

THE EMERALD HANDBOOK OF  
QUANTUM STORYTELLING  
CONSULTING

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# THE EMERALD HANDBOOK OF QUANTUM STORYTELLING CONSULTING

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INVESTOR IN PEOPLE

**David Boje**

To my loving wife (Grace Ann Rosile), children (Renee, Jason, and Raymond), and grandchildren's grandchildren. May our consulting pathways help people live in balance with Mother Earth long after the seventh generation.

**Mabel Sanchez**

To my mentor Dr David Boje, who has encouraged me to go beyond my comfort zone in order to find the warrior in me, and to my mother Isabel Flores, who is my rock and has never stopped believing in me.

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We especially acknowledge the people who have shown their support for Quantum Storytelling by contributing papers and discussion at the annual conference. A special thanks to all those who contributed chapters to this book. Together, we are setting a direction for how quantum physics and storytelling are intra-active in consultancy activities. We are a new field, with an amazing array of waveforms collapsing into potentially of events into a new organizational consulting direction. Various authors are collapsing different waveforms of possibility and demonstrating a pathway forward. We expect these approaches will be dialectical to older ways of consultancy. Finally, we want to thank the editors of Emerald for their support in this project.

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# INTRODUCTION

David M. Boje, Mabel Sanchez and Rohny Saylor

Quantum Storytelling Consulting (QSC) is a type of consulting that uses storytelling and quantum physics. QSC aims to help change how humankind relates to the planet itself and offers a sustainable perspective to consulting in an effort to reduce their carbon footprint. One way it achieves its goal is by allowing people to pre-care for the world in different levels and dimensions that may have been ignored by current consulting strategies. In quantum physics, observing things changes them by collapsing the waves of possibility into a particular event. For example, an electron is a wave until it is observed, then it becomes a particle-event. This is popularly known as the “quantum observer effect.” We connect this idea to storytelling. In storytelling, what we bet on in the future changes what event arrives from the future. This is a process called antenarrative. Antenarrative means observing the future as it is arriving. It is called prospective sensemaking. By using quantum physics and antenarrative, we explain how to prepare in advance for, and create, and fore-care in advance for new futures. Antenarrative generative process (AGP) is the term for how we do this fore-caring for the future. AGP looks at how quantum waves of what are possible turn into things that happen and which we make sense of.

## Quantum Science of Wave Collapse

In February, and then again in June, physicists announced they heard the subtle rumbling of a ripple in spacetime, the result of two black holes colliding into one another. These observations confirmed the existence of “gravitational waves,” which were predicted by Albert Einstein more than 100 years ago but never actually recorded until this year. The waves were picked up by two huge science experiments — one in Louisiana and one in Washington state — called LIGO, or the Laser Interferometer Gravitational-Wave Observatory.<sup>1</sup>

It’s quantum storytelling, because there is an observer effect experiment and there are articulations about waves collapsing possibilities. Einstein was right! We also collapse different waves of possibility of climate change by our commission or omission. These observer effects reveal how intertwined human kind is

with Nature, how embedded we are in all the Earth's ecosystems, and even the black holes in our cosmos. Our destinies are intertwined and entangled.

This book is about how to enact fore-caring, by practicing an ethics of care for the seventh generation. We care for the safety and well-being of even our grandchildren's children's grandchildren! In our acts of fore-caring, we are committed to choose nonfossil fuel transportation, produce locally, and consume either less meat or go meatless in our diets. That is how we can bring down the CO<sub>2</sub>, and methane, and other greenhouse gases, so that the seventh generation survives.

The alternative is for all of us to collapse fore-caring waves, rather than waves of climate interference rooted in observer effects of ignorance, selfishness, and what is called "greed capitalism" (Suranovic, 2010). The problems of greed capitalism were worked out by E.F. Schumacher (1973, p. 18) in his classic text, *Small is Beautiful*: "The modern economy is propelled by a frenzy of greed and indulges in an orgy of envy, and these are not accidental features but the very causes of its expansionist success." His idea was to focus on smaller corporations and enterprises of a scale that was sustainable by planetary limits.

There are fortunately more socially responsible ways of being a capitalist. For example, Savall et al. (2017) work on a *Socially Responsible Capitalism* includes a sustainability focus (Boje, 2017a).

