

A Conceptual Study on Quantum Leadership: A New Intrapersonal Powers -Environmental Forces Balance Model ¹

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Abstract

Today, societies and organizations live in an atmosphere rapidly changing new dynamics. In-depth questioning of new facts requires an urgent responsibility. There is a need for leaders can wisely evaluate leadership opportunities with the quantum approach and master innovative and creative thinking and decision-making processes. The existence of leaders who can understand the contexts and move forward with the right vision, right goals, and strategies has become extremely essential to sustainability. Could it be that it is time to confront the new phenomena emerging from completely different anomalous dynamics, and to discover the new paradigm? For this, the leader's thinking, decision-making, and creative processes must be understood very well. How should the leader's thinking and decision-making processes work in order to be innovative by breaking old paradigms? How should the leader fundamentally balance his/her internal powers with environmental factors? This study contributes to the literature by seeking answers to these questions and developing a new conceptual model in this direction. In this conceptual review article, an original model is explained based on quantum leadership. It includes eight dynamics of the leader, namely introversion power, the power of creating a vision, the power of inclusiveness, the power of adaptation, the power of understanding, the power of decision-making, the power of face-off, and the power of solidarity. It also explains what kind of relationship network exists among the dynamics and what the underlying values of each dynamic are.

Keywords: Quantum Leadership, Intrapersonal Powers, Environmental Forces, Decision-Making

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Kuantum Liderlik Üzerine Kavramsal Bir Çalışma: Yeni Bir İçsel-Çevresel Güçler Denge Modeli

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Öz

Günümüzde toplumlar ve kuruluşlar hızla değişen yeni dinamiklerin olduğu bir atmosferde yaşamaktadır. Yeni olguların derinlemesine sorgulanması acil bir sorumluluk gerektirmektedir. Liderlerin kuantum yaklaşımı ile liderlik açılımlarını akıllıca değerlendirebilen, yenilikçi ve yaratıcı düşünme ve karar alma süreçlerine hakim olabilmelerine ihtiyaç vardır. Bağlamları anlayarak doğru vizyon, doğru hedefler ve stratejilerle ilerleyebilen liderlerin varlığı sürdürülebilirlik açısından son derece önemli hâle gelmiştir. Artık bambaşka anomali dinamiklerden ortaya çıkan yeni olgularla yüzleşmenin, yeni paradigmayı keşfetmenin zamanı gelmiş olabilir mi? Bunun için liderin düşünme, karar verme ve yaratıcı süreçlerinin çok iyi idrak edilmesi gerekir. Eski paradigmaları yıkarak yenilikçi olabilmek için liderin düşünme ve karar verme süreçleri nasıl işlemelidir? Lider, içsel güçlerini çevresel faktörlerle temel olarak nasıl dengelemelidir? Bu çalışma, bu sorulara yanıt arayarak ve bu doğrultuda yeni bir kavramsal model geliştirerek yazına katkı sağlamaktadır. Bu kavramsal derleme makalesinde ilk kez açıklanan model, kuantum liderliğini temel almakta ve liderin içe dönme gücü, vizyon oluşturma gücü, kapsayıcılık gücü, uyum sağlama gücü, anlama gücü, karar verme gücü, yüzleşme gücü ve dayanışma gücü olmak üzere sekiz dinamiği içermektedir. Ayrıca dinamikler arasında nasıl bir ilişki ağının olduğu ve her bir dinamiğin temelinde yatan değerlerin neler olduğu tartışılmaktadır.

Anahtar Kelimeler: Kuantum Liderlik, İçsel Güçler, Çevresel Güçler, Karar Verme

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Introduction

While it is still being debated whether the time that humanity, nature and the entire universe pass through is more than a straight tunnel, the fact that events and situations are scenarios requiring a deeper perspective every day leaves the minds in astonishment with the reversal of known facts. It has become the most important characteristic of today to strive to find new methods and new solutions every day. It has become a necessity to find solutions to the crises that have emerged as if they were competing with the time passing in this direction, and the need to constantly define economic, technological, political and cultural structures with new dynamics. While we are going through a period in which it is an urgent responsibility to question new facts in depth with each passing rapid time, gaining objective perspectives is seen as a key to sustainability. As we go through this period, rediscovering even what we know about ourselves and the individual, a period in which even Charles Darwin's or Isaac Newton's laws of nature and physics were turned upside down, new scientific laws opened new doors in human history, has already declared its existence. It should also be accepted that new wisdoms are needed with the thought that the capsizing processes experienced by humanity may be a sign of a transformation, with the possibility that it is on the threshold of a new evolutionary process. However, by having a sense of wisdom that adapts to human nature, the well-being of society, nature and the universe can be shed light, and guided and it will be possible to get out of crises more easily. Thus, it is very important to be aware of the extent of the need for leaders today. Being able to steer processes only as necessary with the leadership phenomenon that is not swayed and can maneuver strongly in times of hard transformation, economic, political, technological, etc. It can be stated that it is possible to leave their mark on the systems. Although the industrial golden age has come to an end, the functions of systems globally are losing their objectivity as the industrial mentality still persists. Chaos and uncertainty about the future, like a self-fulfilling prophecy, resemble a snowball turning into an avalanche as crises come to the fore and are discussed around the world. The outcome of whether leaders can guide as needed is eagerly awaited. It has become extremely essential to see the worst-case scenario and take realistic steps to progress with the right vision, the right goals and strategies so that the negative possibility does not materialize.

In the research on the history of humanity, the stages in which civilizations undergo transformation are revealed as formation, growth, maturity and fragmentation. It is also explained that the reason why the civilizations included in this research were wiped out from the face of the earth was not that they lost control over their environment, and at the same time, any external attack did not lead to the destruction of these civilizations. It is stated that when the leadership characteristics defined as the creative minority literally disappear and these characteristics only turn into the dominant minority, these civilizations almost begin to decay. The approach of the leaders, which turns into a demand for obedience instead of natural obedience, has become a historical scenario in which their civilizations will end (Toynbee, 1960, p.310). If this scenario is still being played as if confirming that history repeats itself, it is obvious that the time for real leadership has come. One of the questions that occupy the mind is, "While the limited approach promoted by those who are considered to be the late management gurus who have a mechanical understanding is still alive, will the new leadership understanding and leaders be able to take their place on the stage?" is the question.

For a new understanding of leadership, the scope of old paradigms and their vision for the future should be analyzed very well. Thus, by identifying new cores in all dynamics with anomaly, a new understanding of leadership acting with a new vision will be able to develop the right targets and strategies. Could it be possible that the time has come for Kuhn to face new phenomena with completely different anomalous dynamics and discover a new paradigm, which suddenly destroyed the bricks placed on top of each other in the past like an earthquake? Milton Friedman explained that the social responsibility of the business is limited to making as much profit as possible for its owners within the rules of the game (Friedman, 1970, p. 3). However, even if it is known how limited this understanding is today and new approaches are exhibited, new social, economic and political crises will continue to rehearse behind the scenes unless the basic paradigm is completely changed.

