

SOFA Conference 2023: RIDING THE WAVE OF QUANTUM

# QUANTUM LEADERSHIP – BOTH FOR AND AGAINST SOCIOCRACY

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5-minute video on Quantum Science: <https://youtu.be/wDxYS07Vodw>

*In pursuit of gain, every day something is learned.  
In pursuit of Tao, every day something is unlearned.*

- **Multiple ways / perspectives**
- Integration of perspectives
- Multi-mindedness
- **BOTH – AND THINKING**
- Both particle and wave
- Observer influences outcome, 'entangled' and **interdependent**
- Everything **contextualised**
- Things/people connected, **holistic**
- **Unpredictable**, uncertain (Heisenberg's Uncertainty principle)
- **Emergence** (unfolding)
- Observing **collapses** system
- We **co-create** our reality

	Newtonian Paradigm	Quantum Paradigm
	<ul style="list-style-type: none"> <li>• Only <b>one way / perspective</b></li> <li>• Select (vote) for the one way</li> <li>• Single-mindedness</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Multiple ways / perspectives</b></li> <li>• Integration of perspectives</li> <li>• Multi-mindedness</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>EITHER – OR</b> THINKING</li> <li>• Either particle or wave</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BOTH – AND</b> THINKING</li> <li>• Both particle and wave</li> </ul>
	<ul style="list-style-type: none"> <li>• Observer unconnected, <b>independent</b> and “objective” (subject vs object)</li> </ul>	<ul style="list-style-type: none"> <li>• Observer influences outcome, ‘entangled’ and <b>interdependent</b></li> </ul>
	<ul style="list-style-type: none"> <li>• Context is irrelevant</li> <li>• Things/people separate, <b>fragmented</b></li> </ul>	<ul style="list-style-type: none"> <li>• Everything <b>contextualised</b></li> <li>• Things/people connected, <b>holistic</b></li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Predictable</b> by laws of thermodynamics thus controllable</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Unpredictable</b>, uncertain (Heissenberg’s Uncertainty principle)</li> </ul>
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Sociocracy?	Newtonian Paradigm	Quantum Paradigm
Quantum	<ul style="list-style-type: none"> <li>• Only <b>one way / perspective</b></li> <li>• Select (vote) for the one way</li> <li>• Single-mindedness</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Multiple ways / perspectives</b></li> <li>• Integration of perspectives</li> <li>• Multi-mindedness</li> </ul>
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Newtonian (cybernetics)	<ul style="list-style-type: none"> <li>• <b>Predictable</b> by laws of thermodynamics thus controllable</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Unpredictable</b>, uncertain (Heisenberg’s Uncertainty principle)</li> </ul>
Newtonian	<ul style="list-style-type: none"> <li>• <b>Planned</b> &amp; controlled outcome</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Emergence</b> (unfolding)</li> </ul>
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## A Quantum world view emphasises:

<b>Wholes</b>	rather than	parts
<b>Relationships</b>		separateness
<b>Both/and (many ways)</b>		either/or (best way)
<b>Questions</b>		answers
<b>Potentiality</b>		actuality ('reality')
<b>Humility</b>		knowing
<b>Integration</b>		fragmentation
<b>Inclusion</b>		exclusion (e.g. democracy)
<b>Complexity</b>		simplicity
<b>Combination</b>		separation
<b>Emergence</b>		predictability
<b>Self-organisation</b>		planning & control
<b>Unknowing / unlearning</b>		knowing
<b>Interdependence</b>		independence
<b>Cooperation</b>		competitive
<b>Bottom-up (experimentation)</b>		top-down (reaction)
<b>Non-locality</b>		proximity
<b>Contextuality</b>		non-contextuality
<b>Relationships matter</b>		individualism
<b>Self-organising (trust)</b>		controlled
<b>Letting go</b>		intervening → <b>collapsing</b>

## 8 Principles of Quantum Thinking

Atomism	vs	<b>Holism</b> (whole larger than sum of parts)
Determinate		<b>Indeterminate, rapid change</b>
Reductive		<b>Emergent &amp; Self-Organising</b>
Either / Or (adversarial)		<b>Both / And</b> (integrating)
Knowing		<b>Unknowing</b>
Actuality		<b>Potentiality</b>
Subject-Object split		<b>Participatory Universe</b>
Empty vacuum		<b>Quantum vacuum</b>