The contribution of antenarrative is a fore-caring step that can help the seventh generation. Greed-based capitalism is the old way of thinking and acting. QSC is a new way of thinking and acting. QSC helps us think about how our actions impact people seven generations from now. QSC does this through preparing in advance, that is, fore-caring. Fore-caring helps us to prepare to turn waves of potential into things that are possible. It helps us see waves arriving from the future. It helps us collapse waves using an ethics of care, which sees all people as linked and attends to the vulnerable ecology. QSC helps us prepare to overcome the messy problems humans have brought upon the planet. QSC helps guide us to make sense of responsible capitalism (RC). For example, economic RC is where firms choose less money now to grow in the future. Or, for example, socially RC, where making money and doing good go together (Boje, 2017b; Savall & Zardet, 2015).

## WHY QUANTUM STORYTELLING WAVES MATTER?

We live in the spacetimemattering<sup>2</sup> of ecosystems of matter and energy that are materially physical, biological, chemical, and geological. The current strategies used by consulting firms tend to dualize antecedent organizational behavior from consequential outcomes on actual ecosystems. These tendencies derive from the Cartesian split of the human mind from matter – privileging mind over matter. This allows for human rationality to preside over matter, outlining the parameters of what constitutes knowledge, important narrative, and wisdom. We believe humans are not just mind but also matter dynamically molded by spacetimemattering.

Just as sound waves disturb the air to make noise, gravitational waves disturb the fabric of spacetime to push and pull matter as if it existed in a funhouse mirror. If a gravitational wave passed through you, you'd see one of your arms grow longer than the other. If you were wearing a watch on each wrist, you'd see them tick out of sync.<sup>3</sup>

We collapse waves affecting the future of our climate and the well-being (or mal-being) of our seventh generation. We live in four ecosystems, each of which are made of matter and energy. These systems are physical, biological, chemical, and geological. We live in them by way of spacetime mattering. There is no separation between space, time, and mattering because they are entangled. This means that space time and mattering are each part of the other. QSC sees what happens before what an organization does as different from its consequences. QSC can show the difference between causes and effects. The way an organization behaves are causes. Whereas, ecosystems see the effects.

We can stay in the Newtonian billiard ball cause-effect model of matter and motion. Or, we can embrace the quantum idea that people in organizations have material consequences of organic evolution of ecosystems. In QSC, people are organic, evolved, living systems (Brier, 2010). We embody matter and energy that is physical, chemical, biological, and spiritual. Unlike Newton, in QSC, causes do not lead perfectly to effects. We assume human minds cannot be separated from bodies. We are matter in the ways often studied by physical sciences. We are energy in the ways often called spiritual. Søren Brier's (2013, 2015) four-legged star captures what we have in mind for QSC.

- (1) matter/Energy physical, biological, chemical (in ecosystem environment)
- (2) life/living system embodiment in organic evolution (living embodiment)
- (3) inner life/consciousness in our existential development (mental world)
- (4) sense/meaning in society and language (diversity of other cultures)

Peirce (1998) came up with a new theory of communication. His theory works between other ways of thinking. Even ways of thinking that are used by different groups of researchers. His new theory is related to his old theory. His old theory is about semiotics or how symbols are used to share meaning. His old theory is also about cognition or people's knowledge. His new theory is quite different from the usual theories of how symbols and meaning work.

Usually we think of symbols constituting the means to sending information. We also think of ideas as different from symbols because they have meaning. But with Peirce's (1998) new theory, symbols are real because they convey information. Peirce's (1998) idea can make even more sense if we also think about self-creation. Self-creation is the way things work to make, remake, and change themselves. Luhmann's (1986) term for this is autopoiesis. Brier (2008, 2011) says this happens in each of the ecosystems. Putting Luhmann and Peirce together helps us see the form that is shared in communication. Brier does this in his Star Model.

In the middle of Brier's (2010) Star Model is the observing system (e.g. an awareness apparatus), which gives the storytelling account of reality using

various methods to capture the dominant narrative. The dominant narrative has consequences which in quantum physics are explained as waves of energy. The observing system in the middle of the Star Model captures and collapses the waves of possibilities into actual events. The Star Model then represents the ontology, which is the organization's way of being. In our Star Ontology, each organization recreates itself in response to the waves of the four domains. In other words, the Star Model Ontology (SMO) helps us see the system relations. It relates four dyadic systems. (1) The matter and energy of the environment. (2) The life and living systems of evolved bodies. (3) The inner life and consciousness of a developing mental world. (4) Sense and meaning of society, language, and diverse cultures (Brier, 2015).

