



BP – Quantum Leadership

QUANTUM LEADERSHIP IN AN EVOLUTIONARY NEW PARADIGM

Presented at the 20th annual Association on Employment Practices and Principles conference,
Vancouver, BC; October 3-5, 2012

Jane Barrash Executive Director, Continuum Center

jane@continuumcenter.net

612.374.4948

ABSTRACT

Many of our institutions are up against a wall because we are hanging on to a paradigm that yielded many great advances, but is no longer adequate to move society forward. That paradigm, from the late 1600's, focused exclusively on what could be physically measured and on the ever-smaller divisions of things. Consciousness and an interconnectedness of life could not be measured and were ignored; individually and collectively the resulting limitations have been disabling. There are new operating assumptions to develop human capacity/"human capital" at higher levels than possible under the old paradigm. Quantum leaders are capable of leaping beyond the traditional constraints and creating cultures of quantum leaps on many levels.

Keywords: consciousness, quantum, leadership, emotion, neuroscience

OLD PARADIGM OPERATING ASSUMPTIONS

A paradigm is a set of operating assumptions about what the world is made of and how all its parts work best together. Since the late 1600's we've had a paradigm defined by Newtonian and Cartesian science with a focus on what can be physically measured, publicly observed and repeatedly tested. That paradigm is also called mechanistic because it views the universe as running like a big machine, materialist because the world is seen to be made up of physical matter, rational (from "ration", focus on analysis of parts), and empirical (focus on what can be measured through 5 physical senses).

Renee Descartes' Discourse on Method codified emphasis on physical, measurable data. Ironically, Descartes got his idea for the scientific method from three dreams, and then denied that non- physical phenomena (subjective states or consciousness) can help the search for truth



about the world and how it works. Inner states were determined to have no bearing on "reality", and given no role in the assumptions guiding the emerging modern systems and institutions.

Old Assumptions:

~The physical measureable aspects of life constitute reality: *Show me the money*

~ Reality is objective and there is one reality "out there" we can observe and test and determine: *Arguments follow over whose reality is THE right one*

~ Subjective states like imagination or dreams are not connected to objective measureable reality: *The inner world is fantasy and can't provide valuable information about reality*

~ Logic and reason are highest order of thinking. Logic = key to problem-solving: *Emotion is thought to get in the way of clear, logical thinking. We called it "women's" intuition*

~ Science can be objective: *You can make observations without affecting what it is you observe*

~ Either/or analytics: *Logically impossible things cannot be true. Focus on differences*

~ Chain of cause-and-effect is linear and predictable: *Logical/statistical progression of events*

~ We are victims of circumstance and rats in the race: *This is a vast, cold inhospitable universe*

~ You must be aggressive, take control and make things happen: *Do, do, do*

~ We work towards material assets and security: *Success is measured by the numbers*

~ Physical and logical data are primary. Consciousness is an emergent property of the brain. Neurons firing and secretion of chemicals creates our consciousness. *Subjective states have no influence on physical things or systems they are merely non-physical by-products of the brain*

In the time of Newton and Descartes, consciousness couldn't be measured so it was left out of our perceptions of "reality". That approach is well-summarized by the story of the drunk guy late one night who was looking around intently under a street light for his watch. A passerby came over to help but after 10 minutes of a futile search asked if he was sure he dropped it there. The guy replied, "Well the light is better here for looking so it has to be."

OLD PARADIGM INSTITUTIONS AND IMPACT



CONTINUUM CENTER

Despite many truly impressive and life-changing scientific and technological advances, we are now witnessing the logical conclusion to the Cartesian, mechanistic, materialist paradigm. At great cost, consciousness and the inner world was left out of business, medicine, education, corrections, economics, politics and other efforts to analyze and manage the world "out there". Problems and solutions, causes and cures are to be found in what we can swallow or inject, insert or remove, hire or fire, buy or sell. We become outward-focused and other-directed.

Our "modern" western scientific paradigm is 350 years old and broken. It has disenfranchised us from our own 'innate technologies' and from what makes us fully human. Rather than developing intuition and insight, we over-analyze and are constantly distracted. Rather than inner-directed with a solid sense of self, possibility and personal responsibility, the current rates of drug abuse and chemical dependency, obesity, diabetes, anxiety, stress, mental illness, divorce, poverty, high school drop-outs, homelessness, isolation, employee dissatisfaction and disengagement, indicate the wall we've hit and our need to tap into greater capacity/possibility.