It is predicted that the universe of matter and humanity cannot be seen as a static, linear system, with the scientific explanation that 99.99999% of the atom is made up of space, with the scientific explanation of quantum physics, that matter consists only of vibrations and that it has bankrupted classical thought. The disintegration of the old paradigm on the basis of Newton's classical physics also indicates that we cannot control anything and create a mechanism in accordance with subjective rules. Therefore, it would be appropriate to state that a system based on the fundamental laws of nature and compatible with the natural ecology of humans and living things can maintain its sustainability.

On the other hand, the unfortunate anthropocentric view that dominates is one of the debates on the fact that human, who is the most important part of creation, thinks that he/she has the right to seize and employ the resources of all nature and living things forever. This approach of human beings is as if he/she were the tyrant of all beings, which actually brings his/her own demise. The fact that other living species also have a place in nature and the right to life is an issue that cannot be denied. The fact that many people today have an increasing awareness of the protection of nature and climate and the rational use of resources is good news not only for other living things, but also for human beings.

Thus, the aim of this study is to create a balanced and practical perspective between intrapersonal and environmental factors by understanding the intrapersonal resources of the leader to activate appropriate leadership dynamics for today. This will make the most fundamental contribution to a better sustainable life. In this regard, it is possible to ask the following research questions: What mental and intellectual abilities do leaders need who can manage the dynamics of the age, have the ability to act accurately and quickly, and apply appropriate decision-making processes? What might be the mental decision-making processes of leaders who can comprehend the world, develop a new understanding of events, and lead situations? How can a successful leader find the balance between intellectual internal dynamics and environmental external dynamics? In this study, these questions are discussed based on the relevant leadership literature. This new model can benefit leaders practically and contribute to the literature theoretically by discussing which dynamics can be effective in the leader's decision-making processes based on quantum leadership.

Theoretical Framework

Quantum Leadership

It has become a critical issue to develop a dynamic perspective on processes in our age where change is experienced faster every day. In this direction, one of the greatest scientific transformations of the age is the transition from the Newtonian scientific approach, which has been accepted for centuries, to a scientific approach based on quantum physics. Some approaches that are evident in science and natural sciences have been the subject of social sciences until now. These approaches, which are among the influential theories in the business literature, such as the systems approach (Bertalanffy, 1969), and the organizational ecology theory (Hannan and Freeman, 1977), are the theories reached by starting from a number of scientific laws in the sciences. In the period that opened with Newton's presentation of the classical laws of physics in 1687, it was known that everything in nature could be measured, and predicted in line with these three basic laws. These are; everything was linear, nature worked according to the action-reaction law, and energy was continuous in nature. This point of view prevailed for three centuries and continued to have an impact in the social sciences as well. Until a new perspective developed against matter and energy in science. Scientific discoveries, known as quantum physics, that broke the atom into parts and revealed how photons and quarks have motion, that more than 99.9% of the atom is actually empty space and the rest is in constant motion, in a way, also revealed the laws of change. The foundations of quantum physics were laid in the early 20th century by scientists such

as Max Planck, Albert Einstein, Niels Bohr, Werner Heisenberg, Erwin Schrödinger, Max Born, John von Neumann, Paul Dirac, Wolfgang Pauli. Concepts and theories such as the uncertainty principle, antimatter, Planck's constant, black-body radiation, wave theory, quantum field theory have been developed in this field, causing the fundamentals of classical physics to be questioned and changed (Rutherford, 2015).

It is known that the general laws determined at the macro level in classical physics are insufficient due to the efforts to apply them at the micro level. Instead of the "continuity of energy law" in Newtonian physics, quantum physics discovered the black body does not glow continuously, oscillates in accordance with the frequency of the source, takes energy from the outside, and then gives out this energy, and radiates depending on the temperature of the objects. It was also understood that this procedure is not continuous but with quantum packets (Hawking and Mlobinow, 2005, p.39). Among the developments in quantum physics are the photoelectric effect, the removal of electrons from the object by light pulses (Hertz, 1887), and the discovery of subatomic particles such as photons, quarks, and leptons. Also, the discovery is that a light striking an electron can change the direction and coordinate of the electron (Feynman, 1998, p.88). Reaching these scientific facts, which displaced Newton's laws of physics, the idea that everything can be measured changed when Heisenberg (1927) proved that it is not possible to measure subatomic particles and expressed it with the uncertainty principle. Thus, it has been explained that the exact and complete state of any system cannot be determined, which is the most fundamental element of the quantum law (Shimony, 2005).

It is possible to examine the table containing the basic distinctions of the Newtonian understanding, which is on based on the modernist approach, and the Quantum understanding, which is based on the postmodernist approach, in Table 1 below. While the principle of causality is included in the modernist approach, there is mutual interaction and discontinuity of energy in the post-modernist approach. According to quantum physics, the universe is chaotic, complex, turbulent and mysterious (Keskinçilic, 2013, p.3). In addition, Chaos theory is described as a bridge between Newtonian physics and quantum physics, and it is explained that they are complex, nonlinear, dynamical systems that can react to their environment from different directions, not in one direction (Allen, 2001; Levy, 1994).

Table 1
Fundamental Approaches of Newtonian Physics and Quantum Physics

Newton Approach	Quantum Approach
Material, visible, tangible.	Spiritual, invisible, abstract.
Stagnant, passive, ineffective.	Alive, active, ever-changing.
Predictable, controllable	Unpredictable, uncertain.
It is not affected by observation.	It is affected by the consciousness of the observer. Reality is subjective.
Reality is objective.	A system: Everything is part of an interconnected whole.
A machine: Matters are best understood if they are broken down into their smallest parts. The parts define the whole.	
They are controlled locally: cause and effect are clearly discernible.	It is affected beyond a visible distance. Events take place at a distance.
It is dependent on energy from an external source. Events do not happen without external forces.	It is full of energy. Energy is in life and its system.

Source: (Turan, 2017).

The quantum approach explains that people do not have enough knowledge to fully understand the universe and events and situations, the relations between events and objects are more effective on the measurement, the system is determined and directed by the relations. This is quite different from traditional beliefs (McDaniel, 1997, p.25). Since the uncertainty principle explained by the quantum approach is a natural law, this situation negatively affects decision-making in the context of rationality, but it is a reflection of the dynamics of flexibility, subjectivity and being local to the management values (Dyck and Greidanus, 2017, p. 8). In order to be a quantum organization, there are five leap values that the organization must possess: Respect, accountability, honesty, perseverance and discipline (See Table 2).

Quantum leap values refer to reaching another energy level higher than one energy level according to the laws of physics. In organizational processes, it means that the vision/goals can be reached by the individual or the organization's emergence from a state of existence to a higher level of existence. The quantum leap values shown in Table 2 are the values that enable the energy/existence level to rise and internalize (Mapes, 2003, p. 123).

