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Developing Employee Potential through Consistent  
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# **A Unified Field Leadership framework (UFL) :**

Developing Employee Potential through Consistent Dual Strategy, Bionic Organization, and Quantum Thinking Processes

BIN YAN

A thesis

submitted in partial fulfillment of the requirements for the degree of

Doctor of Business Administration

Durham University

2024

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have stood on the shoulders of giants and graduated successfully. I plan to turn my thesis into a textbook on Intergenerational succession to fill a global gap in this field, as a way to give back to those who have helped me and to society at large.

**Abstract**

This study explores the relationship between leadership and employee potential development within unpredictable business environments, particularly focusing on private enterprises in Zhejiang Province, China. Addressing the gap in traditional leadership theories, which struggle in today's uncertain contexts, the research investigates the experiences of senior executives, middle-level managers, and employees, delving into strategic and organizational leadership and the balance between business and personal life.

Based on interviews with 46 individuals from 9 companies, the study introduces the Unified Field Leadership (UFL) framework, a novel approach designed for uncertain environments. UFL integrates three key mechanisms: dual strategy, bionic organization, and quantum thinking, to develop employee potential. This framework, inspired by natural science principles, offers a multi-dimensional perspective, incorporating time, space, psychology, and environment, and aligns with ancient Chinese philosophy, particularly the Tao Te Ching.

UFL, rooted in a high-dimensional cognitive framework, bridges science and ethics, addresses company vitality, employee creativity, and organizational evolution (VCE), and involves five alignments between enterprises and employees. These include alignments between business, management, and profit models; strategy, organization, and people's hearts; direction, motivation, and path; id, ego, and superego; and between conscience, knowledge-action unity, and unity of man and nature.

This thesis contributes to leadership theory by introducing the three worlds framework, blending psychology, behaviour, and destiny. UFL addresses the limitations of existing leadership models, making it suitable for uncertain environments and useful for government application in leadership improvement, especially in family businesses and intergenerational succession. This approach aims to elevate leadership to scientific and ethical standards, unlocking employee potential and supporting broader objectives such as comprehensive personal and corporate development, corporate social responsibility (CSR), and environmental, social, and governance (ESG) practices.

**Keywords:** Unified Field Leadership, Dual Strategy, Bionic Organization, Quantum Thinking, Employee Potential Development

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## Chapter 1 Introduction

### 1.1 Research Background

The research background of this thesis primarily focuses on the logistics industry and manufacturing in China. Notably, the logistics industry is a crucial link in the proper functioning of the economy and society. Due to the advancement of information technology forces such as the Internet, Internet of Things, big data, and artificial intelligence, coupled with the impact of epidemics, wars, anti-globalization, and other factors, logistics enterprises are generally facing pressures related to strategy, organization, people's hearts, co-evolution, and employee potential development. Among these challenges, the most significant issue for entrepreneurs is the relationship between leadership and employee potential development.

The contemporary era, known as the VUCA era, is characterized by volatility, uncertainty, complexity, and ambiguity. This transformation has been instigated by the emergence of human nature power from the chaotic quantum realm within high-dimensional space. Effective leadership in this context necessitates an understanding and mastery of the concealed order within these complex dimensions (Haken, 1986).

Uncertainty arises primarily from the limitations of human cognition. However, even within the intricate interplay of psychological and environmental factors, there exists an underlying order and regularity at the molecular and quantum levels, as recognized by scholars like Haken (1986), Prigogine (1987), and Kelly (2014). These intricate "order parameters" span various knowledge domains, including mathematics, quantum physics, chemistry, biology, psychology, management, and engineering. Leadership researchers must possess a firm grounding in these natural science knowledge structures, yet current leadership researchers often lack this foundational knowledge. Consequently, existing leadership theories fall short of incorporating principles that align with the first principles of natural science and lack a Unified Field Leadership (UFL) framework. The consequences are two-fold: dwindling lifespans of global enterprises, including Fortune 500 companies and private businesses, and heightened pressure on entrepreneurs.

UFL framework is a scientific, effective, moral, long-term oriented, and integrated leadership model designed for uncertain environments. It is based on the unified field theory of the interaction between psychological and environmental fields (Lewin, 1935, 1936, 1948, 1951), using a quantum thinking approach that considers life against the backdrop of the universe. UFL expands the space-time background and thoroughly dissects and analyzes various factors across multiple dimensions, such as enterprise and family, work and life, ancestors and descendants, history and future, people and organizations, companies and society, and humans and nature. It takes into account the interests of

a wide range of stakeholders and applies cognitive tools of dividing and logically switching between three worlds: the quantum world, the classical world, and the life world.