Medicine

For example, the focus of conventional medicine is on physical symptoms, causes and cures; seeing "parts specialists" for illnesses without considering the impact and influence of internal states or the person as a whole system. It treats physical symptoms with physical medicine or regimen, not looking to underlying emotional, mental, spiritual causes or factors.

If someone has back pain, in the conventional approach the spine and particular discs are examined. There is a focus on fixing parts, with physical medicines for inflammation and interventions like surgery, and dependency on medications or what others could do for them or to them to deal with their symptoms. Underlying issues and internal resources for healing were not part of the treatment.

"While the need for the pharmaceutical drug-based therapies and treatments used in modern conventional medicine are at times both necessary and appropriate, they are mostly ineffective in the prevention and cure of chronic disease, our nation's number one cause of death. Each year, more and more Americans are being diagnosed with chronic disease with the seven most common of these being cancer, diabetes, hypertension, stroke, heart disease, pulmonary conditions, and mental disorders. Because conventional medicine's drug-based therapies are designed to suppress only the symptoms of their chronic disease, patients that rely on these therapies to cure their disease far too often just find themselves trapped in a life-long dependency on high-priced prescription medications." [1]



CONTINUUM CENTER

Rates have gone up, not only the percentage of those presenting symptoms, but the costs for conventional care. And it's not proving effective for the top 7 chronic killers. Additionally, according to the CDC, more than 20% of adults are now using psychiatric prescription medication. [2]

Clinical psychologist Ty Colbert, PhD, summarily points out that "...researchers have never discovered a single defective gene or accurately identified any chemical imbalance that has caused an emotional disorder; nor have they ever proven that brain abnormalities are responsible for *even one* emotional disorder. In fact, the National Institute of Mental Health (NIMH) openly admits that the causes of schizophrenia, depression, mania, anxiety, and hyperactivity are unknown. Furthermore, because researchers have not pinpointed anything truly defective within the brain of those who suffer from emotional disorders, a growing number within the professional community openly oppose the position that brain disease is the root cause of these problems." [3, p. 2-3]

Biopsychiatrists have found nothing to substantiate a physiological cause of mental illness. [4] Correlation is not causation, and the Nobel for medicine in 2000 was for research showing that genes turn on and off depending on social influences – something soundly in the subjective realm. Depression used to be called melancholy which means depressed spirits. Lincoln had severe melancholy. His brother died when he was young, his mother dies when he was 9 and his only sister died giving birth to a stillborn baby. That might explain depressed spirits for which unfortunately back then emotional/psychological therapy was not an option. Since then, the medical model changed terminology from "melancholy" (meaning depressed spirits) to just "depression" (treatable with medication). Emotions are still not effectively included/engaged.

Education

Education has been rote, about knowledge and mastery of external facts, conditions and elements needed to keep the wheels of industry and the economy turning: "the 3 R's: Reading, 'Riting and 'Rithmetic; math and science, language and verbal skills. Kids were taught to sit up straight in neat rows, to follow directions, with a ruler across the knuckles for daydreaming. We've had this education system since the industrial revolution with its need for standardization and linear processes, and our college entrance exams only recently added some creative writing to its testing of math and verbal skills.

Old paradigm foci on logic, objectivity, rational/parts orientation, and the measurable "seen" world, are the kind of processes and preferences of the left hemisphere of our brain. It is no



coincidence that we suffer from left-brain dominance which has limited our emotional intelligence, imagination, intuition, holistic thinking and sense of interconnectedness. From an early age children are told curiosity killed the cat and that imagination is kid stuff, though Einstein said it's more important than knowledge. We have narrowly focused on the intellect, and linear and binary thinking. There is one right answer, either/or.

“Almost every facet of our educational system is based on value for having the right answers, the facts – our knowledge of the answer is the measure of our progress, first in school then in business. Gregory Bateson’s work on learning how to learn postulates that it is possible to emerge into new thinking only when we can adopt a non-dualistic view of the world, one where mind and matter are not separated as Descartes had advocated” or “we endanger accuracy and learning by the demand for objectivity (looking for only what we can see and count by using our senses in the material world). By this process we make life and interactions, “thing-like,” and so lose the spirit and higher values that we so wish for in our lives and organizations.” [5 p. 205]

No serious attention has been paid to consciousness, inner space, imagination, self-awareness, interconnectedness, bridging differences, need for meaning, and mastery of the INvironment - which could facilitate the healing of physical conditions and relationships, improve academic outcomes, and maximize innovation, productivity and job/life satisfaction.

