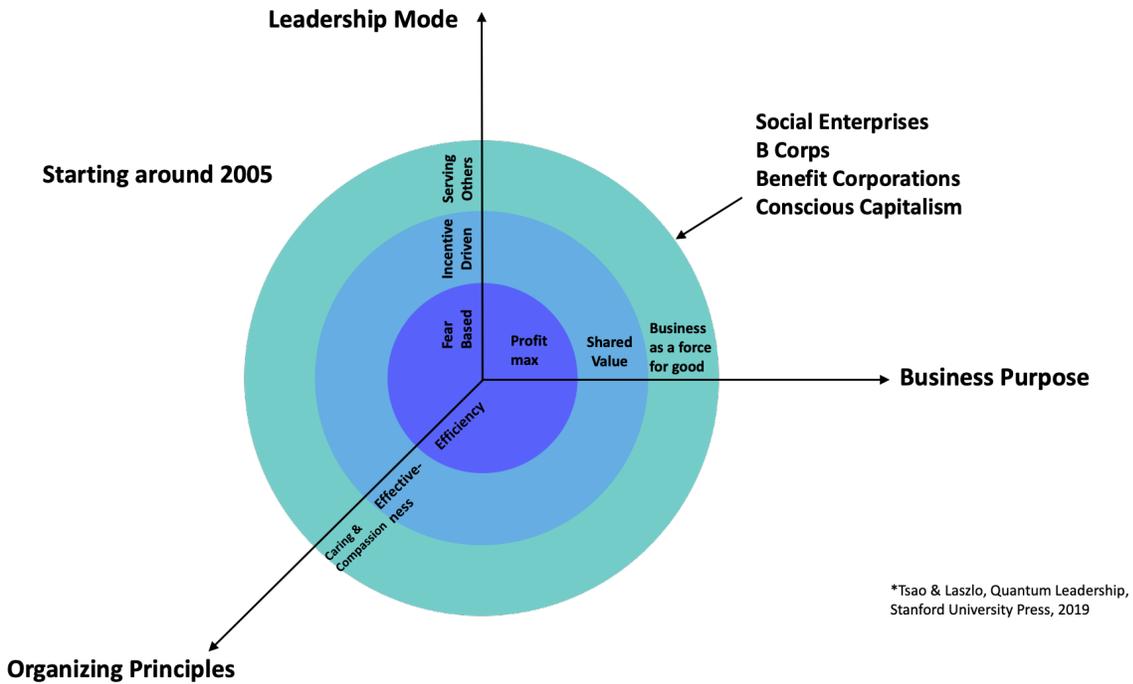


Figure 3. Business starting around 2005

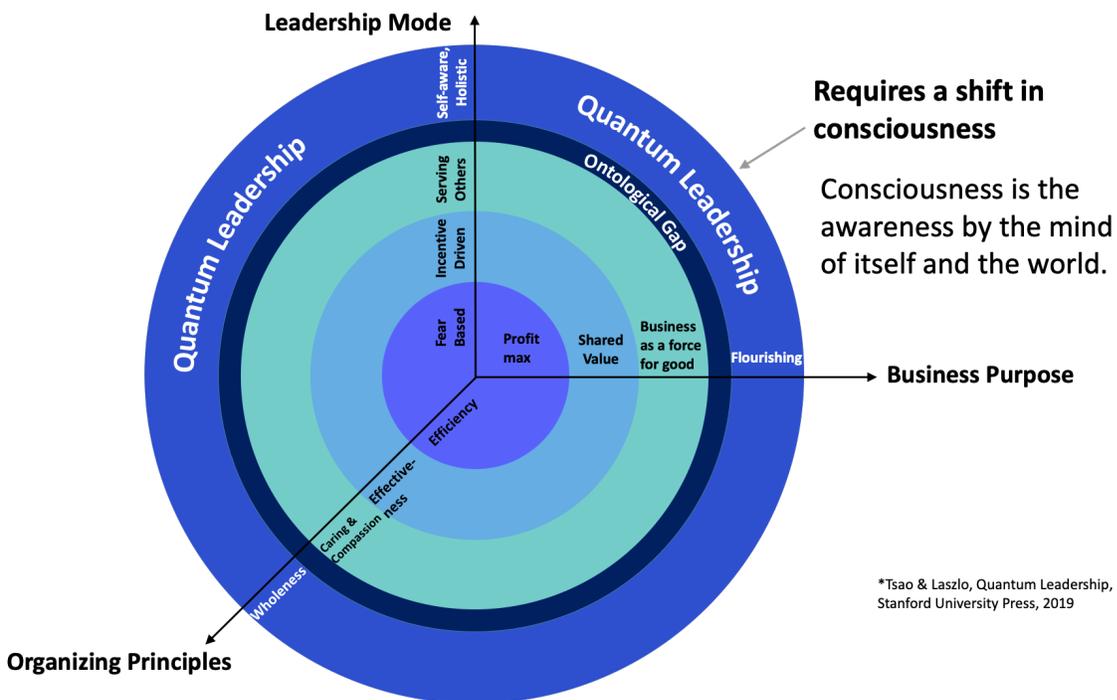


Figure 4. Quantum Leadership



In figure 4 above, we see a very different level of business that requires a shift in consciousness to reach, hence the presence of the ontological gap. Crossing such a gap involves developing a new state of being, a paradigm and identity shift, to successfully navigate such a transition. Once reached, this level is characterized by a business purpose that aims to create a flourishing enterprise that is capable of contributing to creating a flourishing world through a positive impact rather than negative. The leadership mode is self-aware and holistic while the organizing principle is driven by wholeness: the interconnectedness of all things including businesses and their environment. This is the level of Quantum Leadership.

Quantum Leadership is about elevating a person's consciousness as the most powerful way for unlocking his/her leadership potential to drive creativity and innovation. Consciousness can now be regarded as the ultimate form of business capital.

Comparing Paradigms

In order for us to make these breakthroughs and shift our mindset, we must first know what we are breaking out from: our old paradigm and way of thinking. So much of our old paradigm is based on a model of thought that is over 300 years old. It dates back to the time of Isaac Newton who formulated classical mechanics in the late 17th century.

Classical mechanics or Newtonian thinking became pervasive, kicking off the entire Industrial Age. It continues to this day to be very influential in modern thinking. So much so that it is considered the normal way to think about things and how the world works. Newtonian thinking rests upon the idea that everything is linear, rational, logical, material, rule-bound, and controllable. It can be summarized into four key principles that allow us to recognize how they're showing up still in our world and in our lives.

Newtonian Principle 1: Separate

The first of these four key principles says that things are separate. This sees a distinction between things such as between individuals or an individual and a group. It considers each object or person as being isolated from the rest except when directly acted upon by a physical encounter. In other words, there's no inherent connectedness in this model.

Some of the problems with this distinction is that it leads to tension, conflict, and competition due to the idea that there are only two options: my way or your way. The individual or the group. An either-or view is adopted and is always looking for the one best way.

This view of separation emphasizes the ego, and it leads us to experience a sense of isolation, loneliness, fear, and competition. When we add to this Darwin's survival of the fittest, which further encourages these concepts of struggle, antagonism, and that only the strongest will survive, this drives us to think that we can exploit one area or resource to get ahead and survive. Thinking that it will remain isolated and not affect the greater whole. A good example of this is drilling for oil in the Gulf. As if it won't affect the ecosystem of the planet.

Newtonian Principle 2: Reducible

The second of the Newtonian principles says that things are reducible, meaning that things should be understood like clockwork. In order to understand any complex event, situation, or thing, this

concept says, you need to take it apart or reduce it to its individual components. And then for further analysis, you look at the individual components separately.