## 1.2 Research Problems

The current leadership literature lacks theories that effectively address the challenges faced in uncertain environments. Mainstream theories, such as transformational and transactional leadership, although effective in certain contexts, stumble when confronted with the unpredictability and complexity of the VUCA era (Burns, 1978; Bass, 1985; Birasnav et al., 2019; Ambrosini et al., 2019). Transactional leadership, rooted in self-interest and interest exchange, neglects the historical progress and moral dimensions crucial for long-term success. Transformational leadership, while morally based on a common vision and desire for change, faces challenges in implementation due to low success rates of change, questioning its theoretical effectiveness. Recent developments in bionic organization theory and quantum management concepts, such as those proposed by Yan (2011) and Zohar (2016), fail to combine company vitality, employee creativity, and organizational evolution, and do not construct a Unified Field Leadership framework suitable for uncertain environments.

Furthermore, the relationship between leadership and employee potential development, when considered against the backdrop of life and the universe, remains largely unexplored. This requires introducing a unified field theory that encompasses the complex dynamics between leadership and employee potential development, taking into account the subconscious information and energy development partially expounded by Freud (1920, 1923), Jung (1912), and Kahneman (2002). The current literature lacks research in this area, presenting a significant gap in understanding the interplay between leadership and employee potential development in a broader context.

Modern leadership increasingly demands a scientific and moral approach, calling for active participation from all stakeholders and recognizing the inner energy possessed by everyone (Zohar, 2016). However, existing leadership theories fall short in providing a comprehensive framework that addresses these requirements while also considering the interests of a wide range of stakeholders and the multiple dimensions that influence leadership effectiveness in uncertain environments, such as enterprise and family, work and life, ancestors and descendants, history and future, people and organizations, companies and society, and humans and nature (Lewin, 1935, 1936, 1948, 1951). This lack of a holistic approach to leadership in uncertain environments presents a significant challenge for organizations seeking to achieve long-term success and sustainability.

Addressing these research problems is of paramount importance in the VUCA era, where leadership plays a decisive role in the survival, development, future, and destiny of enterprises, especially in the intergenerational succession of private family businesses. Only through employee potential

development can scientific, moral, and long-term oriented leadership be realized, ensuring the longevity and success of organizations in the face of uncertainty and change. Developing a comprehensive leadership framework that addresses the limitations of existing theories and encompasses the complex dynamics between leadership and employee potential development is crucial for organizations to navigate the challenges of the modern business landscape and achieve long-term success. By exploring the relationship between leadership and employee potential development against the backdrop of life and the universe, this research aims to contribute to a deeper understanding of the factors that influence effective leadership in uncertain environments, ultimately benefiting organizations, employees, and society as a whole.

### **1.3 Research Aims**

This study aims to explore the factors influencing leadership and employee potential development in uncertain environments, utilizing the backdrop of life within the universe. By expanding the perspective on time and space and conducting a comprehensive anatomical analysis, the research seeks to develop leadership models that are inclined towards the first principles of natural science, addressing the limitations of existing leadership theories (Burns, 1978; Bass, 1985; Birasnav et al., 2019; Ambrosini et al., 2019; Yan, 2011; Zohar, 2016).

The primary objective is to establish a unified leadership framework, namely, UFL, that effectively addresses the challenges of uncertain environments. UFL is a type of effective leadership under uncertain environments. UFL is based on the unified field theory of the interaction between psychological and environmental fields (Lewin, 1935, 1936, 1948, 1951) and employs a quantum thinking approach that considers life against the backdrop of the universe. By thoroughly dissecting and analyzing various factors across multiple dimensions, such as enterprise and family, work and life, ancestors and descendants, history and future, people and organizations, companies and society, and humans and nature, UFL aims to foster company vitality, employee creativity, and organizational evolution (VCE) in uncertain environments.

Furthermore, this research aims to enable entrepreneurs to navigate the complexities of the VUCA era effectively, becoming adept tumblers in their entrepreneurial journey. By providing a comprehensive leadership framework that takes into account the interests of a wide range of stakeholders and the complex dynamics between leadership and employee potential development, this study seeks to facilitate the holistic development of employees. This includes reconciling the conflicts between business and family, work and life, and realizing the broader objectives of corporate social responsibility (CSR) and environmental social governance (ESG).