In order for an organization not to easily fall when a tsunami hits, there needs to be a strong foundation. Here, we introduce an ethics of care for our ecosystems, or the base, our matter/energy, life/living systems, inner life/consciousness. And we believe the fractal language arrives before the sensemaking experiences of sense/meaning of our five senses (see, hear, touch, taste, & smell). We go a step further to include fore-care for ecosystems in our model of consultancy. Fore-caring means to care-in-advance, to set the foundation to avoid a collapse under the weaves of possibilities. At present, we engross in weaves of matter/energy, life/living system, inner life/consciousness, and afterward do a retrospective analysis (i.e. hindsight bias) as a result through sense/meaning sensemaking (Weick, 1995). We will go into further detail in an upcoming section, but first some definitions.

**What is Quantum Storytelling Consulting?** QSC is respect and care for ecological, social, gender, and race splendors. QSC is preparing in advance to collapse waves of potential good into good events. By good, we mean the most positive ecosystem consequences. These waves come from the star model systems. They are prepared for using fore-having, structuring, conceiving, and seeing. Boje and Henderson (2016) say that similar looking patterns, called fractals, are how we think. These patterns are called fractals. Fractals are waves that repeat and vary in amplitude. For example, coast lines at the size of fjords look similar to the patterns at the size of waves and the size of particles. In the same way, whirlpools, tornadoes, hurricanes, and so on look similar. As do the other parts of the four dyadic systems. This concept is seen in the movies *Arrival*, in language, and *Frozen*, in snow.

In our previous work, we have incorporated work by participants of Quantum Storytelling Conference in developing fore-caring (Boje, 2014; Boje, 2015; Boje & Henderson, 2014; Boje, Svane, and Gergerich (2016), Boje, Svane, Henderson, & Strevel, in press; Henderson & Boje, 2015; Svane & Boje, 2014; Svane & Boje, 2015; Svane, Boje, Gergerich, 2015; Varra, Sonenshein, & Boje, 2015). The main reason QSC produces a different outcome is that there is an antecedent generative process (see work by Bhaskar, 1975, 1993/2008, 2010; Bhaskar, Frank, Hoyer, Naess, & Parker, 2010) of preparation-in-advance in bringing about alternative futures to the status quo, through four

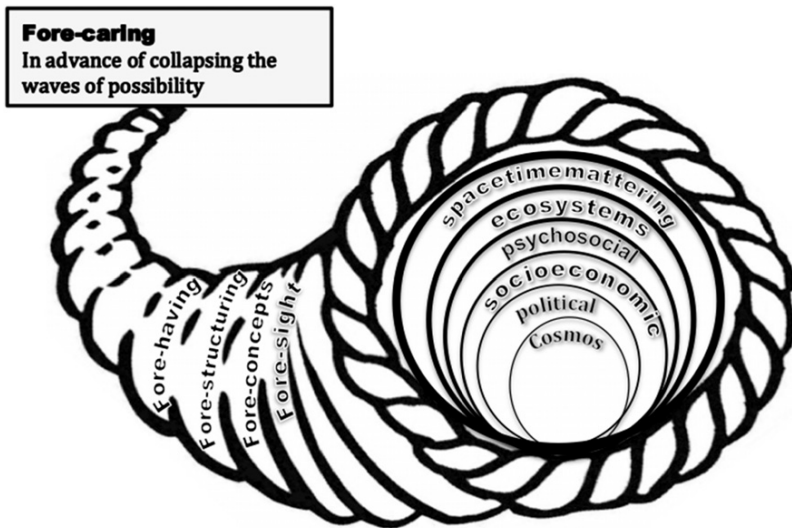


Fig. 1. Cornucopian Model of Quantum Antecedents of Fore-caring Steps before Collapsing Waves of Systemic Possibility for the Seventh Generation. Source: David M. Boje.

“antenarrative” steps of fore-caring that accomplish a downward causation that offsets the atomism upward causation.

Next, we present our Cornucopian Model of the fore-caring process. The theory is that by taking more preparatory steps, better results happen for spacetime mattering of wave collapse into events of ecosystems, including the psychosocial, socioeconomic, political, and cosmos (including spiritual) (Fig. 1).

The Cornucopian model depicts four fore-caring:

- (1) fore-having: the preparations BEFORE narrative and story;
- (2) fore-structuring: the preparations BETWEEN processes;
- (3) fore-concepts: the BENEATH to have language, symbols, gestures to communicate about advance preparations; and
- (4) fore-sight: the BETS on the possible future arriving, and collapse them into becoming events, becoming story and or narrative.