Table 2
Five Leap Values of Quantum Organization

Respect	Respecting the dignity of the individual opens the way to create positive values and it is considered the antidote to neative situations.
Accountability	<ul style="list-style-type: none"> This value eliminates judgement on behalf of the individual. The value of accountability provides an individual in an organization with the opportunity to act (leap) from a playe's upcoming time.
Integrity	<ul style="list-style-type: none"> This value is consitent between what the individual says and when interactions match words, then values. It expresses the unity of thought, word and behaviour.
Perseverance	<ul style="list-style-type: none"> It is the power to create an organization as a result of continuity and determination. What did you achieve today? The goal is to achieve something every day.
Discipline	<ul style="list-style-type: none"> Discipline as a personal choice apart from following procedures.

Source: Mapes, J.J. (2003). Quantum Leap Thinking: An owner's guide to the mind. Naperville, Illinois: Sourcebooks, Inc.

In the quantum approach, there is a capacity that creates an atmosphere of trust and belonging, as the intellectual values that are individually possessed in the organization, where there is inward organizational learning, are of the same quality in words and behaviors. Thus, the quantum organization has three basic elements: First, organization; second, the elements that create the fluidity movement; trust, values, collective thinking, learning, dialogue, and spirit, and third the leader. The quantum node, which is the intersection point of these three elements, emerges as an innovative and unique synergy store. Thus, new ideas, solutions and perspectives that were not thought of until then can emerge through the harmonious sharing of individuals' experiences, insight, intuition, values and goals in organizational processes (Deardorff and Williams 2006, p.63). The general features that may exist in the quantum organizational structure are; awareness, active participant members, cross-border processes, conscious self-management of the organization, the internal commitment of the participants, strengthened relations among active participants, and the self-transformation cycle of the organization. The organization should be designed in a flexible structure so that the functioning of this system occurs naturally and the cycle can protect the survival of the organization. The inner commitment of active participants is critical to awareness and awareness and leads to the development of organizational

commitment. Collaborative networks must be formed and conscious self-management must take place in order to strengthen relations among active participants (Kilmann, 2011).

Leadership and management, on the other hand, are insufficient for the organizational development atmosphere based on quantum dynamics and chaotic temporal processes in terms of planning, regulation, control and decision-making criteria in the traditional or modern management perspective. Therefore, quantum organizations need a quantum leader. Leadership should emphasize strategic leadership, understanding, learning, and design, rather than classically just a matter of motivation and communication (McDaniel, 1997). While explaining the underlying reasons for this, classical physics assumptions based on Newtonian physics and assumptions based on Quantum physics are used. On the one hand, there is stability and clarity, on the other hand, there is uncertainty and constant mobility.

Basics of Quantum Leadership Approach

Being in a period where unpredictable changes and transformations gain momentum makes scientists think in every field and put them in an effort to develop new understandings at the same speed. Perhaps, as stated by quantum physics and quantum leadership in the same perspective, change is at the center of life and nothing can be fully controlled. However, it is possible to evolve into a new phase through monitoring interactions and dynamism may be the best answer to the era of change we live in. It is obvious that within the scope of modernity, classical leadership and management approaches are insufficient, scientific anomalies are experienced with a paradigm crisis (Kuhn, 1970, p.84) and solutions that can be key to the sustainability of nature and human life, which are under global threat for many reasons, require new approaches. In this context, quantum leadership approach should be considered as an approach that goes beyond the classical leadership understanding and offers new leadership strategies and skills. In this perspective, quantum leadership can be expressed as a new understanding of leadership. Because it acts from the perspective of uncertainty and interaction in organizational processes in line with the concepts of timelessness, spacelessness, and probability, based on the theory of relativity, in line with a new perspective on science and nature.

In order to make the scope of quantum leadership more understandable and specific, the subject of quantum leadership assumptions has been discussed in the literature. As can be seen in Table 3, classical and quantum leadership assumptions were examined comparatively (Erçetin, 2000).

The first assumption points out that the leader-follower dimension is the field of interaction and that the leader emerges as a product of the process in this dimension. In this process, the leader and members exert equal effort in the direction of leadership. The question the leader should ask is “How can I integrate with other members?” should be a question.

Table 3
Leadership Assumptions Based on Classical Physics and Quantum Physics

Classical Physics Assumptions	Classical Physics and Leadership Assumptions	Quantum Physics Assumptions	Quantum Physics and Leadership Assumptions
1.Fragment-Wave Separation	1.Leadership is the Parts that make it up.	1. Fragment-Wave Dilemma	1.Leadership is an interaction area in the leader-follower dichotomy.
2. Cause-effect relationship and certainties	2. Leadership is explained with the logic of cause and effect.	2.Uncertainty and probabilities.	2. Leadership is unstructured and unpredictable.
3.Continuity of energy	3. Leadership is a continuous trait attributed to a person.	3. The discontinuity of energy.	3. The phenomenon of leadership is discontinuous.
4. The acceleration gained equal to the applied force	4. Leadership is based on power.	4. Force is applied up to a certain point.	4. The effect of leadership is based on interaction.

Source: Erçetin, Ş.Ş.(2000). Vision in the Leader Spiral. Nobel Publication Distribution, Ankara

The second assumption is that leadership is unstructured and unpredictable. Based on the uncertainty principle in quantum physics, it emphasizes that the leadership perspective is also uncertain and unpredictable regardless of the leader's own subjective situation (Erçetin and Kayman, 2014 p.249; Keskinılıç, 2013). The leader, who is aware of the situation of uncertainty and non-linearity, which is an objective process, tends to guide the members, even if they have an unclear perspective, and offer action options to the members on their own initiative (Zohar, 1998).

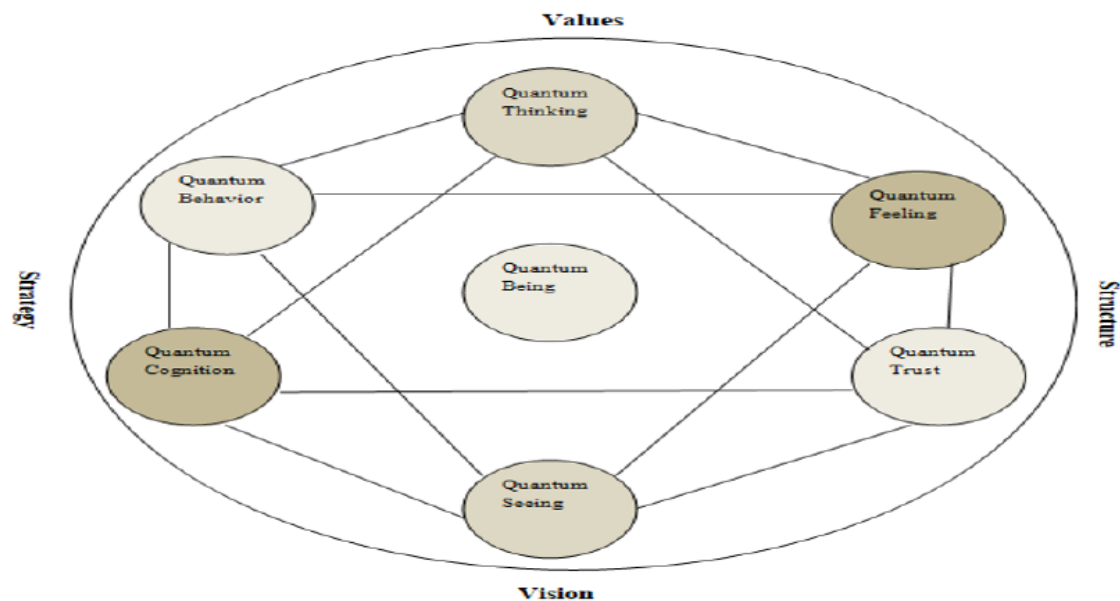
The third assumption, which states that the leadership state is interrupted, is based on the interruption of the energy flow from the source in quantum physics. In organizational processes, this situation refers to the interactions between the leader and the members that create unity or separation from time to time, and the level of commitment between the leader and the member. At the same time, since different leaders may emerge in different periods, the leader should encourage and guide other members to leadership (Erçetin, 2000).

