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## Evolutionary Leadership & Quantum Strategy

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***Classical leadership looks at achieving results through rational business strategies in which clients, competitors, and team problems within an organization are considered opponents to be overcome. Evolutionary Leadership sees all of these as part of a larger system and builds relationships between them.***

Business development naturally focuses on the discovery of conditions that promise an immediate profit. Like an opportunistic fisherman on a river, we look for fish and try to beat our opponents: First of all the fish, but also fishermen with faster boats, cheaper crews, and better nets. In boom times, when the tide is high and the river is brimming with fish, we all do well, and think it's because we are great strategists. In bad times, when the tide is low and there are fewer fish, many of us don't do well, but now we blame the river. This is the viewpoint of traditional leadership and competitive strategic thinking but modern quantum thinking and a deep democracy approach show a different picture.

Deep Democracy proposes a new model, which we call *Evolutionary Leadership*, which brings a completely different view to business organizations. Evolutionary Leadership looks at the whole system from the river's viewpoint. Evolutionary Fisherman no longer focus on the fish, boat, bait, and competitors only but understand that the river is a natural system in which all of the parts form relationships and support each other, and are naturally balancing each other. This tendency to naturally balance can be viewed as a larger organizing principle, that can be used to understand "the mind of the river", so to speak, the process behind our business dreams.

The Evolutionary Leader understands that we need sustainable relationships in stakeholder organizations. Businesses, vendors, distribution networks, customers, and policy makers must work together within a larger context that includes the entire society and the environment. *Business* evolves into community building, where profit is no longer the primary goal but a necessary side product of a vision that brings something of value to the world.

For example, Apple Computer has an underlying vision to bring more playfulness and a fun "cool factor" into our everyday work routine. It forwards the notion that life is an experience to be enjoyed and savored, not a dull series of tasks to be completed. This is an organizing principle that must influence Apple's teamwork, Apple's way of looking at profit, and of course Apple's strategies: if it is not fun to do something, show hesitations. Here is the example how that works:

Hewlett Packard decided to let its employees choose between Apple and PC workstations and called Apple to create a corporate account. Apple didn't respond for several days and then said that they were not interested in selling Macs to HP because they saw themselves as being in the entertainment business and not the corporate workstation business. Apple wasn't responsive to short-term opportunities and didn't see how their vision could also be extended to corporate settings.

This example is to highlight the point, that the vision that leads a company to assist society to evolve is the driving force behind success. We need Evolutionary Leadership, fueled by meaning and hope, and not just by the need for profit or the fear of failure, to cultivate vision-driven businesses that have the stamina and flexibility to ride the waves of the worst economic crises and make the most of the best of times.

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The Deep Democracy Institute focuses on training leaders in Evolutionary Thinking. Our methods increase collaboration and decrease resistance by using psychology and awareness. This is a transformational approach because it focuses not only on our rational ideas but also on our attitudes. Evolutionary Leadership can be developed everywhere: in educational institutions, in government and non-government organizations, communities, and business.

## **Quantum Strategy**

Strategic development is intimately linked with vision and implementation and cannot be developing without understanding the overall vision and constraints to implementation. Each of these are interdependent and symbiotic.

Vision is the inspiration that informs strategy for implementation. It is the driving force that keeps you going when the going gets rough and helps you improve when the sea is calm. Like the sense of the spirit of play at work in our Apple example, vision is a timeless feeling for the world and an understanding of how your organization can add value to humanity. Although it is often unconscious, it is always present. Vision emerges beyond any will of our own. We are born with it and our organizations have it too. Once you are connected to your organization's vision, your strategic thinking becomes more clear.

Vision needs strategy to bring form to inspiration and ideals. Strategy needs detailed step by step implementation for effective action. Implementation needs to relate to a meaningful vision for society. Implementation without strategy is undirected energy without purpose. Strategy without vision has no power or direction. And Vision without strategy is ineffective idealism. These create a perfect, indestructible trinity.

## **The Dynamic Trinity**

- Vision informs Strategy
- Strategy informs Implementation
- Implementation re-informs = reforms Vision

Vision is the most reliable, most sturdy, and most invariant aspect of any organization. Understanding your vision allows you to adapt to the tide's ebb and tide, to scale your strategy according to the circumstances, to use readily available opportunities and survive hard patches or even thrive on difficulties, and to grow in previously unimagined ways! But in order to do that, we need a different mindset; one that brings aspects of modern quantum physics into organizational development.

A quantum-oriented view allows us to understand society, the world economy, and business as interrelated units within a self-organized system. Instead of fiddling with one aspect only, we try to figure out what the whole system wants. This self-organizing aspect of systems was first observed in ecology and has been further developed in quantum physics. Developing a quantum-oriented mindset is more sustainable, more fun, and more successful because it deals with *non-local effects*.

Non-local effects in organizational development means that if an organization deals with a problem on one level, that problem must also be present, to some degree, throughout the company. Therefore, solving the problem by fighting a particular person never really deals with the issue, it simply helps to cover it up momentarily. Similarly, if you have a brain tumor an aspirin might help with the headache symptom momentarily but it won't deal with the underlying problem.

Evolutionary Leadership looks at the hidden structures, inspects the mindsets that keep them hidden, and attempts to bring them into the foreground so they can be used for short and long-term growth. And, Evolutionary Leadership leads to healthier, more flexible, more fun, and more sustainable organizations. Businesses can no longer hope to survive, even in the best of times, with strategies that are not related to a more meaningful vision for society.

The Deep Democracy Institute is a global think tank that researches leadership and conducts trainings in the USA, Europe, Russia, Africa and the Middle East.

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