Once you understand those separate components, then the idea says that by just summing all the parts, you should then know how the whole works. But the problem with this concept is that it completely ignores the idea of synergy or that the interaction of the various parts and people lead to a whole that is greater than the sum of its individual parts.

Newtonian Principle 3: Determined

The third Newtonian principle says that things should be determined. This view looks to determine a value such as what are our starting parameters and what is our expected trajectory. If you can determine a value with the idea that that value is certain then you should be able to predict related values and control outcomes. This laid in the idea of having the ability to have certainty. And if we can control the precise initial conditions enough, then future behavior should proceed like clockwork.

The problem here, beyond encouraging an attitude of trying to control all variables, is that determinism removes the idea of free will or conscious observation or any kind of divine act from playing a part in the universe. From this, the mind and the spirit were cut off from having anything to do with what we call the real world. Everything then became just coincidence or maybe fate or cause and effect. But it has nothing to do with the inner life of a person or their mental or emotional patterns.

Newtonian Principle 4: Real/Material

The fourth and final Newtonian principle says that things are real and material. This principle states that there's a physically real and objective world out there that is completely independent of our subjective experience or presence in it. The observer and the observed are mutually exclusive and they don't impact one another.

Taken to the extreme, this view says that the only thing that is real is the physical and even consciousness can be reduced to physical and biochemical processes. And we still see this mindset driving heavily our scientific paradigm today. Some of the other problems with this view is that it establishes the most valued qualities for success in the world, are objectivity, realistic thinking, power, and material gain. It leads to greed, power struggles, and a host of other issues that we have all witnessed the impact of in our lives and our world.

The final thing about these four principles of the old Newtonian Paradigm is that they have been embedded into not only our scientific approach, but also into the psychology, sociology, economics, business modeling, and ways of relating to others in the world around us just to name a few. This model infiltrates every aspect of our modern way of thinking.

“No problem can be solved from the same level of consciousness that created it” – Albert Einstein.

Einstein famously quoted that we can't solve problems by using the same kind of thinking we used when we created them. So, we must shift into a new kind of thinking, and Quantum thinking can guide us to solving the problems of today, so that we can create a better tomorrow.

Quantum thinking is a type of thinking that is based upon the principles of quantum physics. Quantum physics has been with us since the 1920s. About a century now. And yet its principles are so different from our common-sense experience of the physical world that we have had a hard time grasping it as easily as we did the Newtonian principles, until more recently.

Since the turn of the new millennium, this way of thinking is starting to take hold more, and we are starting to accept and embrace the possibilities, and the new way of looking at things. However, we're still not fully there when it comes to our day-to-day experience of the world around us. And that's because we must reprogram and rewire our perceptions which takes practice and training.

Quantum physics is the most successful physics theory to date. All attempts to disprove it have failed while all attempts to verify it have succeeded. Many of our newer technologies such as cell phones, the transistors and microchips that power our computers, atomic lasers, and MRI imaging have all come from this branch of science. So, it's already been applied at a technological level.

There are four key Quantum principles that all others rest upon, and they can be juxtaposed with the old Newtonian principles.

Quantum Principle 1: Connected

The first principle says that at the quantum level, reality is connected. This means that there's an inter-connectivity amongst all things. We can also talk about a holographic model where every part reflects and affects the whole and vice versa. In quantum physics, they also talk about this as the concept of entanglement that says once things have interacted with another thing they are entangled and intimately connected, even when you separate them by time and space.

Quantum Principle 2: Contextual

The second principle is that things are contextual. This says that things are meaningful only in the context that it is given or measured within. By giving a context, we give it meaning.

Quantum Principle 3: Complementary

The third principle is that things are complementary. Here we take a perspective of both-and. So rather than an either-or perspective, complimentary says it's both-and. In quantum physics, this is best depicted through what we know is the wave particle duality. That a certain state can either be measured and observed as a wave or part of a field of energy. Or it can be observed as a particle or a dense physical object based on the choices we make. Based on how we choose to observe it and the context that we give it.