Finally, the fourth assumption is that it is interaction and commitment that determines the domain of leadership. It is also emphasized that each interaction actually leads to a chaos atmosphere due to the presence of uncertainty and risks. But it is expected that the leader's influence area will increase with the increase in the levels of trust, respect, openness, and honesty, commitment between the leader and member (Erçetin and Kamacı, 2008; Konan and Mermer, 2021, p.3).

In addition, it should be stated that the quantum leader-follower interaction area is an unstructured and unpredictable leadership area and that it has a discontinuous character. In this direction, the Quantum Skills Model is presented by Shelton and Darling (2001).

Quantum Skills Model (Shelton and Darling, 2001)

In the quantum skills model developed by Shelton and Darling, there are seven different factors related to each other. This model, which can be seen in Figure 1, examines quantum ability factors on the basis of conceptual interrelationships.



Source: Shelton, C. K. and Darling, J. R. (2001). The Quantum Skills Model in Management: A New Paradigm to Enhance Effective leadership

Figure 1. Quantum Leadership Skills Model

The quantum skills model includes the dimensions of seeing quantum, thinking quantum, feeling quantum, quantum cognition, quantum behavior, quantum trust, and being quantum.

Seeing quantum means gaining the understanding that what is seen in the material world is not absolute, but actually takes form in line with experience, assumptions and beliefs, and being in this awareness. Quantum thinking dimension is based on problem solving with a creative perspective. In the quantum feeling dimension, it is emphasized that human emotions are based on the individual's own perception and are not shaped by external factors. The quantum cognition dimension explains that the universe is alive and intelligent, and the leader must be conscious of this. The quantum behavior dimension represents the development of behavior in the awareness that everything in the universe is interconnected. Quantum trust dimension states that the order in the universe is formed in chaos environments. The dimension of being quantum states that the leader (or individual) should focus on relationships in order to transform himself/herself.

The first three qualities, seeing quantum, thinking quantum and feeling quantum are considered as the key elements of quantum leadership. It leads the individual to gain awareness of his/her own intentions, emotions and creative potential. These three dimensions are sufficient to create the deep contents of the individual's emotions, but there are other three dimensions because of the need for team relations in leadership processes; quantum cognition, quantum behavior and quantum trust. In this process, spiritual/spiritual qualities are needed to create unity consciousness (Genç and Akyürek, 2020). The leader's focus should be on "What is good for all of us?". As the holistic view must prevail should answer the question. In addition, it can be stated that the dimension of quantum becoming is in a holistic relationship, expressing the existence and activity of all other dimensions.

Quantum leadership skills model becomes operational based on vision. Structure, strategy and values become clear in line with the vision. When the quantum vision dimension is actively used, vision can be achieved and on this basis, the perceptual dimension has a wider and clearer perspective. With the quantum view, the institution emerges as a living entity created by the cooperation and interaction of hierarchical and non-linear energy connections between employees (Curtin, 2013; Jaffe, 2017).

In addition, when the dimensions of quantum thinking and cognition, which enable people to comprehend events and situations more deeply, are internalized, it may be possible to reach different strategic approaches and creative solution suggestions. With the deepening and strengthening of the internal perspective, it may be possible to analyze the external factors in a way that can move the organizational processes forward. By strengthening the internal resources of the dimensions of vision, thinking and feeling, creativity and intuitiveness have a positive effect on decision making and problem solving processes (Hallo and Nguyen, 2022).

Quantum feeling and quantum trust dimensions, which lead to the development of planning ability, support employees to develop their sense of responsibility by providing active participation in management processes. Therefore, quantum trust allows to move away from the point of view of controlling others, as there is synergy in the processes. The values that provide projection to the whole model determine the way in which the values that develop with the quantum intrinsic elements are activated externally in organizational processes. Values that develop and become clear in the micro dimension enable the cooperation and harmony qualities at the relational level to function more comprehensively. As employees develop these qualities, the planning process and the determination of principles can occur in mutual interaction, and an organizational quantum leap can occur (Kosa, 2020).

Values that develop with the internal elements explained so far, find their reflection in organizational processes and become a dynamic that gains movement. It is thought that the leader should be an element that supports the vision and pioneers, and that he should implement the values he lives and pioneers in a way that creates a balance between his/her own inner strengths and environmental factors. Therefore, this study proposes a model that explains how to balance the internal (belonging to the leader's thinking process) and environmental processes of quantum leadership processes. In this direction, eight basic dynamics of the leader emerge. A model is presented that can lead the leader and the organization to success, both in ordinary processes and in critical stages such as change and transformation processes, when sensitively emphasized.

Methodology

This study is a review article in line with the qualitative research design. Within the scope of quantum leadership, a new conceptual model has been produced based on previous literature. With this conceptual model, it is possible for the leader to manage environmental factors in a balanced and efficient manner by using his internal resources correctly. Therefore, in this study, which makes theoretical and practical contributions, a new conceptual model that includes eight different dynamics and the relationships between these dynamics is put forward as a result of the literature review based on quantum leadership.

