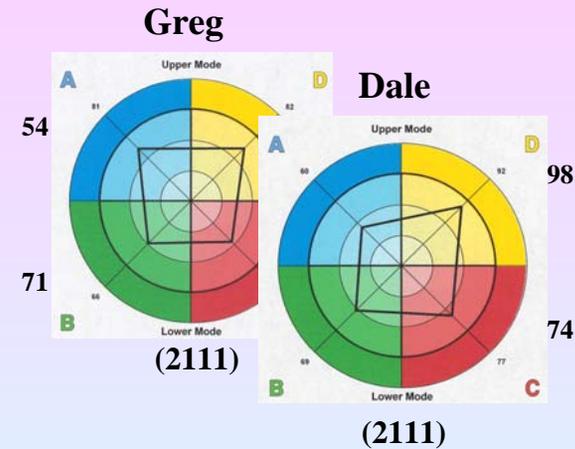
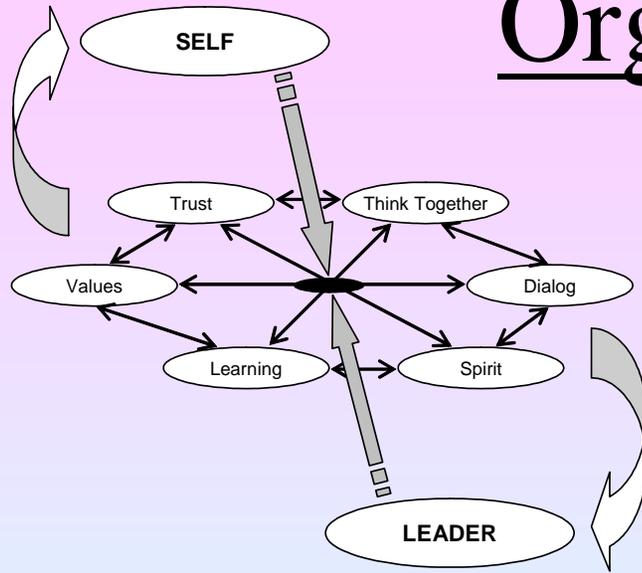