The collapse of the arriving waves of possible futures. The antenarrative fore-caring process results in a signal that in quantum storytelling is nonlocal and instantaneous. QSC antenarrative principle: the antecedent signal, the observer effect collapses alternative waves of arriving possibility into one event. Amit Goswami (2011, p. 6) puts it this way, “As you may know, in Einstein’s theory of relativity, all interactions in space and time must occur via signals.” The AGPs and their fore-caring are such signals. Hence, the nonlocal instantaneous downward causation must be antecedent (in principle), ahead of collapsing waves of possibility, bringing about an event and/or experience effect. These

events and experiences in narrative sensemaking are retrospective backward glances. The antenarratives are processes of preparation, ahead of the observer effect. For Goswami, the quantum collapse is outside ordinary spacetime and is therefore transcendent. We agree that all communication, even the observer effect, must use signals that bring about nonlocal instantaneous wave collapse into actuality and manifestation of event. In the old paradigm consulting-atomism, it's all about upward causation to get a vision, mission, and strategic planning out of the retrospected experiences.

Antenarrative fore-caring (Becoming) includes fore-having (Before), fore-conception (Beneath), fore-structure (Between), and fore-telling (Bets on the Future), intertwined processes that are before both living story web of lived experience (still-in-the-middle), and dominant narratives and counternarrative each with Beginning-Middle-End (BME) plot coherence (Svane & Boje, 2015).

Here, we introduce an ethics of care for our ecosystems, our matter/energy, life/living systems, inner life/consciousness, and we believe the fractal language arrives before the sensemaking experiences of sense/meaning of our five senses (see, hear, touch, taste, & smell). We go a step further. We want to fore-care for eco-systems in our model of consultancy. Fore-caring means to care-in-advance, before we collapse the weaves of possibility into event after event. We collapse weaves of matter/energy, life/living system, inner life/consciousness, and then afterwards we do retrospective (backward looking) glances at the result through sense/meaning sensemaking.

“Antenarratives” are defined here as “pre-narrative fragments in search of coherence, bets on future possibilities, the beneath (untold stories) covered over by grander narratives, and the in-between living story webs without end and those grand narratives trying to universalize everything” (Boje, 2016a).

**What is Fractal Storytelling?** Fractal storytelling is defined by Boje (2016a, 2016b), as “the study of the relationship between many small events in living story webs, brought into antenarrative processes into interactivity with the grander narratives of quite few events. Here we focus on Awareness, Alignment, Attunement, and Antenarrative processes that are as Barad (2003, 2007) puts it in dynamic ‘intra-activity.’”

**Defining Fractal Narrative Alternatively** “Fractal narrative” is defined as “a narrative that finds its best accomplished form in the Web” in hyperlink networks (Duarte, 2014, p. 284). Antenarrative fractals are not only linear, they can be cyclical, centripetal, and monologic structures where the heroic character traverses complex plots within plots and patterns within patterns that repeat in sequels, again and again, such as in the movies *Dune*, or the *Star Wars*, *Star Trek*, *Matrix*, and *Blade Runner*. Duarte argues that the Mandelbrot fractal geometry applies to films and novels that are veering away for linear plot structures. Though they do not stray far from the heroics of war.

**Defining Fractal Story** “A fractal story is defined here as a web of fluid ‘living story’ interrelationships between urban-chaos and fractal-cyber-order that is

centrifugal veering away from order, toward anarchism, discontinuity, and the erratic” (Henderson & Boje, 2015, p. 87).

Defining Fractal Antenarrative Finally, and “Hence, antenarrative fractal change management manages the entangled processes of spatializing across scales, temporizing, and mattering (the sociomateriality; the entangled processes of meaning and matter) in the quantum storytelling field. Antenarrative managing is managing spacetime mattering in the ontological situation” (Svane & Boje, 2015, p. 26; Boje et al., 2016, p. 141). As Svane, Boje, and Gergerich put it, “In this open-ended process of becoming, fractal change management relate to the pre-reflexive level of embodied, emotional, and sentient beings alert to and responding at the vague signs of little wow moments indicating changes, novelty, and new directions.”

**Defining Spiral Fractal Antenarrative.** Antenarrative managing is managing spacetime mattering in the ontological situation. Boje’s (2012a, pp. 47, 102) work in spiral fractal antenarratives: “The antenarrative spiral is a wave function, quite different from the linear wave or the cyclic type. In the antenarrative spiral is a vortex or even a series of vortices.” “The momentum can be upward or downward, or move in spirals from left to right, or any other direction” (Boje, 2012a, p. 47). “Fractal-spiral-antenarrative” (2012a, p. 143), “one that has a lot of fullness of Being, and is encompassed still by Nothingness, above, below, around, and there are little spiral at every choice point, and passageways between the twirls and swirls are negations.” “A spiral-antenarrative, unlike the linear- and cyclic-antenarratives is about repetitions of difference, that can amplify or counteract, alternative” (Boje, 2012b, p. 25).