Business

In the materialist, mechanistic, Cartesian paradigm, material/monetary gains are the driving force of business run like a machine, with all components coordinated and stream-lined for maximum productivity. The focus is on physical parts and processes that keep the wheels of progress spinning as efficiently as possible for the quickest and largest ROI. Chain of command, cubicles, assembly lines, clocks to punch, projections to make, and don't waste time daydreaming.

“With machine as metaphor, the major preoccupation became creation and sustenance of a stable environment conducive to the unbroken production of material worth [6 p.199] and “Physicalism/determinism hold that all change is the result of the direct application of energy to matter, and that there is a directly traceable cause for every effect, and vice versa; the related concept of linearism holds that once launched (by the hand of man), change marches forward in a straight line. Implied in this is the expectation that we can control change, but only if we are directly involved in it.” [7, p.202]



CONTINUUM CENTER

We must *make* things happen, and control is important in order to be safe...in the rat-race, ladder, grind of work and life. The mindset was to put things and people in neat boxes we could better manage. We sit in our cubicles, think inside the lines, and compete for scarce resources.

“...companies have operated on the belief that immediate productivity and profits were more important than people, that shareholders were more important than employees. They pushed for instant, transitory rewards and ignored the potential of seasoned development of people and products...In this environment, employees have been regarded as costly liabilities that were constantly depleting and had to be pushed and shoved for maximum output.” [8, p.114]

But humans are more than parts of a machine or economic integers, motivated by purely material considerations like wages and earnings. "Do as you're told; you're not paid to think" is a banner slogan from the past. It is a segregating, black-and-white, meaning-less business culture and it has disengaged employees from their own creativity and from connecting with each other.

Employees waste time and try to beat the system; they're not feeling engaged, connected or valued. People feel like cogs in the wheels of a machine in an us-against-them universe, and suffer from alarming rates of anxiety, sleep and attention deficit disorders, depression, addiction and alienation. Workers want to address the anxiety and disconnection. They want leadership towards a more empowering and unifying set of operating assumptions, they want to develop and use their full capacities, and they seek inner balance.

The new paradigm of possibility comes with a complementarity of inner and outer, self and other, logical and emotional/sensory, consciousness and physical matter, wave and particle. If the old paradigm was based on rational/parts thinking, are there indications that a move toward a more optimistic interconnected/holistic vision is required, desired and already underway?

Over 20 years I've seen a wide demographic range of populations want to move away from fear/negativity to an expanded/optimistic understanding of human consciousness, human capacity and interconnectedness of life. And I have learned that we all have the wiring, constitution and evolutionary drive - indeed need - for it.

RESEARCH/EVIDENCE

New understandings of the wiring and make up of our brains indicate previously unknown or unacknowledged capacities. These unused capacities correlate with areas of our brain that education currently overlooks, with findings from quantum physics, and with trends in healthcare and at work.



Recent research from fields including quantum physics and neuroscience, combined with many time-honored cultural teachings and new data from social media, provides a new set of operating assumptions in a consciousness-infused paradigm of interconnectedness. This paradigm acknowledges a new connection between INvironment and ENvironment, between self and other, intuition and logic, parts and wholes, meaning and machinery, mind and matter.

Mind and Matter

Inner subjective states (thoughts, emotions, opinions, intuition) do relate to or affect one's own body

A mysterious link between mind and body was established as clinically significant since Henry Beecher's book, *The Powerful Placebo* in 1955. It still has not been explained by conventional science. In his book, *Meaning and Medicine*, Larry Dossey, MD referenced a study of the impact of people's opinion on their health. More than 2,800 men and women aged 65 years or older participated in a study conducted by Ellen Idler of Rutgers University and Stanislav Kasl of the Department of Epidemiology and Public Health at Yale Medical School. Their findings are consistent with the results of 5 other large studies involving more than 23,000 people, ages 19-24." [9, p.16-17]

"All these studies lead to the same conclusion: our own opinion about the state of our health is a better predictor than objective factors such as physical symptoms, extensive exams and laboratory tests, or behaviors such as cigarette smoking. For instance, people who smoked were twice as likely to die over the next 12 years than those who say their health is "excellent". Researchers point out that these findings do not mean that people can "wish" their medical fate. Neither do they indicate that one's health is necessarily excellent just because one believes it to be..." but "that physicians should pay attention to what patients believe about their health, i.e., what their health *means* to them...When physicians forget about meaning, they are apt to believe they are treating only a disease, and they may actually refer to a patient as such – 'the heart attack in room 4'." [10, p. 18]

Not only your consciousness affecting your body, but also affecting other people and objects or circumstances "separated" by distance or time.