Quantum Principle 4: Conscious

The fourth and final principle is that quantum reality is conscious, meaning it is directed by consciousness and it is responsive to consciousness.

Quantum principles underlie everything in our universe. We live in a Quantum Universe from the smallest particles to the largest structures of intergalactic space. We too are quantum beings.

Quantum thinking takes creative thinking several steps further into being able to consciously tap into the source where all creativity originates from.

Quantum Mindset

When you are coming from Quantum thinking, then you are in a space of awareness that transcends and proceeds labels, structures, and familiar thought patterns. By first accessing a higher state of consciousness, we can then tap into the quantum view of reality and become aware of the many possibilities available for making a breakthrough or a quantum leap in our creative thinking. This quantum mindset gives you access to a thought process that is creative, insightful, intuitive, and able to make breakthroughs or leaps.

With quantum thinking, you can more easily challenge assumptions, create new categories, change structures, transform thought patterns, and leap out of old habits. Quantum thinking coincides with using our whole brain in a synchronous way. And in such a state, we are able to radically rewire our brains, potentially in an instant. Sometimes a 6 second window of truly getting into the quantum zone is all you need to carry you for an entire week.

The quantum mindset looks at things from the perspective of the whole and everything as it relates to the whole. This view gives rise to new ideas. Insightful, creative thoughts that seek the generation of meaning or purpose. It sees the individual developing as a part of the group and sees the group in the context of the individuals that make it.

For example, your finger is a part of the hand and the hand has fingers. So, through relationships each individual person experiences themselves more fully. In other words, the quantum view looks at the both-and perspective as opposed to only the either-or perspective. This allows for multiple possible paths and it encourages diversity.

Under conditions of uncertainty and ambiguity, the quantum realm actually becomes more accessible to the degree that such uncertainties are embraced by us and then true creativity emerges by orders of magnitude. In the quantum mindset, there is a partnership between the observer and the observed. It is a co-creative relationship.

When you recognize that both creativity and transformation emerge from a higher plane of consciousness, or from the quantum realm, and you train yourself to actively access this domain, then you can drive creative breakthroughs and manifest your desires way more powerfully. When you do, you can transform your approach from one of limitation to boundless possibility.

The table below summarizes the two paradigms:

Newtonian Paradigm (Mindset):	Quantum Paradigm (Mindset):
Separate	Connected
Reducible	Contextual
Determined	Complementary
Real/Material	Conscious



Quantum Leadership

As can be seen through the status quo of business today, there is a need for a new leadership psychology. It is this need that has driven the conscious leadership movement and in turn the emergence of Quantum Leadership.

Becoming a quantum leader requires a different perspective on reality as shown in the comparison of paradigms. In the same way that we can't remove our heart or brain and still expect to function, we cannot split off an organization's need for profit from its need to give employees self-esteem, or from its need for a deeper vision. Everything is important and connected.

The thinking required to manage chaos, disruption, and complexity requires us to use the creative potential of uncertainty.

This is an invitation for leaders to:

- Rewire their brains and reinvent themselves so they can
- Think in a new way and thus to BE in a new way by choosing to
- Become "quantum leaders" living under a new paradigm

Quantum leaders:

- Learn how to work with and thrive on uncertainty and instability
- Know that creativity and innovation are best nurtured at "the edge of chaos"
- Envision many possible outcomes of a situation or problem and explore, with the greatest possible range of input from others, many possible ways of addressing them
- Make use of interconnected networks, dialogue groups, teams-within-teams
- Give teams more room for taking the initiative and self-organizing how they work

Quantum leaders are essentially servant leaders, who must have four essential qualities:

1. A deep sense of the interconnectedness of life and all its enterprises
2. A sense of engagement and responsibility, a sense of "I have to"
3. Be aware that all human endeavor, including business, is a part of the larger and richer fabric of the whole universe; and
4. Must know what they ultimately serve (perhaps most important of all)

For the Quantum Leader, business becomes a far more spiritual vocation.