Discussion Based On the Current Study

The Eight Basic Dynamics of Leadership: Creating a Balance of Intrapersonal Powers and Environmental Forces

It does not seem possible to combine the spirit of leadership in a single definition in detail because of the breadth of human's internal (intrapersonal) resources and these unlimited resources can be used in different

contexts and in different combinations. However, it is possible to emphasize that the basic building blocks are an internal commitment to values and this commitment plays an active role in the processes. Among these resources, it is possible to mention core values such as flexibility, accuracy, trust, cooperation, calmness, independent thinking, clarity, tolerance, courage, inspiration, etc. For example, it is emphasized that flexibility is the key factor for creating effective leadership in a wide variety of situations. It is stated that flexibility is a fundamental factor in adapting to changing situations and in this direction, to transform the situation by understanding rather than rejecting or resisting. On the one hand, the tolerance power of the flexible leader increases, and on the other hand, it will be stronger to face the resistance factors in difficult times. These difficult times can be some cases such as complying with the change or the decisions taken (Kesimli, 2013; Özdayı, 2013). It is beneficial for the leader, who needs to review and revise his/her own character traits, to develop a flexible attitude towards himself/herself so that he can easily face himself/herself depending on the situation (See Nwachukwu & Vu, 2020; Reiter-Palmon, 2003; Zaccaro, Gilbert, Thor and Mumford, 1991). Therefore, it can be stated that flexibility is a key function of ethical leadership as a factor enabling the strength of tolerance, in times of crisis, and facing resistance factors in a correct and constructive way. It is possible to state that the inner power of the leader, the power of facing, is greatly affected by virtue of flexibility as well as other virtues such as determination, clarity and objectivity (Lacerda, 2015; Miller, 2016; Selart, 2010). Since a leader who uses his/her power of facing well will approach some situations or problems he encounters with a solution-oriented attitude, his/her power to adapt will also be strengthened in the same direction (see Yukl and Mahsud, 2010; Kaiser and Overfield, 2010; Essawi, 2012).

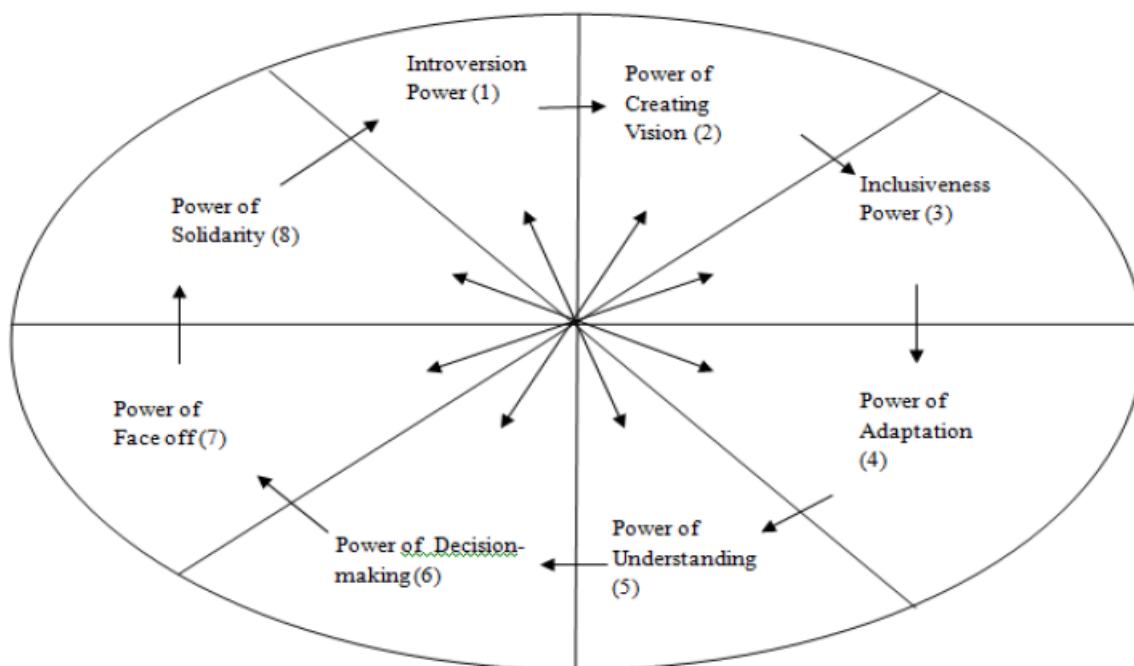
In addition, ethical leadership should endeavour to keep the power of cooperation and solidarity at the highest level possible by utilizing the power of adaptation. Otherwise, there will be resistance to change, etc., with different perspectives in achieving organizational goals or in change processes, when renewal is required. It may be possible to reach results such as permanent behavior and attitudes against synergy and a decrease in organizational dynamism. A leader who aims to keep his/her power of cooperation high, on the other hand, can manage to keep different perspectives or attitudes that do not want to abandon the old understanding out of the organizational processes, but in the form of cooperation and solidarity. This attitude of the leader is one of the compatibility factors that can unite them in line with the goals.

Besides, leaders need to make a decision by taking these uncertainties and risk factors into account, although there are uncertainties around them in their decision-making processes. It is one of the most sensitive stages for leadership to clearly recognize and determine many dynamics, such as the selection of the critical elements necessary to achieve the vision and goals, and the active management of the process in this direction, before making a decision. Because from the moment the decision is made and implemented, it may be possible to reach irreversible results. Therefore, the leader should be able to detect critical elements that may affect the outcome of a decision, have the ability to interpret analytically with a simple mind, and even use his/her intuition correctly to overcome uncertainties or risks when appropriate. Because the leader will apply these powers of discerning and understanding in later decision-making and implementation stages. For this reason, the options need to be evaluated correctly, even sorted. The nature of alternative options should be well understood by the leader and should be clear about this before making a decision. In cases where clarity cannot be provided, the leader's experience, intuition, and prediction of the results logically by relying on their abilities can be effective in decision processes. For example, government regulations, policies, key assumptions, core principles and protocols should be considered. At the same time, in such uncertain chaotic situations or times of crisis, the leader must evaluate the most probable and best logically explained decision proposals, and re-examine them through his/her own logical filter. Taking into account that the future always contains uncertainty, the leader should also be able to include experience, common sense and insights. Moreover, the leader, tables, graphs, charts, etc. being able to read and analyze quantitative data will also increase the efficiency and productivity of the leader in terms of providing clarity in decision-making processes. In addition,

the leader should have a calm and calm mind in such uncertain situations, and should not be adversely affected by external factors in decision-making processes. In order to maintain this calmness and to be able to make decisions with a simple mind, the individual must also remain silent and calm within himself/herself and be stable in making decisions in line with the process (Akrivou, Bourantas, Mo, and Papaloi, 2011; Liu, Liu and Ni, 2018). As a result, in order to make the right decisions in the process right before the decision-making stage, the leader reaches the decision stage by being calm and focused, considering and evaluating all the factors that will affect the decision.

First of all, it is necessary to have a clear vision in order to make correct decisions in leadership. Without a clear vision, it is not possible to set goals and strategies sharply. In addition, the leader, who has the greatest role in the formation of the organizational vision and the commitment of the members of the organization to this vision, also has an important role in the implementation of the decisions made with the relationship of trust and loyalty. Therefore, the leader's ethical thinking, behavior and attitude in creating a common vision will contribute positively to his/her efficiency and productivity (Kooskara, 2012; Lynn, 2015).

In this perspective, in Figure 2, the octagonal quadrant shows the intrapersonal and environmental elements that the leader should consider in the management and decision-making processes. Also, a leader should actively apply these powers in balance in his/her relations he develops with his/her followers. Not only the powers but the interaction among the powers should be considered to achieve successful outcomes.