Robert Jahn, former Dean of Engineering at Princeton, was asked by JFK to design a rocket that could get us to the moon. He did it but the question arose of the possible impact mood might have on the instrumentation so Jahn started the Princeton Engineering Anomalies Research Lab,



CONTINUUM CENTER

studying the effects that consciousness has on physical events, which ran for 30 until Jahn, with his partner Brenda Dunne, started www.icrl.org.

There is research on dreams as predictive, and countless verified case studies with reputable figures like Dale E. Graff a physicist, aerospace engineer, and former manager of the highly classified project Star Gate, one of a number of civilian and government programs that investigated remote viewing phenomena over three decades starting in the 1970's during the cold war. Graff has kept a dream journal since 1970 and has had dreams that genuinely were lifesaving, involving signs and circumstances he could not have known about. Graff believes that precognitive information is not about fixed incidents, but is about quantum possibilities. Some futures are so highly probable they are essentially certain. Other less probable futures, while likely, can nevertheless be avoided or prevented by taking appropriate action. [11, p.6]

The research of Bernard Grad (of Montreal's McGill University), performed 40 years ago put "non-local mind", or consciousness acting at a distance, "on solid scientific footing and remain as relevant and up-to-date as if done yesterday. All current studies rest on the principles they uncovered. Grad's first experiment was to test whether someone's moods might affect things around us. He tested whether or not mental depression might produce a negative effect on the growth of plants. He theorized that if plants were watered with water that had been held by depressed people they would grow more slowly than if watered with water held by people in an upbeat mood. In a controlled experiment he tested three subjects: a man known to have a green thumb and two patients in a psychiatric hospital, one a woman with a depressive neurosis and the other a man with a psychotic depression.

Each person held a sealed bottle between his or her hands for thirty minutes, and the water was then applied to barley seeds. The green thumb man was in a confident, positive mood at the time he held his water, and his seeds grew faster than those of the others and the controls.

Unexpectedly, the normally depressed, neurotic woman responded to the experiment with a brighter mood, asking relevant questions and showing great interest. She cradled her bottle of water in her lap as a mother might hold her child. Her seeds grew faster than those of the controls. The man with the psychotic depression was agitated and depressed when he held his solution; his seeds grew slower than the controls." [12 p.7]

Research at universities including Princeton, Harvard and Stanford indicate that to a statistically significant degree, the consciousness of untrained participants can influence the outcome of physical events from conditions of one's own body to "random events" like coin tosses and balls falling through a maze of levers. Non-local causation challenges the assumption of a physical,



observable chain of cause and effect, it indicates internal states of consciousness impact external conditions, and that there is an interconnectedness that challenges the parts-orientation assumption.

TRIUNE Brain

Few people know that our one brain is really three brains: reptilian (physical survival), mammalian (emotionality/relating) and the neo cortex. The neo-cortex - including left and right hemispheres and frontal lobe – is the brain of self-awareness, decision-making, meaning, and of the capacity to make dreams come true. However, if we don't feel safe physically or emotionally, if we are worried about survival or struggling under the weight of unresolved emotions, the wings so to speak of the neo cortex are clipped...and instead we make our dramas come true. We may find that there's more to emotional/animal intelligence than we now think.

The Triune Brain Theory was developed by Paul MacLean, former director of the Laboratory of Brain and Behavior at NIMH. If we operated purely out of the *reptilian brain* we would see only shades of black and white, have no depth perception and be solely geared towards physical survival. Millions of years later, the *mammalian brain* (also called limbic system) evolved and so did the capacity for color, depth perception, emotion and relationship (the mammalian brain is also called the emotional brain). Millions of years after that, the *neo cortex* emerged - the brain of choice, decision-making, self-awareness, meaning, and creativity (self-discovery and expression); the vehicle for human consciousness to give shape and density in 3-dimensions to our ideas and ideals.