Synergy Leadership in Quantum Organizations

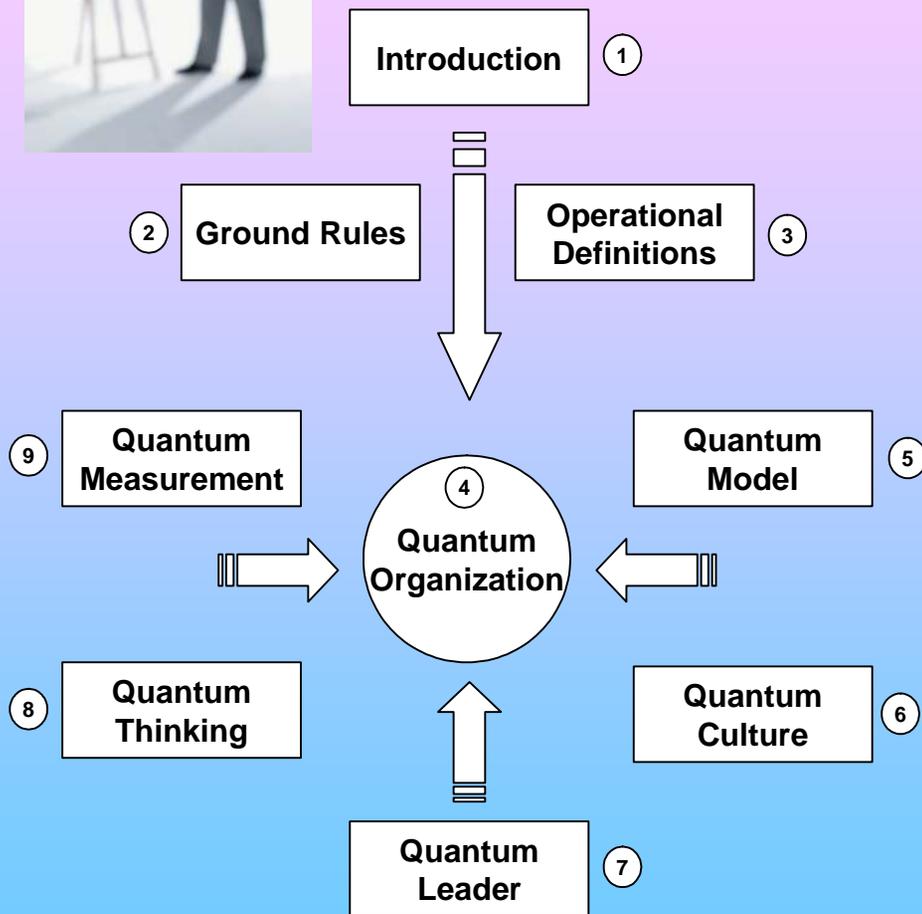


THINC Conference
April 19-21, 2006 Lake Lure, NC

Yesterday....Todayand Tomorrow....

Presented by Dale S. Deardorff & Greg Williams

Presentation Roadmap



1. Introduction
2. Ground Rules
3. Operational Definitions
4. Quantum Organization
5. Quantum Model
6. Quantum Culture
7. Quantum Leader
8. Quantum Thinking
9. Quantum Measurement

Introduction



- Dr. Dale S. Deardorff
- Boeing L&EOS
Program
Manager
- DeVry/Keller School
of Management
- Systemic Thinking
Tools



- Greg Williams
- Aera Energy
Enterprise
Performance
Management
- California Institute
of Technology
- Lean Business
Models

Ground Rules



Statements of values and guidelines which a group establishes consciously to help individual members to decide how to act

- Synergy - a process where the interaction of two or more agents or forces combined effect is greater than the sum of their individual effects (1+1=3)
- Leadership - A two-way relationship where leader(s) and followers together achieve success by inspiring one another to set and accomplish both personal goals and a group vision (Inspirational direction)



Operational Definitions

Description of term applied to a specific situation to avoid possible variation in interpretations

- Quantum Organizations – An organizational culture which can create an empowering atmosphere of trust, safety and a sense of belonging by learning to align personal values to behavior (in an environment of chaos)
- Self - A person considered as a unique individual who is consciousness of their own identity or an aspect of somebody's personality, especially as perceived by others (ownership)



Quantum Organizations

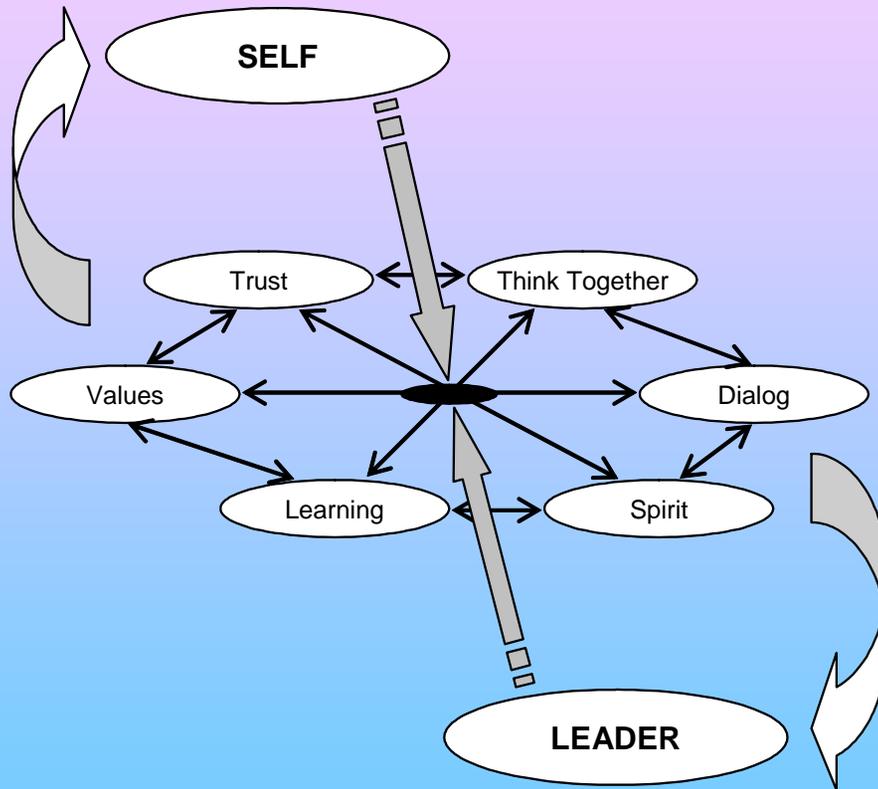
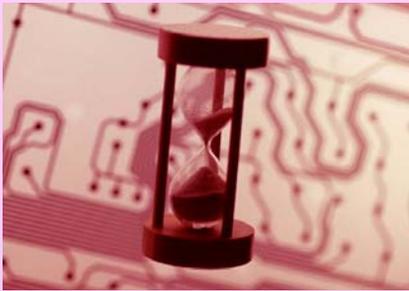
Newtonian Organizations no longer work (if they ever did) and leaders can invigorate their businesses and institutions by incorporating the insights of quantum physics.