### **1.4 Research Methods**

This study explores the perceptions and practices of leaders, managers, and grassroots employees in private enterprises within Zhejiang Province, known for its robust coastal economy in China. This research focuses on the factors influencing leadership and employee potential development in uncertain environments. Drawing from in-depth interviews with 46 individuals across 9 companies, the findings reveal the profound influence of high-dimensional space, science, and moral laws, such as the Unified Field Leadership, dual strategy, bionic organization, and quantum thinking. The term high-dimensional space refers to a unified field space where the psychological field interacts with the environmental field. In this context, the lives of enterprises and employees are included in a unified field space with the universe as the background. This concept involves an enlarged space-time background and thorough anatomical analysis (Lewin, 1935, 1936, 1948, 1951).

The design ideas of this study are explainivism, induction, qualitative analysis, interview data collection, through three-level coding classification, refining the theme, and finally completing the theoretical construction. Using multi-party testing and triangular proof, we not only clarify the position of the researcher, but also carry out extended same-industry research, cross-industry research and case verification to increase the rigor, systematicness and scientificity of qualitative research.

### **1.5 Study Contributions**

Through the interview, this researcher found that there are only four themes between leadership and employee potential development, namely, leadership, organizational structure, thinking structure, and employee potential development. On this basis, this research has constructed a substantial theoretical framework: the Unified Field Leadership framework (UFL) for uncertain environments. UFL is based on the consistent mechanisms of dual strategy, bionic organization, and quantum thinking, serving as a leadership model of influencing factors on leadership and employee potential development derived from interview data. This study represents a significant evolution in leadership theory, transcending a century of development to create an integrated leadership theory grounded in various leadership paradigms, offering a holistic perspective of leadership in higher dimensions. Furthermore, UFL deciphers the natural science code embedded in the ancient Chinese philosophical masterpiece Tao Te Ching, thus bridging the gap between timeless wisdom and contemporary leadership.

In practical terms, UFL framework provides a solution to the challenges of company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment, enabling companies to transform into effective tumblers under entrepreneurial leadership. It fosters the realization of five consistencies between enterprises and employees: coherence among business model, management model, and profit model; alignment among strategy, organization, and people's hearts; unity among direction, motivation, and path; harmony among id, ego, and superego; and synergy among conscience, knowledge-action unity, and alignment with the natural world.

## **1.6 Thesis Structure**

Chapter 1 serves as an introduction, setting the stage for the study. Chapter 2 explores the existing literature, providing a comprehensive overview of the field. Chapter 3 outlines the research methodology employed in this study. Chapter 4 presents the research findings, shedding light on the intricate relationship between leadership and employee potential development. Chapter 5 is the theoretical construction of four elements of leadership and employee potential development. Chapter 6 is a case study to verify the effectiveness of the UFL framework. Chapter 7 engages in a detailed discussion, analyzing the implications of these findings and their significance within the broader context of leadership theory and practice. Finally, Chapter 8 offers a conclusion, summarizing the key takeaways, contributions, and the potential impact of the Unified Field Leadership framework (UFL) on leadership theory and its practical applications.

## Chapter 2 Literature Review

This chapter explores a wide range of topics related to leadership, organizational structure, thinking structure, and employee potential development. It discusses concepts such as quantum thinking, bionic thinking, and Unified Field Leadership, highlighting the need for greater integration and coordination of research across these domains. It critically evaluates the existing literature, the strengths and weaknesses of the existing studies, and identifies the key research gaps that need to be addressed.

### 2.1 Leadership

The concept of leadership is an elusive one, lacking a unified definition. As noted by Bass (1990), "There are as many different definitions of leadership as there are attempts to define leadership." Presently, this research found a multitude of scattered and conceptual definitions of leadership, none of which have coalesced into an integrated framework aligned with the foundational principles of natural science. For instance, leadership has been described as "the act of articulating a vision, assigning values, and creating an environment conducive to achievement" (Richards & Engles, 1986). It has also been characterized as "a process that imparts goals to collective efforts, motivating individuals to invest their energies in achieving them" (Jacobs & Jaques, 1990). Furthermore, it is defined as "an individual's capacity to influence, inspire, and propel others towards enhancing organizational effectiveness and achieving success" (House et al., 1999). Within these definitions, the recurring themes of mission, vision, and values frequently emerge. However, these concepts often lack consistency, forming more of a theoretical framework than a practical leadership model anchored in the fundamental tenets of natural science.

#### 2.1.1 100-Year Development of Leadership Theories

This researcher briefly combs through the 100-year development of leadership theory, and it is not difficult to find the essence of leadership definition and the regularity of leadership development.