“Quantum Spiral” (hereafter, Q-Spiral). Prior work on organizational spirals has put them in duality (upward or downward). Cycles of a Q-Spiral are of varying breadth (expansion), from narrow orbits to wider orbits. Q-Spirals have offshoots called “fractal-spirals” [...] Q-Spirals have directions of up, down, in, out, amplification, and contraction. A Q-Spiral is defined by its spatial landscape, its temporal. (Boje, 2012b, p. 29)

Linda Hitchin (2014, p. 214) observes a connection between the antenarrative communicative processes and Actor-Network Theory (ANT) of Bruno Latour (1996). There are not only human actors but also important actants such as mattering of animals, plants, geology, biological systems, and ecological systems that are important to sustaining life. The matter/energy and life/living systems have fore-caring, and we the humans need to do fore-caring for and not limit our understanding to just the inner-life consciousness and sense/meaning. Hitchin (2016) connects antenarrative (the fore-caring steps) to Tamara-Land, and to her own work in “untold stories.” Structural functionalism has control of the narrative of organization consultancy work, and it results in major problems for ecology and equity.

Hitchin is able to see the relation between quantum theory mechanics in Boje’s (2007, 2011, 2012) work and the complexity dynamics of storytelling organizations called Tamara-Land. We cannot collapse the waves of possibility arriving from the future into event after event by one resounding story or

narrative. The reason is that in organizations hundreds, even thousands of people are spatially distributed in different rooms, and, even with digital technology, cannot be in every room at once, observing and participating in the story and narratives taking place. Rather, the only sensible move is fore-caring, by an ethics of care and an ethics of answerability for preparing the ground, so when the waves are collapsed from antenarrative (fore-caring steps) into this or that particular event of future, arriving in nonlocality and instantaneously in spacetime-mattering that it's the right choice, in the right place, at the right time.

Boje and Saylor (2013) develop antenarrative in an answerability ethics, being answerable as the one person in once-occurrent Being that acts with an ethics of care. The idea is vibratory energy frequency (VEF) of fore-caring makes a difference in wave-collapse outcomes. The antenarrative fore-caring steps are like ripple waves that affect the wave collapse in wider arenas. Hence, QSC as a new paradigm combines quantum processes with storytelling (antenarrative signals) and an ethics of caring for what kinds of futures are created in collapsing waves of possibility into events and or experiences.

For example, Henderson and Boje (2015, p. 152) propose a Fractal Action Research Model (FARM) rooted in an ethics of care and fore-care, so that empire culture can be accountable and answerable for the consequences of the waves that collapse, the wicked problems of climate change, war, and famine that are now global and nonstop. No amount of free market structural functionalist (invisible hand) propaganda is going to erase these wicked problems of greed capitalism. Rather, the environment includes the spacetime-mattering of fractality that is physical, biological, geographical, and cosmological. To pretend otherwise is to court the collapse of civilization.

In our approach, vortices of multifractal matter/energy that do spiral turns, spiralic path movement, and their amplitude and frequency vibratory waves are part of the processes of planetary life. These are not symmetrical like the drawings we see, rather we live in asymmetry, where spiral helix has its offshoots, the whorls are irregular, and we have movement across the terrain of our ecosystems. There are governing laws of vortex flow and multifractality that need to be addressed in consultancy. There are left-handed and right-handed (counterclockwise and clockwise) motions (Minahen, 1993, p. 164).

Tetranormalizing (Boje, 2016a) is the dialectic between fractal-norms (bottom-up self-organizing) and fractal-standard processes (dictated top-down or by external hierarchies of domination and control). There are four kinds of norms and standards in interplay for any organization doing business globally. "This tetra (4 forces of norms/standards) can present the enterprise with incompatible (incommensurate) stakeholder expectations" (Boje, 2016a). The four kinds of tetranormalizing fractals are social, trade, economy/accounting, and ecology/quality.

QSC's way of thinking and doing things produces different outcomes than the old linear and cyclic ways of thinking and doing things followed by the top 10 firms, ways of perpetuating the TFW virus (c.f. Worley, Zardet, Bonnet, & Savall, 2015). QSC is new and is just beginning to recognize how to change the