- What is it?.....
A organizational structure that:
- Why is it important?.....
Because people struggle with:
- Why is it relevant?....
Because “Chaos” is everywhere and:

The reason we want to move away from the *Newtonian Organization* is they embrace and require certainty and predictability.

Quantum Model

The Quantum Organization presented contains three major multi-dimensional components:



- Self
- Motion's of Fluidicity
- Leader

Plus the *Quantum Node*
 which is the intersection and energy center of synergy.



Self

The “Self” as identified has the values-to-behavior surrounding:

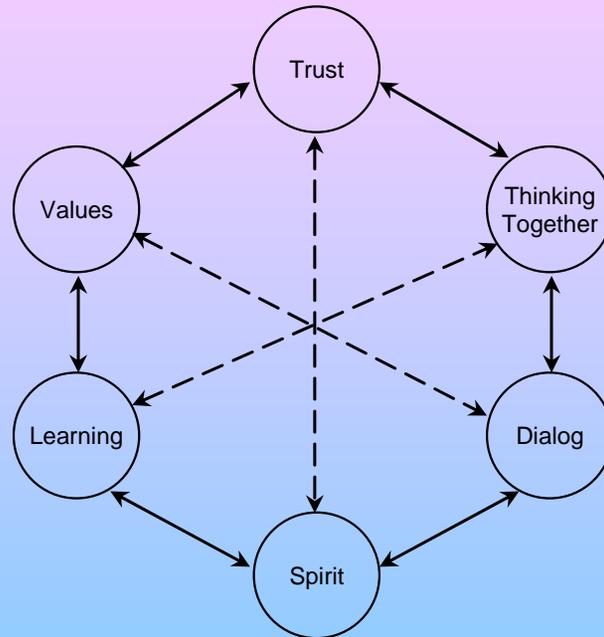
- Spirit and Trust
- Shared Values
- Positive Dialog and Communication
- Trust and Personal Courage
- Double and Quantum Learning

Each of “*US*” owns these holistically on a personal level and collectively these behaviors are aligned in the “Motions of Fluidicity” model.



Motions of Fluidicity

Great word but...what is it...?



- Trust
- Thinking Together
- Dialog
- Spirit
- Learning
- Values

Its: An Interconnected model of organizational capabilities that can be optimized in a community-of-practice to create synergy by flow.

Water Logic.....FromTo.....?



Trust

A characteristic which demonstrates the willing acceptance of one person's power to affect another

- Communities-of-Practice
- Openness
- Self Awareness
- Personal Courage

Trust is essential and seen as a good thing, but you must keep in mind that trust and *vulnerability* go hand in hand. It takes vulnerability to build trust.



Thinking Together

A characteristic which demonstrates listening deeply to other points of view, exploring new ideas and perspectives while searching for points of agreement

- Fully Leverage Synergy
- Exponential Thought
- Collective Thought
- Problem Solving
- Making Meaning

Dialogue plays a key role in *making meaning* and thinking together.



Dialog

Demonstrated by individuals from different *Self* mindsets who can meet as equals to explain and explore their beliefs and practices together

- Shared inquiry creating a *Self-Presence*
- Something you do “With” another person not “To”
- Open *Consciousness* in Communication
- Move through *Paradigms*
- Conversation with a *Center* and no sides
- Listening, Respecting, Suspending, and Voicing

The purpose of dialogue is to seek *mutual understanding* and produce a collective harmony.



Spirit

The fundamental emotional and activating principle or animating force within living things that determine the *Self* character

- Perceivable Vision
- Creates a *Purpose* to your work
- Personal Balance
- Stewardship

Spirit is built when people *participate together* in an activity that helps each other.