Numerous theories have contributed to the leadership literature, each tackling leadership from its unique perspective. These include the economic man hypothesis (Taylor, 1911), the social man hypothesis (Mayo, 1933), the theory XY, which explores the dynamics of good versus evil (McGregor, 1957), the corporate man hypothesis (Ouchi, 1981), the Super Theory Y, or contingency approach theory, delving into the complexity of human nature (Morse & Lorsch, 1970, 1974), leader-member exchange theory (LMX), examining in-group and out-group dynamics (Graeo & Uhl-Bien, 1976), and the charismatic hypothesis (House, 1977), among others. Furthermore, visionary hypothesis (Sashkin, 1988), transactional hypothesis (Hollander, 1978), and transformational



hypothesis (Burns, 1978). The biological man hypothesis (Yan, 2011), and the intriguing quantum man hypothesis (Zohar, 2016) have emerged as pioneering concepts in recent years.

Following a comprehensive review of century-long development of leadership theories, it becomes evident that various leadership theories, while rooted in various assumptions about human nature, have primarily addressed localized or sector-specific issues within the realm of leadership. However, what remains striking is the absence of a holistic, integrated leadership theory capable of addressing leadership challenges comprehensively. Particularly, there persists a formidable challenge related to establishing a consistent framework encompassing the triad of strategy-organization-people's hearts (also expressed as direction-motivation-path or mission-vision-values) within the context of an uncertain environment.

However, despite the rich diversity of these leadership perspectives and their associated principles, they collectively fall short of embracing the broader, multi-dimensional paradigm known as the unified field hypothesis, as initially proposed by Lewin (1935, 1936, 1948, 1951). This higher-dimensional space alludes to how individuals and organizations interact with the universe as their backdrop, expanding the dimensions of time and space, facilitating meticulous anatomical scrutiny, and navigating the intricate interplay of the three worlds (quantum world, classical world, life world) in conjunction with the psychological and environmental domains. The culmination of this unified field represents a cosmic arena characterized by the enduring interplay of psychology-behavior-destiny (Lewin, 1935, 1936, 1948, 1951; Haken, 1986).

In 100-year development of leadership theory, the following are several influential theories, including Taylor scientific management, strategic leadership, transformational leadership, unified field theory and quantum leadership, etc. Taylor's scientific management is the first leadership theory in human history. Although there is a difference between leadership and management, leaders "do the right things", managers "do things right" (Bennis & Nanus, 1985), but in general, Leadership and management are universal terms.

### 2.1.2 Taylor's Scientific Management

Taylor's scientific management is the first theoretical integration of various traditional experience management in human history. That is to collect the original traditional experience and knowledge, analyze, combine, and classify it into laws and rules, thereby forming a science and implementing scientific management. Its core idea is the division of responsibilities between workers and managers (this is the prototype of a dual-track system that separates functional departments from business departments) and requires the two to live in harmony. This has completely changed psychologically and spiritually, improved efficiency, and improved employee performance. Both enterprises and

employees benefited, and it also promoted the increase in the wealth of the whole society (Taylor, 1911).

The essence of Taylor's scientific management is a comprehensive psychological revolution. It introduces psychology into management for the first time and requires workers in any specific organization to carry out a comprehensive psychological revolution in their obligations towards work, peers, and employers. At the same time, it requires people in management departments, including supervisors, owners, boards of directors, etc., also to undergo a comprehensive psychological revolution. Taylor emphasized that scientific management could not exist without a comprehensive psychological revolution on both sides of managers and workers (Taylor, 1911).

The characteristic of Taylor's scientific management is the separation of functional departments and business departments, i.e., the dual-track system of business and management, which represents the philosophical unity of opposites. In the past, the knowledge of completing work effectively existed in the form of a master leading an apprentice, without a true manager. Scientific management separates work analysis from work execution, giving rise to management in the modern sense. Taylor's four principles of scientific management are:

1. It proposes a scientific method for every action performed by workers to replace the past method of relying solely on experience (scientific method).
2. It scientifically selects workers and conduct training and education to make them grow, instead of workers choosing their own jobs and training themselves to the best of their ability (scientific selection and training) as in the past.
3. Work closely with workers to ensure that all work is carried out in accordance with established scientific principles (heart-centered).
4. The work and responsibilities of managers and workers are almost equally divided, with managers taking on tasks for which they are more qualified than workers. In the past, managers delegated almost all work and most responsibilities to workers (equal status, equal sharing of responsibilities) (Taylor, 1911).