I learned about our three brains in the mid-eighties from Joseph Chilton Pearce who built on MacLean's theory and additional research, he explained that the neo cortex is the brain of pure causation, from which we have capacity to make dreams come true and co-create new realities. [13, p. 18]

“Current concepts of the mind-brain relationship involve a direct break with the long established materialistic and behaviorist doctrine that has dominated neuroscience for many decades. Instead of renouncing or ignoring consciousness, the new interpretation gives full recognition to the primacy of inner conscious awareness as a causal reality.” Nobel Laureate Roger Sperry, best known for '70's left-right hemisphere research.

However, to the degree that someone is preoccupied with basic survival issues, the potential of pure causation will now be dragged down to the reptilian level to continually re-create survival



issues. Those who don't preoccupy themselves with survival issues but have unresolved emotional issues like, say, a sense of inadequacy, consciousness-as-a-causal reality will affect who shows up, what shows up and how things turn out, and those unresolved issues will be thematically and emotionally re-enacted.

I have worked with thousands who have “buttons” (recurring themes in personal or professional relationships) that keep getting pushed. Corporate executives, entry level employees and even 5th graders have buttons from an emotional pain and accompanying belief that gets played on a loop until – hopefully - that knot gets untied. But first we have to acknowledge it's there and reflect on our own thoughts and emotions as a causal reality...then do the hard work to transform both our perceptions and emotions.

We do our darndest to NOT deal with emotional issues, but that keeps us stuck in the mammalian brain and limbic system. Too many unresolved emotions...and the mistaken belief that to ignore something makes it go away. Eventually it all catches up with us and becomes time for a major course correction.

“Americans are far more socially isolated today than they were two decades ago, and a sharply growing number of people say they have no one in whom they can confide. A quarter of Americans say they have no one with whom they can discuss personal troubles, more than double the number who were similarly isolated in 1985. The comprehensive study paints a picture of an increasingly fragmented America.” [14]

We have become stimulation addicts to take us outside ourselves, with little familiarity of or control over our inner world, and struggling for a sense of belonging.

"The highest and most complex sense of relationship is expressed in consciousness. Thus, the most highly evolved form of existence is seen in the human consciousness. It is expressed in its highest form in those who are the most enlightened and the most developed with respect to their relationship with all else in the cosmos, near and far. Those most highly evolved would also have the greatest capacity for evolution, for advantageous change, for adaptation to changing circumstances and the greatest capacity to resolve difficulties..." Jonas Salk (developed the polio vaccine)

Left and Right Hemispheres

Left is logical, analytical, verbal, linear, separating and calculating. Right is creative, intuitive, holistic, compassionate and pays attention to sensory info. Computing vs relating.



Neuro-anatomist Jill Bolte Taylor PhD had a stroke and her left brain shut down. She learned as much about the brain having the stroke, as from all her years in academia. "I think the person I used to be went off-line when I experienced the stroke and that circuitry shut down. In the absence of that dominant personality, there was another one inside me that was kinder, gentle, more compassionate, more open, much more right-brained. Then, over time as the circuitry of my left brain recovered, I had to renegotiate which of those characters was going to predominate in my life. I do believe we each have the ability to pick and choose, moment-by-moment, who and how we want to be in the world, and that we have that choice based on our brain circuitry." [15] Research with neuroplasticity has now shown that the brain can rewire itself, and change its chemistry by changing thoughts and emotions. If thoughts and emotions were mere by-products of the physical brain, how could they rewire their source of being?

Brain Chemistry

"It's become apparent that the brain has not only the ability to mobilize and make available some three dozen secretions, but also the ability to mobilize and make available these secretions in combination. This means the prescribing power of the brain is limitless; it has available to itself thousands of combinations of secretions that it can pour into the human blood stream and what makes the human species unique is that the attitudes have a great deal to do with the prescribing power." Norman Cousins Former associate professor of Medicine at UCLA, author Anatomy of an Illness. [16, p.9]

Workplace Need/Demand for Meaning, Interconnectedness and Positive Environment.