Learning

A characteristic which demonstrates the modification of a personal behavioral or tendency by the act, process or experience of gaining knowledge or skills



- Single Loop
- Double Loop
- Learning Organizations
- Quantum Learning

The ability to see *Interrelationships* rather than linear cause-effect; the ability to think in context and understand the consequences of actions on other parts of the system.

Values



Beliefs of a person or social group in which they have an emotional investment (either for or against something)

- Perspective of Ownership
- Positive Values
- Integrity
- Accountability

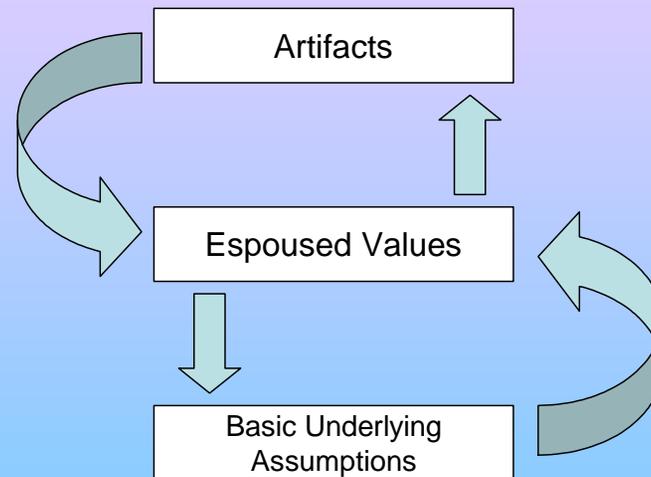
Your ethics and values should be visible because you live them in your *actions* every single day.



Organizational Culture

A series of patterns of human activity and the symbolic structures that give such activity significance for values, norms and artifacts.

New multi-dimensional understanding of a “Quantum Culture” is required



Influence the communication necessary to create *alternatives* and the ability to interact in a way that allows *collective thought*.

Artifacts

Organizations structures for working and interacting in the physical environment.



- Visual behavior used daily
- Physical environment
- Rituals, myths, language and activities
- What people wear
- Ways in which people interact with each other
- Published list of values

Often vary from one *community-of-practice* to another.



Espoused Values

Belief structure within the team, group or organization about what is important

- Assumption about what is Right and Wrong
- What is verbalized as the “Values”
- Can be disguised
- Expressed in “Positive Terms”
- Congruent with underlying assumptions...
or contradictory?

May mean something *very different* from what is actually expressed.



Underlying Assumptions

Most significant level of culture because these assumptions define the invisible culture

- Very basic and highly deterministic
- Tend to go *unnoticed*
- Demonstrated as show of frustration by a team member(s) who recognize perceived violation.
- Once a *Hypothesis* supported by a *Hunch* or a *Value* treated as reality

Determine what makes the organization *function* every day.

Quantum Node



The intersection of all three of these elements in the Quantum Model where synergy is created to produce positive energy leading to new ideas.

- Intersection of Self, Fluidicity and Leadership
- Mixing location for ownership of Quantum characteristics
- Environment of Chaos, Innovation, Change and Synergy
- Point where the *Leader* and *Self* collide

In Chaos you cannot do... you cannot plan,... you cannot think to an end point. In Chaos, you can only be? (*True or False*)



Quantum Leader

Achieve much of their influence through stories they share about their groups, about past experiences related to where they are heading and what is dreamed about for the future

- Effective Leadership
- Self Leadership
- Abundance of Leadership
- Transformational Leadership
- Stewardship

Quantum Leaders have their head in the clouds (*Forward looking*) and their feet on the ground (*Sense of direction*).



Quantum Leadership

Quantum Leadership is not a *position*, its a *process* to provide leaders with the mastery they need to assist their organizations and guide them accurately and effectively through periods of transformation

- Servant Leadership
- Stewardship
- Transformational Leadership
- Synergy Leadership
- Self Leadership

Leadership qualities which are exhibited as *Honest*, *Forward-Looking*, *Inspiring* and *Competent*.



Servant Leadership

It begins with the natural feeling that one wants to serve, to serve first and then a conscious choice brings one to aspire to lead

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to growth of the people

A means for *Building Community* among those who work within a given institution.