Source: This Study

Figure 2. The Eight Dynamics of Leadership: The Balance of Internal Powers and Environmental Forces

The diagram seen in Figure 2 includes a model of how the leader creates the balance between the forces that make up the internal intellectual, behavioral and attitudinal mechanism in the process and the external forces. The power of introspection, which is the basic and initial power, also helps to use all other powers correctly. As seen in this 8-quadrant system, the powers are also related to each other. A leader who has developed the power of introspection/introversion can also decide more clearly what is right or wrong in the face of events,

situations or people. Again, the leader who can focus inward can create a vision with a simple and wise mind, and the power of the leader who can create a realistic and appropriate vision will naturally increase in making the right decisions. In the same way, a leader who has the power of inclusiveness, that is, the power to include the people involved in the process in a positive and desired way, increases the tolerance within actually. Therefore, he/she can be a leader who is more sensitive to himself/herself and the events, people, etc. he/she encounters. It will also have a high facing power. In this way, he can get rid of being subjective, take realistic decisions and apply them together with his/her followers. Besides, the leader including unexpected situations, events, or attitudes in the process in the most positive way possible can strengthen his/her adaptation power. Hence, he/she will be able to break the resistance that may occur from the very beginning and turn it into a power of cooperation and solidarity. Apart from these, the leader can focus on the power in need and move forward, depending on the context he/she is in, and can also increase the solution-oriented approach in context.

Among the mentioned powers, while introspection, solidarity, facing and decision-making powers are internal powers, the powers of vision creation, inclusivity, adaptability and understanding are environmental powers. If we need to examine the characteristics of these powers in terms of leadership, it can be stated that the power of introversion is an internal force that is effective in the leader's calm observation of his/her own inner world and thoughts. The introversion power has its strength from inner silence and is effective in making clear decisions with prudence and intuition. This inner silence accumulates power within an individual and this accumulated power can be used in need. The leader (or person) who can apply his/her inner silence develops the qualities of focus, peace, serenity, calmness, calmness and focus in his/her own character. In addition, the leader (or individual) who develops the ability to stay mentally silent, gains the chance to gain the qualities of being able to think objectively, being clear in the decision stages and making the right decisions by making himself/herself mentally independent from the chaos around him/her (Akrivou et al., 2011; Kethledge and Erwin, 2017). In addition, when a person wishes to apply for the other qualities described below, he should first focus on the power of introversion. Because he can get support in gaining clarity by turning inward and staying alone with his/her inner values for a while.

A leader who has developed the power of vision must be clear, to begin with. For this, he should be able to put an end to everything unnecessary in his/her thoughts. With an altruistic/self-sacrificing approach, they should be forgiving when necessary and be able to take positive and constructive approaches to preserve integrity when necessary. Their ideas should be forward-looking, and optimistic, instilling hope and courage (McCurdy, 2006; Price, 2003; Punj and Krishnan, 2006; Sağnak and Kuruöz, 2017).

With the power of inclusiveness, the leader strengthens the belief and confidence in the vision. A leader develops his/her power of inclusiveness when he shares humanist values with everyone in an equal, truthful and fair manner so that those who resist in times of change can have the same perspective and spend effort and effort in the same direction. In addition, for the power of inclusivity to develop, the leader (or person) must strive to deepen the values of tolerance, unconditional love, respect, self-respect, patience, harmony, contentment, flexibility, spiritual generosity, understanding, balance, and independence. For example, a leader who develops the power of unconditional love will have an altruistic view of the deeper causes of events and situations without being biased toward those around him/her. In addition to these, when a leader with a developed tolerance power develops a tolerant point of view towards both himself/herself and other people, he or she sees faults or incomplete features, behaviors, etc. will be able to aim at transforming constructively without criticizing or judging (Ndalamba, Caldwell and Anderson, 2018; Caldwell and Dixon, 2010; Maharaj and April, 2013).

In terms of adaptability, it can be stated that flexibility is among the required values. The ability to adapt, or in other words, to adapt in the face of unexpected situations, change and transformation periods can be expressed as the key to success. In cases where adaptation cannot be achieved, resources, time and energy may be wasted because of conflict with the given dynamics. Therefore, the leader should be able to develop flexibility power. For this, they should be solution-oriented, tolerant, contented, gentle when necessary, and humble, compassionate, optimistic or cheerful when necessary. Openness or transparency, and farsightedness are among the other values that contribute to the increase in adaptability. These values will spread the belief that the leader, who has a visionary quality, is fair and reliable with his/her attitudes and behaviors that include transparency in the processes. It can be stated that the values of honesty and integrity are the values that support reaching the solutions that can be found in the direction of adaptation. A leader's ability to adapt internally also increases the power of cooperation and solidarity with those around him/her. This, in turn, can lead to fewer problems in organizational processes, and time and resource savings as it is stronger in achieving goals (Hu and Liden, 2011; Karthikeyan and Karthikeyan, 2017; Schulze and Pinkow, 2020; Sunyoung and Sang-Choong, 2019).

In Table 4, it is possible to examine the powers of the leader and the values that activate these powers. The transfer of these values to behaviors and attitudes in a balanced way is a separate issue. For example, if the values of being independent and being loving are in balance, it is possible to continue on the road without being dependent on any other person, situation or context. The use of courage and tolerance in a balanced way, on the other hand, should also be distinguished by foresight in which situations it is necessary to be tolerant and in which situations the harm or danger should be confronted with courage. Another balancing act is between determination and patience. Sometimes it is necessary to wait patiently to reach a goal, and sometimes it may be necessary to continue the action decisively. The value of honesty and the values of courtesy or respect should also be used in a balanced way. Developing a behavior or attitude that will harm the group or damage the trust of the group members in the name of honesty does not mean a balanced situation. Also, the leader (or person) who needs to be humble must also maintain self-esteem. If in the name of humility, he/she submits to every opinion or request of his/her group members, he/she will become unable to lead. The most important thing is to ensure that rights and responsibilities are balanced. Focusing solely on rights or responsibilities will create an unbalanced situation for employees. For this reason, a leader who can create an organizational environment where responsibilities create rights in a balanced way will create an environment for the balanced use of rights and responsibilities. Involving employees in decision-making and implementation processes is also a sensitive issue. While giving everyone the right to speak and express their opinion until the decision is taken creates a democratic organizational environment, it should be known that everyone participates in the implementation of these decisions during the implementation phase of the decisions taken after the decision is taken. This symbolizes maturity by expressing respect to the organization and its members. This situation expresses a balance of self-expression and respect for others (Ladva, 2014; Mullane, 2009; Zydziunaite, 2018).

The leadership characteristics explained in this section include a holistic approach in terms of creating the balance of the leader's internal qualities and environmental characteristics. These leadership characteristics can be implemented in all leadership approaches in general.