Newtonian	Taylorian organisation	Quantum	Quantum organisation
Mechanical Mechanistic	Machine model: Company = profit making clockwork machine	Dynamic, complex Adaptive system	Conscious Living system (Organic)
Atomistic	Siloed functions, boundaried	Holistic, entangled	Networked organisations
Deterministic	Bureaucratic, top-down	Spontaneous	Adaptable, self-organising
Predictable	Rule-bound	Self-organising	Self-managing
Particle OR wave	Particle-like division of labour	Particle AND wave	Employees: integrated teams
Reductive	Function fragmentation	Diverse perspectives	multi-functional teams
1 best path A -> B	Single point of view (1 best way)	Multiple potentialities	Many points of view, multimind
Reacts to force (ruled by laws)	Reactive, always 1 step behind events, constantly catching up	In dialogue (responsive) with environment	Responsive, agile, adaptive; emerging out of relationships
Observers – we're passive witnesses	Employees passive, units of production (parts of machine)	Participatory Universe (co-creators of reality)	Employees: co-creative partners, thinking, questioning
Isolated fragmented	Company isolated from environment, for itself (shareholders)	Contextual (entangled), related to environment	In dialogue with users (eco-system), situated organisation
Absolute Pre-determined	Leader knows best, no questions ('do what you're told')	Questions determine answer	Encourages questions, constantly asking why

Newtonian	Taylorian organisation	Quantum	Quantum organisation	Sociocracy?
Mechanical Mechanistic	Machine model: Company = profit making clockwork machine	Dynamic, complex Adaptive system	Conscious Living system (Organic)	Yes, mainly
Atomistic	Siloed functions, boundaried	Holistic, entangled	Networked organisations	Yes & No
Deterministic	Bureaucratic, top-down	Spontaneous	Adaptable, self-organising	Yes & No
Predictable	Rule-bound	Self-organising	Self-managing	Yes, but...
Particle OR wave	Particle-like division of labour	Particle AND wave	Employees: integrated teams	Yes
Reductive	Function fragmentation	Diverse perspectives	multi-functional teams	Yes
1 best path A -> B	Single point of view (1 best way)	Multiple potentialities	Many points of view, multimind	YES
Reacts to force (ruled by laws)	Reactive, always 1 step behind events, constantly catching up	In dialogue (responsive) with environment	Responsive, agile, adaptive; emerging out of relationships	Yes, but...
Observers – we're passive witnesses	Employees passive, units of production (parts of machine)	Participatory Universe (co-creators of reality)	Employees: co-creative partners, thinking, questioning	Yes
Isolated fragmented	Company isolated from environment, for itself (shareholders)	Contextual (entangled), related to environment	In dialogue with users (eco-system), situated organisation	No
Absolute Pre-determined	Leader knows best, no questions ('do what you're told')	Questions determine answer	Encourages questions, constantly asking why	Yes



## Living Quantum Systems - Organisations

- Self-organising
- Bounded instability (poised at edge of chaos)
- Holistic (whole is larger than sum of parts)
- Adaptive (in creative dialogue with environment)
- Evolutionary mutations (thriving)
- Destroyed by outside control
- Exploratory (experimental)
- Recontextualising
- **Organic**
- Order out of chaos
- Thrives on diversity
- **Emergent, jazz-like**
- Playful, probing
- Vision centred and values-driven
- Fuzzy (analogue, not digital)
- Many centres of power, distributed
- Constantly reforming
- **Always unlearning and learning**



## Example of Quantum Organisation:

### HAIER, China (incl acquisitions: GE Appliances, Volvo, Roche etc)

- Eco-system of micro-entreprises <https://youtu.be/WK7mxBy1fNw>
- Self-organising
- No managers
- Servant leadership model (spiritual development)
- Everyone is an entrepreneur
- Haier provides support platform for micro-entreprises to thrive
- Continuously reforming and reinventing
- Zero distance to users (customers)
- Serving the common good
- Developmental, self actualisation
- Not maximising profit, but maximising human value
- Humans not resources, but value creators
- Promoting entrepreneurial spirit, enabling people to follow their passions

QUANTUM LEADERSHIP at Haier known as **RENDANHEYI**

**REN** = People (employees, customers)

**DAN** = Orders, meeting user needs

**HEYI** = Contracts between users and providers

Values: no distinction subject & object, decentralised, self-organisation

## Quantum Practices within organisations

- **DIALOGUE**
  - Finding out (not knowing)
  - Questions (not answers)
  - Sharing (not winning)
  - Equal (not unequal)
  - Respect (not power)
  - Listening (not proving points)
- **MEDITATION** (Mindfulness)
- **REFLECTIVE PRACTICES**
  - Transcending the Ego (surrendering)
  - Reflexive conversations
- **STEWARD LEADERSHIP** (common good)
- **SPIRITUAL INTELLIGENCE DEVELOPMENT**  
Self-awareness | Spontaneity | Being Vision & Value Led  
Compassion | Celebration of Diversity | Ability to Reframe  
Field-Independence | Asking Why? Questions | Holism  
Positive use of Adversity | Sense of Vocation | **Humility**



## Is the time ripe for us to make the fundamental quantum paradigm shift?

- Pan-organisational Bohm Dialogue
- Rich multi-perspectivity
- Serendipitous cross-pollination
- Self-organising chaordicity
- Emergent Co-creativity

*Let's ride the quantum wave together – jump on the particle wagon!*

**Thank you for listening - enjoy the conversation**

Main source: **Danah Zohar**, *The Quantum Leader, Revolution in business Thinking & Practice*;  
and: **Zero Distance**, *Management in the Quantum Age*

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