Meaning and Purpose

The quantum worldview also promises to restore meaning and a sense of purpose to our lives and leadership.

We're seeing the rise of "philanthropic capitalism". This is capitalism that focuses on making money for a higher purpose in the wider world.

Now more than ever, the world needs leaders who serve the community, the planet, humanity, the future, and life itself. This role is no way confined to those presently in corporate leadership positions. It is very much open to all who desire to lead a more meaningful purpose creating positive impact for the world and in their lives.

Quantum Leadership Model

Now that we have an understanding of the evolution of business into the Quantum Leadership level along with the quantum paradigm, we can now move the discussion to the Quantum Leadership Model. This model will allow us to understand the overall vision and major benefits, high-level leadership requirements, and the transition requirements that lead to the overall shift in consciousness to successfully cross the ontological gap.

In figure 5 below, we can see the Quantum Leadership Model. This is best understood by reading from right to left. On the far right under the 'Flourishing' arrow (column), we can see that in order to contribute to a flourishing world, we need organizations that equally value both positive economic outcomes (above average profits and growth) and positive social and environmental outcomes (people and planet). Achieving both outcomes can occur through a new breed of leadership that embraces the 'Quantum Paradigm'.

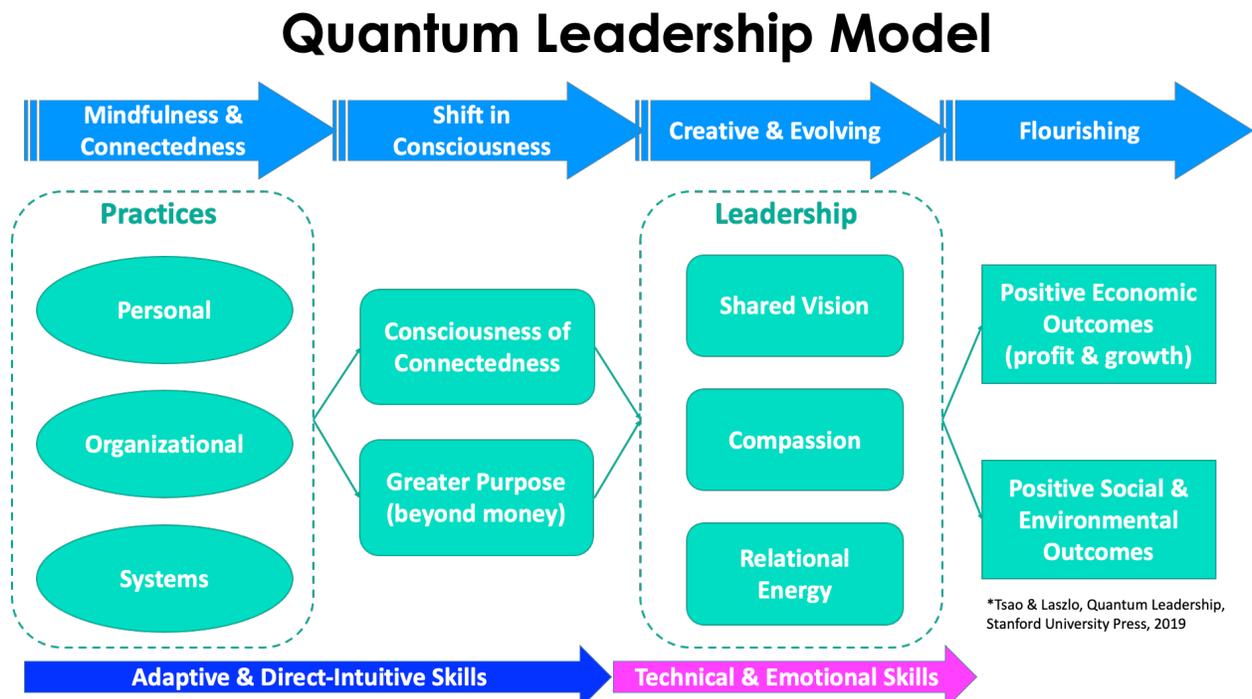


Figure 5. Developing Quantum Leaders - New Leadership for a New Age

Moving left to the 'Creating and Evolving' arrow (column), we can see the key capabilities and traits that define the type of leadership that has been found to be capable of creating both sets of positive outcomes. Here we can see that the leadership must possess the ability to create a shared vision among its stakeholders. The leadership must also have a sense of compassion for themselves, others, and the world around them. Finally, they must develop the relational energy to create resonance and harmony in their relationships with themselves, others, and the world around them. These three core capabilities can generate both sets of desired outcomes.

Under the ‘Shift in Consciousness’ arrow (column), we find a ‘consciousness of connectedness’ along with a ‘greater purpose’ that goes beyond money. These are what need to be developed that leads to the type of leadership that is capable of developing the core capabilities that are needed for creating both sets of desired outcomes.

Achieving such a shift in consciousness was found to occur through consistent dedication to mindfulness and connectedness practices that can be performed at the personal, organizational, and systems levels. This can be seen in the far-right column under the ‘Mindfulness and Connectedness’ arrow. These practices may take some time and effort before the leader successfully crosses the ontological gap. This can be accelerated through a more conscious effort such as through a transformational coaching program or self-driven transformational effort.

Quantum Leadership Practices