Stewardship

Leader is *sensitive* to the *needs* of individuals and the organization and provides service to both, while assuming accountability for self, others and the organization

- Holding something in trust for another
- Leadership of physical and intellectual capital
- Leadership of talents
- Leadership of value-adding relationships
- Responsible care taking; based on the premise that we do not own resources, but are responsible to future generations for their condition

Creates quality in a community, partnership, or team that brings *synergistic* growth and vitality to an organization.



Transformational Leadership

More developmental and constructive for both individuals and the organization encouraging members to be innovative and thus achieve a collective vision.

- Merges ideals of leaders and followers
- Charter is to morph both manager and employee together
- Pursues a *Self* leadership role which "encourages others to exercise leadership"
- Utilizing stewardship

Starts with the development of a *vision*, a view of the future that will excite and convert potential followers.



Synergy Leadership

The ability to inspire and ignite the spirit and minds of those members around them

- Organize the work of collective thinking
- Lead creation of new & novel ideas
- Create new information
- Select alternatives
- Respond to situations

Leader deals with *concepts* that are dynamic, continually changing or evolving and are chaotic.



Self Leadership

The process of influencing oneself to establish the self-direction and self-motivation needed to perform personal excellence

- Importance of human influence
- Self-observation & goal-setting
- Self-reinforcement
- Both behavioral and mental techniques
- Coordinated effort between the *Self* and the group and/or enterprise as a whole

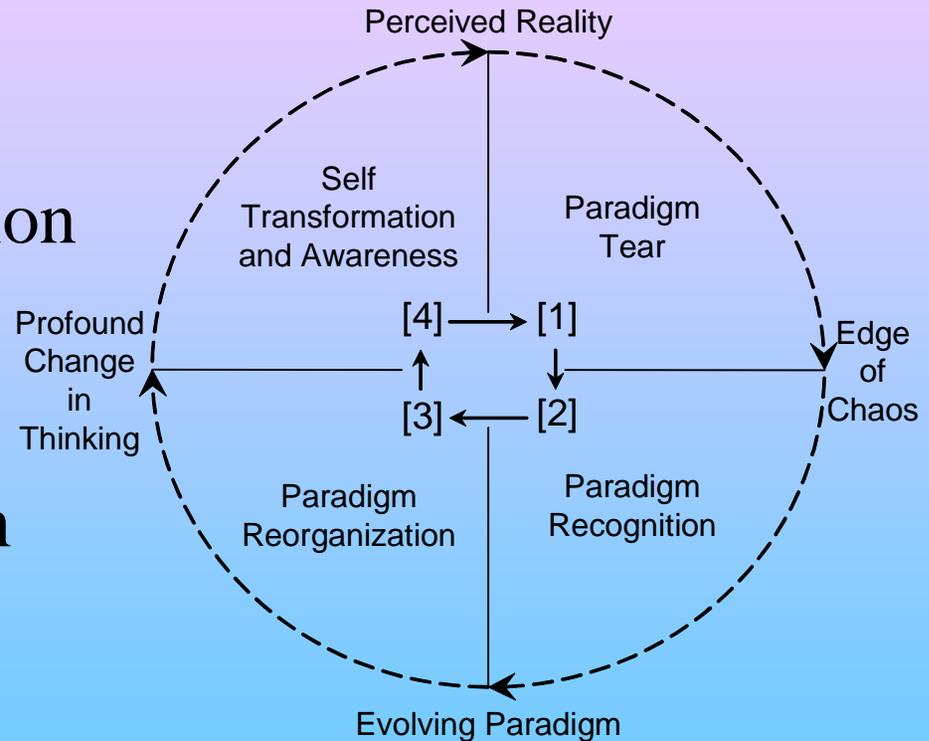
Our greatest potential source of leadership and influence may not come from an external *leader*, but can come from within the *Self*.



Quantum Thinking

A coherent, internally consistent approach for making sense of the universe and coping with life: how one sees, thinks, and behaves

- Paradigm Tear
- Paradigm Recognition
- Paradigm Re-Organization
- Self Transformation



Paradigm Shift's only account for a portion of the event.



Paradigm Tear

When an existing paradigm is exposed as having a feature that is new or inconsistent with the current thinking

- Initiated by a new process
- Initiated by a new element
- Initiated by a new component or feature
- Conflicts with existing understanding and thinking

Produces an uncomfortable feeling of *Chaos* leading to the underlying order of the seemingly random nature of the universe.