Table 4
Shared values Regarding Core Strengths of Quantum Leadership

Leadership Powers	Values that Drive Power
Introversion Power	Staying independent, peace, calmness, clarity, serenity, focus, being mentally quiet, tranquility.
The Power of Creating Vision	Elimination of unnecessary, clarity, renunciation, altruism, forgiveness, simplicity, clarity, discipline, optimism and positivity, integrity, attentiveness
The Power of Inclusiveness	Tolerance, love, self-respect, patience, harmony, contentment, flexibility, spiritual generosity, understanding, balance, independence.
The Power of Adaptation	Flexibility, tolerance, cheerfulness, contentment, humility, honesty, compassion, kindness, openness, foresight, truthfulness.
The Power of Understanding	Avoiding unnecessary and negative, honesty, clarity, truth, accuracy, simplicity, trust, justice, determining the truth, being able to distinguish between illusion (ego) and truth.
The Power of Decision Making	Wisdom, silence, impartiality (being objective), strength, compassion, empathy, motivation and faith, determination, balance, will, truthfulness, honesty, fairness, attentiveness
The Power of Facing	Courage, self-confidence, nobility, patience, peace, determination, faith, integrity, tolerance, truthfulness, honesty, being fair, avoiding unnecessary and negative things.
The Power of Solidarity	Cooperation, sweetness, flexibility, harmony, respect, practicality, centeredness, lightness, enthusiasm, motivation and faith, tolerance, resourcefulness, sense of humor

Source: This Study

As can be seen from Table 4, the balanced reflection of values on attitudes and behaviors is very important for the leader to become a source of power. One another component that creates balance with these values, attitudes, and behaviors is the context. In this perspective, it is seen again that the main feature of quantum leadership is to be able to lead in an environment that is constantly changing.

Conclusion

In the nowadays' world of VUCA (Volatility, Uncertainty, Complexity, Uncertainty), there is a need for flexible and agile leaders who can manage change at any moment. While solutions are needed for sustainability, it has become essential to know the old and new paradigms well and to take and implement decisions accordingly. For these reasons, it should be remembered once again how important quantum model leadership and the application of these features in organizations are. In this direction, it is essential for the leadership to use internal-intellectual-decision-making-implementation mechanisms in a balanced way by establishing an objective bridge between internal and environmental qualities. The model presented in this study predicts that the leader will be able to use his/her inner potential both objectively and at the maximum level, and this will help him/her to realize the environmental factors better and develop a new understanding as well as support clarity. While the power of introspection will contribute to the determination to create a vision and move

forward on the path to the vision, the power of visioning will enhance the leader's power of inclusiveness. The decision-making processes of a leader with a strong vision will also become clearer. In this case, it is seen that the power of creating vision positively affects the power of decision-making. A leader who develops the power of inclusivity actually strengthens the power of adaptation on the one hand. In this case, the power of inclusivity, which has an environmental quality, is actually rooted in the leader's developing internal facing power. In addition, the solidarity power of a leader whose adaptability power is mature and the organization he/she is in will naturally develop. As both internal and environmental forces develop, they will lead to the positive development of each other. This applies to all of the mutual internal and environmental forces in the 8-quadrant. Both successive and mutual reinforcement actually reveal a spiral pattern of empowerment.

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Genişletilmiş Özet

Amaç

Bu araştırmanın amacı liderlik süreçlerinde liderin içsel kaynaklarını çevresel faktörleri göz önünde bulundurarak dengeli bir şekilde nasıl daha iyi yönetebileceği sorusuna teorik temellerden yol çıkarak pratikte faydalı olabilecek bir kavramsal model dahilinde etkili bir şekilde tartışmaktır. Hızlı bir değişim içinde kompleks ve belirsizliğin her geçen gün arttığı günümüze uygun liderlik dinamiklerinin harekete geçirilmesinin sürdürülebilir bir yaşama en temel katkıyı sağlayacağını ifade etmek mümkündür. Çağın dinamiklerini yönetebilen, doğru ve hızlı hareket etme becerisine sahip, uygun karar alma süreçlerini uygulayabilen liderler hangi zihinsel ve entelektüel yeteneklere ihtiyaç duyar? Dünyayı kavrayabilen, olayları yeni bir anlayışla geliştirebilen ve durumlara öncülük edebilen liderlerin zihinsel karar verme süreçleri nasıl olabilir? Başarılı bir lider entelektüel iç dinamikler ile çevresel dış dinamikler arasındaki dengeyi nasıl bulabilir? Bu çalışmada bu sorular kuantum liderliğe dayalı olarak liderin karar alma süreçlerinde hangi dinamiklerin etkili olabileceği tartışılarak, liderlere fayda sağlayabilecek, teorik ve pratik olarak literatüre katkı sağlayabilecek yeni bir model açıklanmaktadır.

Tasarım ve Yöntem

Bu çalışma nitel araştırma deseni dâhilinde bir derleme makalesidir. Kuantum liderlik kapsamında önceki literatüre dayalı olarak yeni bir kavramsal model üretilmiştir. Bu kavramsal model ile liderin iç kaynaklarını doğru kullanarak çevresel faktörleri dengeli ve verimli bir şekilde yönetmesi mümkün olabilir. Dolayısıyla teorik ve pratik katkılar sunan bu çalışmada, kuantum liderliği temel alan literatür taraması sonucunda sekiz farklı dinamiği ve bu dinamikler arasındaki ilişkileri içeren yeni bir kavramsal model ortaya konulmaktadır.

Bulgular

Belirsiz ve muğlak çevresel koşulların hızla ortaya çıkardığı yeni olguların derinlemesine sorgulanması gerekmektedir. Liderlerin kuantum yaklaşımı ile liderlik açımlarını akıllıca değerlendirebilen, yenilikçi ve yaratıcı düşünme ve karar alma süreçlerine hâkim olabilmelerine ihtiyaç vardır. Bağlamları anlayarak doğru vizyon, doğru hedefler ve stratejilerle ilerleyebilen liderlerin varlığı sürdürülebilirlik açısından son derece önemli hale gelmiştir. Günümüze özgü anomalik dinamiklerle gelişen yeni olgularla yüzleşmenin, yeni paradigmayı keşfetmenin zamanı gelmiş olabilir. Bunun için liderin düşünme, karar verme ve yaratıcı süreçlerinin çok iyi anlaşılması gerekir. Eski paradigmaları yıkarak yenilikçi olabilmek için liderin düşünme ve karar verme süreçleri nasıl işlemelidir? Lider, içsel güçlerini çevresel faktörlerle temel olarak nasıl dengelemelidir? Bu çalışma bu sorulara yanıt arayarak ve yeni bir kavramsal model geliştirerek yazına katkı sağlamaktadır. Bu kavramsal derleme makalesinde ilk kez açıklanan model, kuantum liderliğini temel almakta ve liderin içe dönme gücü, vizyon oluşturma gücü, kapsayıcılık gücü, uyum sağlama gücü, anlama gücü, karar verme gücü, yüzleşme gücü ve dayanışma gücü olmak üzere sekiz dinamiği içermektedir. Ayrıca dinamikler arasında nasıl bir ilişki ağının olduğu ve her bir dinamiğin temelinde yatan değerlerin neler olduğu tartışılmaktadır. Sürdürülebilirlik için çözümlere ihtiyaç duyulurken, eski ve yeni paradigmaların iyi bilinmesi ve buna göre kararların alınması ve uygulanması zorunlu hale gelmiştir. Bu nedenlerden dolayı kuantum liderliğin ve bu özelliklerin uygulanmasının önemi hatırlanmalıdır. Liderliğin iç ve çevresel nitelikler arasında objektif bir köprü kurarak içsel-entelektüel-karar alma-uygulama mekanizmalarını dengeli bir şekilde kullanması esastır. Bu çalışmada açıklanan model, liderin içsel potansiyelini objektif ve optimum düzeyde