“Consciousness is the mother of all capital, the source of all wealth, and mindfulness is the tool that provides access to it.” (Tsao and Laszlo).

Through the practices, we see the development of a set of skills that allow the Quantum Leader to manage the challenges of the modern business world far more effectively. These skills are adaptive, intuitive, technical and emotional in nature.

The Quantum Leadership practices are practices of mindfulness and connectedness that help leaders develop these critical skills. These skills assist leaders in being more present and aware of themselves and the world around them. This allows them to recognize in real-time their own perceptions and feelings so that they can take immediate actions to address complex realities more effectively.

Such practices have three characteristics in common:

1. They are proven to increase positive emotions that increase our sense of well-being and build resources to handle life’s challenges
2. They expand our awareness of being one with the world, helping us get in a state of “flow” where creativity and productivity emerge effortlessly
3. They engage the whole person rather than only the analytical, rational self

There are many practices across 2 main categories:

1. Presencing practices that engage mind, body, heart, and spirit to expand awareness and our state of being and
2. Sense-making practices that create meaning in our experiences mainly through the mind

Presencing Practices	Sense-making Practices
<p>These practices are primarily direct-intuitive meaning that they are embodied by engaging the mind, body, heart, and spirit right away. These experiences begin to expand awareness with a more instantaneous effect on changing our state of being. They can be broken down into the following six categories:</p>	<p>Sense-making practices are more process oriented in nature that help people understand and make sense of the world by engaging our analytic-cognitive mode of being. The overall focus is to cognitively establish meaning in the many situations that we experience. There are also six main categories for these practices:</p>



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<ol style="list-style-type: none"> 1. Meditative & Contemplative 2. Embodied / Somatic 3. Nature 4. Aesthetics & Artistic 5. Relational 6. Space / Place 	<ol style="list-style-type: none"> 1. Reflective 2. Relational / Communication-Oriented 3. Future Vision-Building 4. Innovation / Creativity 5. Health/Well-Being/Happiness/Personal Development 6. Values-Oriented
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Conclusions

Along with consciously rewiring our brains to speed up our own evolution to a new paradigm, it is the power of the practices of connectedness to change our consciousness that is likely to have the greatest and most enduring impact on business leadership.

To rise above chaos, disruption, and complexity to create flourishing results:

1. Shift to a quantum model of leadership and business
2. Develop greater personal and organizational purpose
3. Increase practices of mindfulness and connectedness

Additive Information

The following organizations are leading the way and have demonstrated key characteristics of Quantum Leadership.

Exemplar Organizations



References

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