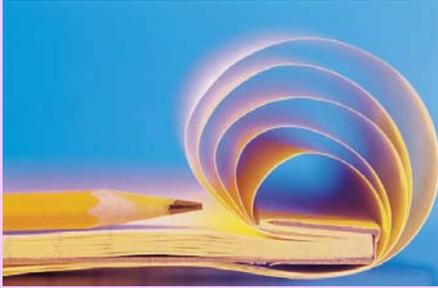


Paradigm Recognition

When the old paradigm and the new paradigm are mentally juxtaposed together intuitively providing indication that something different must happen

- Recognition of a new Possibility
- Beginning of a Paradigm Shift
- Edge of a Paradigm Shift

Paradigm Shift is a significant change from one fundamental view to another which usually includes a *Discontinuity*.



Paradigm Re-Organization

The mental process of cognitive evolution,
re-thinking and acceptance of a new mindset

- Creates a new *Mindset*
- Built upon new *Possibilities*
- Built upon new *Alternatives*

“Mindset” is a *Mental Model* of habitual or characteristic attitude that determines how you will interpret and respond to situations.

Self-Transformation

Similar to resetting the cognitive clock so that the chaos created by the paradigm tear has been resolved and a new order is temporarily in place

- Profound change in “Thinking”
- Profound change in “Awareness”

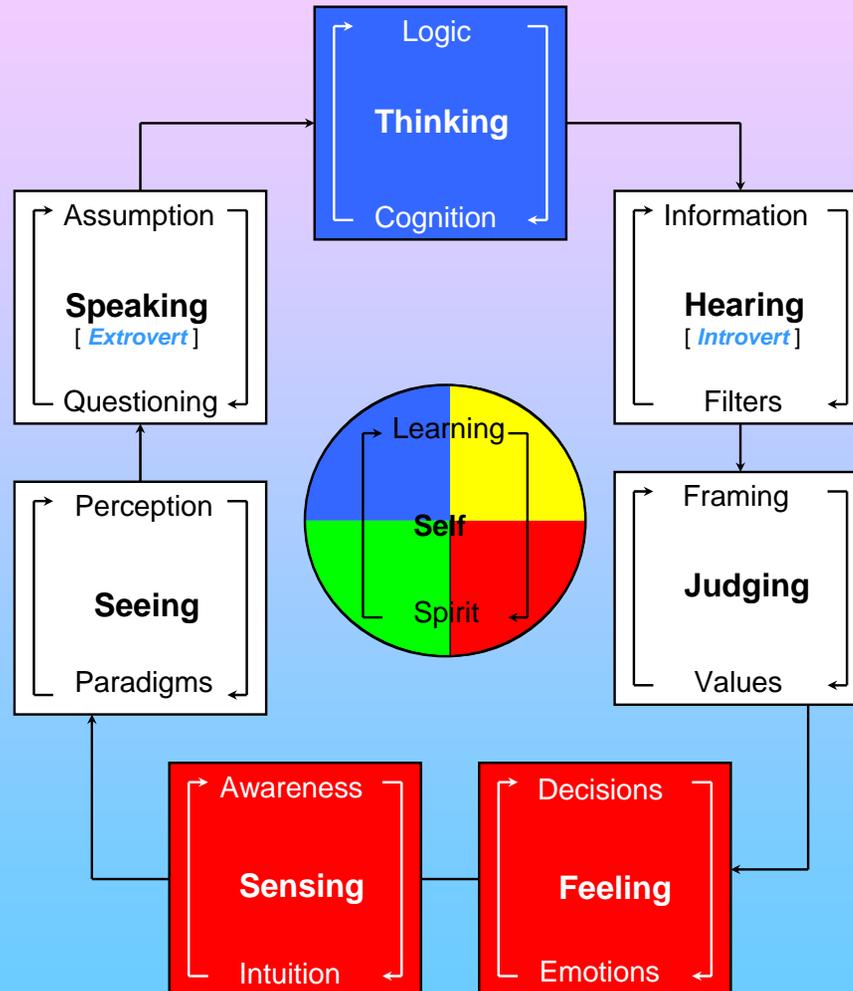
Transformation is a personal change represented by an event that occurs when something passes from one state or phase to another.



Quantum Measurement

How can we find a multi-dimensional tool which measures the characteristics of.....