"When employees find personal fulfillment at work, the levels of productivity can be at least twice as high as when they don't." [17]

"Another study involving 14 organizations and 25K employees found that approximately 39% of variability in corporate performance was attributable to the personal satisfaction of the employees based on a range of indicators...Same study found 69% variability in personal satisfaction was attributable to quality of relationship with their manager and their manager's empowerment skills." [18, p.43]

"In a study examining the importance of job attributes, employees ranked interesting work as the most important and good wages ranked 5th. (Kovach 1995). [19], and in Keys to Employee



CONTINUUM CENTER

Satisfaction Susan M Heathfield, www.about.com human resources, 6 of the top ten are related to self-development, relationships, meaning, feeling safe and recognized. [20]

Based on observations and interviews at 1,000 clients' sites, as well as reports from current trade journals and unstructured data from social media sites like LinkedIn, Sodexo 2012 Workplace Trends Report released the top 10 human capital trends. The following trends from that list indicate the need and desire for new connections, more self/health development and less stress as follows:

1. Integration of Workplace Solutions (bundle offerings to maximize employee engagement, creativity and productivity in ways that honor different cultures and backgrounds)
2. Workplaces That Promote Sustainability (and a mindset of interconnectedness with personal responsibility towards quality of all life)
3. Workplace Diversity (a sense of inclusivity and interconnectedness)
6. Environments That Drive Employee Engagement (systems that empower and make it safe for employees to be more engaged)
8. Employee Health and Wellness (more companies will budget for intangible benefits like innovative thinking, employee morale and collaboration, motivation)
9. Psychological Health in the Workplace (how to better manage stress, anxiety, overwhelm and emotional negativity)

Six out of 10 (and numbers 1, 2 and 3) of the Human Capital Trends are paradigm related. The myriad of conventional programs that have tried to address the above issues come out of the old paradigm and cannot address the roots of our problems. "Major problems cannot be solved with the same consciousness that created them." Albert Einstein

Love and Leadership

One of the most important realizations I've come to from my own experience and coming from stories of past Discovery of Self program participants is what a powerful force emotion is, and how we've been tying ourselves up in our undeveloped capacity to deal with and grow from them. Our relationships affect our health, creativity, productivity and quality of life and we can't have positive relationships if we have not first worked on ourselves. Our Quantum leaders will be role models for the change that starts within and moves you to a deep connection with others.



IMAGINE CONTINUUM CENTER

Social media sites like LinkedIn are a profound way to get a pulse on certain topics. Emotion. Inspiration. Vision. Imagination/intuition. Consciousness. Optimism. Love. These are words that the longest-running (to date) LinkedIn discussion is all about. That Leadership Think Tank discussion, centers around the question, posted by Vadanyand Garg in 12/10, "Is there a relationship between leadership and the capacity to love (LL)?" The answer has been an overwhelming yes. The global on-line exploration, with 7,000 posts over 18 months, dug deep into the exploration of both love and leadership. Social media is now a source of "unstructured data" to support research hypotheses. It reveals more of the people behind the statistics.

Timothy Potter: "I deeply believe that there is a direct relationship between leadership and love. In fact, I believe that "love" is what makes the difference between "leadership" and "management". I know that these two terms have often been used interchangeably, but the latter is more about control while the former is more about self-development."

"It is important in these discussions to differentiate between good leadership and bad leadership. Good leadership is the result of a leader and the led who are guided by their love. Bad leadership is the result of a leader and the led who are guided by their greed." Alan Lewis

"[My shift in perspective] went from opposition to love, and belief in no feasibility for unconditional love in leadership, to the belief that we may someday persuade leadership that unconditional love is actually practical...and collectively co-create a new reality." Benson Agoha

Overwhelming indications are that people want leadership that unites, inspires and engenders a love that can transcend/resolve our divisions. A love of serving the greatest good, not who/what makes us feel good...a love of bridging and inclusion, not compartmentalization and exclusion.

NEW OPERATING ASSUMPTIONS

~ Consciousness is a causal reality: *inner states can influence external outcomes*

~ Objectivity is a myth, our perception is our reality: *We notice less than 1/1000th of a percent, what we perceive depends on our emotional orientation*

~ Logically impossible things can be true: *Understanding paradox*

~ Mastery of the INvironment increases order and productivity in the Environment: *Things happen from the inside out; but you must play ball (take physical action) too*



CONTINUUM CENTER

~ The universe runs more according to emotion than logic. There's a new "emotional math": *Our subjective emotions factor strongly into physical, measurable outcomes. We must understand our unexplored dimensions of self to understand our own role in our chains of cause-and-effect.*

~ All things are interconnected: *Our eyes see only a tiny sliver of the light spectrum. We don't see the interconnections so we see each other (and things) as separate.*

~ Unpredictable things can happen: *Quantum leaps do happen, you can grease the skids.*

~ The role of choice: *As heroes like Helen Keller, Nelson Mandela, and concentration camp survivors have shown us, we ALWAYS have a choice of what meaning to assign the physical posts of circumstance, and how our imagination fills in so much in between them.*

What if dreams are somehow connected to "the real world" of mass and volume? What if the proverbial "other 90% of brain/mind capacity is the key to fully leverage "Human Capital"?"