kullanabileceğini, bunun da onun çevresel faktörleri daha iyi fark etmesine ve yeni bir anlayış geliştirmesine destek sağlayacağını öngörmektedir. İç gözlemin gücü, vizyon yaratma ve vizyona giden yolda ilerleme kararlılığına katkıda bulunurken, vizyon oluşturmanın gücü liderin kapsayıcılık gücünü artıracaktır. Vizyonu güçlü bir liderin karar alma süreçleri de netleşecektir. Bu durumda vizyon yaratma gücünün karar verme gücünü olumlu yönde etkilediği görülmektedir. Kapsayıcılık gücünü geliştiren bir lider aslında bir yandan uyum sağlama gücünü de güçlendirir. Bu durumda çevresel bir niteliğe sahip olan kapsayıcılık gücü aslında liderin gelişen içsel yüzleşme gücünden kaynaklanmaktadır. Ayrıca uyum yeteneği olgunlaşmış bir liderin dayanışma gücü ve içinde bulunduğu örgüt de doğal olarak gelişecektir. Bu sekiz dinamik birbirini etkilemektedir. Hem ardışık hem de karşılıklı pekiştirme, aslında güçlenmenin sarmal bir modelini ortaya koymaktadır.

Sınırlılıklar

Bu araştırmanın sınırlılıkları arasında öncelikle bir derleme makalesi olduğu için teorik çerçevede daha kapsamlı olabileceği açıklanabilir. Dolayısıyla, daha fazla yazılı kaynağa ulaşılarak bu çalışmada kuantum liderlik temelinde ortaya konulan kavramsal modelin daha ayrıntılı tartışılması mümkün olabilir. Bu doğrultuda, gelecek araştırmalarda bu kavramsal modelin derinlemesine incelemesi için nitel araştırma deseni kapsamında yarı-yapılandırılmış mülakat yoluyla çeşitli liderlere ulaşılarak modelin boyutlarını içeren kapsamlı görüşmeler sağlanarak yeni bulgulara ulaşılması mümkün olabilir. Ayrıca, bu kavramsal modelde yer alan boyutlara dayalı bir ölçek geliştirilerek liderlerin süreçlerde aktif olarak kullanabilecekleri pratik bir araç elde edilebilir.

Teorik ve Pratik Katkı

Bu çalışmanın başlıca katkıları arasındaliderin bireysel iç kaynaklarını geliştirmesinin çevresel faktörlere de hâkimiyetini geliştirebileceğinin açıklanmasına dayanan önceki literatüre dayalı ve pratik katkı sunan yeni bir kavramsal model önermesi yer almaktadır. Bu kavramsal modelde yer alan boyutlar, aslında liderin içsel kaynaklarının temelini oluşturan etik değerlerin tam olarak kullanılabilmesine dayanmaktadır. Bu kavramsal modelde yer alan boyutlar; içe odaklanma gücü, vizyon oluşturma gücü, kapsayıcılık gücü, adaptasyon gücü, anlayış geliştirme gücü, karar verme gücü, yüzleşme gücü ve dayanışma gücü olarak yer almaktadır. Temel ve başlangıç güç olan *içe odaklanma gücü*, diğer bütün güçleri doğru bir şekilde kullanmaya da fayda sağlamaktadır. Bu 8'li kadran sisteminde görüldüğü üzere, güçler aynı zamanda birbirleriyle de ilişkilidir. İçe odaklanma gücünü geliştirmiş olan bir lider, aynı zamanda olaylar ve durumlar ya da kişiler karşısında neyin doğru ya da yanlış olduğuna daha net karar verebilir. Yine içe odaklanabilen lider sade ve bilge bir akılla *vizyon* oluşturabilir, gerçekçi ve yerinde bir vizyon oluşturabilen liderin de gereken doğru *kararları alma gücü* de doğal olarak artacaktır. Yine aynı şekilde *hoşgörü gücü*, yani sürece dâhil olan kitleyi, insanları olumlu, istendik bir biçimde dahil edebilme gücü artan bir lider, aslında kendisiyle ve karşılaştığı olaylar, kişiler vb. ile de üstün bir *yüzleşme gücüne* de sahip olacaktır. Böylelikle subjektif olmaktan kurtulabilir, gerçekçi kararlar alıp, bunu da takipçileri ile birlikte uygulayabilir. Ayrıca, *adaptasyon gücü* ile lider, yani süreçte beklenmeyen durumları, olayları ya da tutumları, olabilecek en olumlu bir şekilde sürece dâhil ederek, oluşabilecek direnci daha baştan kırabilecek ve bunu *işbirliği ve dayanışma gücüne* dönüştürebilecektir. Bunların dışında, lider içinde bulunduğu bağlama göre gerek duyulan bir güce odaklanarak onun üzerinden ilerleyebilir, bağlamsal olarak problemleri çözme konusunda da faydalanabilir. İçe odaklanma, dayanışma, yüzleşme ve karar verme güçleri içsel güçlerken, vizyon oluşturma, kapsayıcılık, uyum sağlama ve anlayış geliştirme güçleri ise çevresel

güçlerdir. Bu güçlerin içinde barındırdığı değerlerin arasında esneklik, doğruluk, güven, işbirliği, sakinlik, bağımsız düşünebilme, netlik, hoşgörü, cesaret, ilham verme vb. öz-değerleri saymak mümkündür.

Sonuç olarak, bu çalışma liderin içsel kaynaklarının derinlemesine anlaşılmasında liderlik yazınına teorik katkı sunmaktadır. Ayrıca açıklanan kavramsal model ile liderlik süreçlerinde yer alan aktörler için de faydalı bir model olarak pratik katkı sağlayabilir. Liderler bu kavramsal modeldeki bireysel-içsel niteliklerini geliştirerek süreçlerde karşılaştıkları çevresel faktörleri daha iyi yönetebilir ve yarattıkları vizyon doğrultusunda daha iyi bir liderlik perspektifi yaratabilirler.

Araştırmacı Katkısı: Server Sevil AKYÜREK (%100).