- Thinking
- Hearing
- Feeling
- Judging
- Sensing
- Seeing
- Speaking
- “Self”.....



Thinking



Internal mental process that uses information as input, integrates that information into previous learned material and the result may be new tacit or explicit knowledge or may be nothing.

- Critical Thinking Skills Test (CCTST)
- MBTI (Myers Briggs)
- Garrison's 5 stages of critical thinking
- Requires a meta cognitive construct validity
- HBDI Thinking Preference

Over 100 current *measurements* for different types of thinking but how can we measure synergy? (EEG, Magnetic, Chemistry?)



Hearing

There is a lack of listening externally and individually utilizing the auditory sense by which sound is perceived connected to the “Heart”

- Introvert
- Surface underlying problems to build understanding
- Action Learning Questioning (Reflection)
- “What I hear is”is that what was meant
- Sound travels to ear - Transferred into a signal – filtered, translated and - Processed by the brain

If a tree falls in the forest....and no one is around.....
.....*Does it make a sound?*

Feeling



An affective state of consciousness, such as that resulting from emotions, sentiments, or desires but directly measurable in the HBDI D-Quadrant

- Empathy
- Emotional Intelligence, Emotion Quotient (EQ)
- Work/Life balance
- Feeling interconnected to motives
- Impossible to create a measurement to understand disbelief, personal anxiety, trust and the connection to others

“We have paid a drastic price-not only in our organizations, but in our own lives-for trying to disconnect emotions from intellect”.

Judging



The cognitive process of reaching a decision or drawing conclusions by asking *Fair* questions leading to a conclusion

- Do the “Right Thing”
- Actions related to behavior
- Spend \$\$ to save \$\$\$
- Fairness for everyone including myself
- Making assumptions
- Making choices

I am not *judging* people, I'm *judging* their actions.



Sensing

Translate inputs from the external worlds five senses into our mind to represent as accurate a transduction process as possible directly measurable in the HBDI D-Quadrant

- Harmonize perception and expression
- Intuition
- Partnership with the surrounding environment
- Attune our mindfulness
- Positive Energy

When you feel clarity slowly creeping its way into your mind, it may mean you're about to do something with *Quantum* potential - - maybe something that will even change your life *forever*.



Seeing

Visual perception by means of the eyes which allows us to create meaning – just because you can not see something does not mean it does not exist

- Visualizing to clarity of the situation
- Perceptions creating reality
- Use of Mental Models
- Ladder of Inference
- Use of Re-Framing

From “*There – to – Here*” thinking by starting with the desired end state first and moving backward.

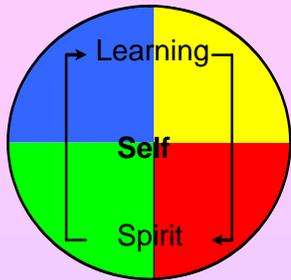


Speaking

The utterance of intelligible speech producing clear, concise and effective oral communication of arguments, concepts, emotions, feelings, ideas, problems and their solutions

- Extrovert
- What is really said....Advocates?
- Use of terms with multiple meanings
- Operational definitions for grounded understanding
- Storytelling (Successes and Failures)

Have you ever put your foot in your mouth?..maybe both feet?



“Self”

A characteristic which demonstrates the willing acceptance of one person's power to affect another measurable in *Whole Brain Diversity*

- Embrace your *Presence*
- Capacity to suspend habitual ways of thinking
- Stop and examine your assumptions
- Intuition and trust used to see the reality you face
- See, Hear and Speak from you *Heart*

Practice the mirror test – can you look in the mirror and tell the person that you see that you have done your *best*?

Conclusion

So what.....for the Individual....
or the Business school.....
or the Academic environment



- Requires Quantum Thinking about *Chaos*
- Produces *Synergy* at exponential level
- Quantum Leadership produces *Whole Brained* Team Thinking and Participation
- Can produces Quantum Learning
- Requires a Quantum Measurement

Let the Quantum *Journey* Begin.....!



The Tough Questions...?

What next.....and who cares?

- Is any of this really new?
- How “Fast” or “Slow” do we need to go?
- “Who” travels with you?
- What are the “Obstacles” along the way?
- Is there a “Wrong path”?
- “How” do you know when you are there?

Every day and in every way I am getting *better* and *better*!!