CONCLUSIONS/IMPLICATIONS

The Cartesian, mechanistic, rational paradigm has steered us into many walls of anxiety and overwhelm, isolation and incarceration. It's time for entering a new universe of possibility, where the inner world is a gold mine and self-discovery leads to a new sense of relationship to everyone and everything else.

At a time that rates of employee dissatisfaction are high, and loyalty rates are low, the kinds of trainings and environments most needed and in demand by employees are those that promote positive internal emotional states and, because those internal states are linked to high performance, those are benefits leaders want as well. Optimism, confidence and inclusivity were top of the list; self-awareness is now considered a needed ingredient for leaders. [21] All these become entrained as part of the new paradigm.

Living united becomes more than a slogan, but it is balanced by an understanding of boundaries.

We need leaders to help model and operationalize this new degree of choice, this new balance between insight and oversight, control and adaptability. Leaders who can bring a new level of optimism based on a paradigm of increased potential and on reducing fear, building a sense of interconnectedness and creating more hard-working love in this world, developing our fullest capacities to create something wonderful together out of thin air.



CONTINUUM CENTER

What if dreams are somehow connected to "the real world" of mass and volume? What if accessing the proverbial "other 90% of brain/mind capacity is the key to fully leverage "Human Capital" and engage the whole person?

[Quantum Leadership training program](#)

REFERENCES

- [1] Long, Tony How the Pharmaceutical industry Profits From Chronic Disease. Pharmaceutical Industry, Conventional Medicine and Chronic Disease, 2011
- [2] NCHS Data Brief Number 42, Sept 2010.
- [3] Colbert, Ty Broken Brains or Wounded Hearts. Santa Ana, CA: Kevco Publishing, 1996
- [4] Chua and McKenna, British Journal of Psychiatry, 1995
- [5] Sanford, Carol A Self Organizing View of Paradigms. New Traditions in Business. San Francisco, CA: Berrett Koehler, 1992
- [6] Sanford, Carol A Self Organizing View of Paradigms. New Traditions in Business. San Francisco, CA: Berrett Koehler, 1992
- [7] Sanford, Carol A Self Organizing View of Paradigms. New Traditions in Business. San Francisco, CA: Berrett Koehler, 1992
- [8] Robert H Rosen, Robert H The Anatomy of a Healthy Company New Traditions in Business. San Francisco, CA: 1992
- [9] Dossey, Larry Meaning and Medicine, New York, NY: Bantam, 1991
- [10] Dossey, Larry Meaning and Medicine, New York, NY: Bantam, 1991
- [11] Dossey, Larry The Power of Premonitions New York, NY: Penguin, 2009
- [12] Dossey, Larry The Power of Premonitions New York, NY: Penguin, 2009
- [13] Pearce, Joseph Chilton, interview: Hearts and Minds, Continuum Newsletter, Vol 1:1 1987
- [14] Vedantam, Shanka, The Number of People Who Say They Have No One to Confide in Has Risen, Washington Post, 2006



CONTINUUM CENTER

[15] Taylor, Jill Bolte Interview with Tim Miejan My Stroke of Insight, Edge Magazine, 2012

[17] Michael Cox and Michael E. Rock Seven Pillars of Leadership (Toronto: Dryden, 1977)

[18] Barrett, Richard Liberating the Corporate Soul p 43 Study of Business Performance, Employee Satisfaction, and Leadership. Wilson Learning Corp

[19] Saar, Lise M; Judge, Timothy A, Human Resource Management WINTER 2004

[20] Heathfield, Susan, M Keys to Employee Satisfaction, [www.about.com](http://www.about.com/human-resources) human resources

[21] George, Bill Leadership Skills Start With Self-Awareness. Minneapolis Star Tribune, 2011