The functions of Taylor's scientific management include:

1. Improving efficiency based on scientific methods. Taylor believed that among the many methods and tools popular in all walks of life, there is always one method and tool that is faster and better. Only through systematic research and analysis of all methods and tools being adopted can we discover and develop a scientific method.

2. Being scientific and cautious about the speed of change. Taylor suggested that in the beginning, you can only deal with one worker at a time. Until this worker is fully convinced that the new method has achieved greater results, the next step of change should not be carried out. A turning point for comprehensive change is reached only when 1/4 to 1/3 of the company's employees have changed from the original method to the new method. At this time, the speed of change can be accelerated.

3. Reducing the waste of human resources through systematic management. Taylor argued that the daily losses in human resources are much greater than the waste in material resources. The cure for inefficiency lies in systematic management, which he considered the most advanced form of management.

4. Promoting harmonious labor-management relations. Taylor observed that during the 30 years he was engaged in promoting scientific management, there was never a strike in factories that operated according to the principles of scientific management, even during the dangerous period of transition from the old system to the new system. He believed that if correct working methods are adopted, there will be no more strikes or other troubles.

5. Achieving a win-win situation and maximizing social wealth. Taylor believed that scientific management would bring the greatest benefits to the world and achieve permanent maximization of social wealth. It would make people and enterprises richer and happier, reduce discord and disputes, and lead to shorter and fewer recessionary periods.

6. Applicability to all kinds of work, including leadership. Taylor asserted that the principles of scientific management are fully applicable to all kinds of work, from the most basic to the most complex, including leadership. When applied, they produce results that are significantly better than the old method of positivity plus motivation management system (Taylor, 1911).

Literature limitations: Taylor's scientific management distinguished the two concepts of management ideas and management mechanisms. Management ideas refer to management principles (soft science), and management mechanisms refer to management methods (hard science). Management ideas should "do the right things," and management mechanisms should "do things right" (Bennis & Nanus, 1985). The problem is that Taylor did not organically integrate management ideas and management mechanisms, soft science, and hard science in a higher dimension to form a Unified Field Leadership framework (UFL).

### 2.1.3 Strategic Leadership

Strategic leadership constitutes the amalgamation of leadership abilities inherent in a leader functioning as a strategist, reflecting the leader's strategic capabilities. From an organizational perspective, an effective strategic leader primarily enhances the intelligence of the organization and

fosters the health and employee potential development of the enterprise and its employees (Bocken et al., 2020; Shen, 2019). The interplay between strategic leadership and organizational leadership is currently a matter of debate between the academic and business communities (Samimi et al., 2022). The predominant force in this context is the bottom-up, inside-out dissipative force encompassing all living things, denoted as the power of the quantum world (Prigogine & Stengers, 1987; Darwin, 1859; Haken, 1986). However, the classical world's top-down, outside-in gravitational force, influencing organizational behavior and the biological world, also wields significant influence (Newton, 1687; Watson & Crick, 1953; Lamarck, 1809). Consequently, the relationship between these opposing forces in the realm of leadership remains a subject of inquiry.

In the classical world, the essence of strategic leadership lies in awareness, encompassing learning ability, adaptability, and management wisdom (Boal & Hooijberg, 2009; Sarpong et al., 2019). It also extends to holistic leadership, covering power distribution among leaders and non-leaders, strategic decision-making, developmental orientation, culture cultivation, team building, and entrepreneurial spirit (Li, 2011). In contrast, the quantum world's essence revolves around subconscious power (spiritual quotient), involving spiritual wisdom sourced from the universe. This addresses the consistency challenge of direction-motivation-path across a wider range of stakeholders (Zohar, 2011).

Strategic leadership in the classical world manifests five key characteristics, emphasizing long-term visionary goals, overall organizational balance, the leader's role as a model, outcome-oriented approaches, and situational control (Bourmistrov et al., 2022). In the quantum world, it involves unified strategies, dual strategies, and diversified strategies to navigate uncertain environments, with scientific underpinnings (Haken, 1986; Higgs, 1964; Watson & Crick, 1953).

Some scholars have proposed a systemic leadership model emphasizing comprehensive observation, the integration of reason and emotion, self-management, relationship management, alignment of the leader's needs with organizational goals, a people-centric approach, and continuous learning. This model also emphasizes the amalgamation of management and leadership (Sarpong et al., 2019). However, questions arise regarding the leadership modeling of this systems leadership model aligning with the first principles of natural science (Haken, 1986). Additionally, strategic leadership systems must incorporate both top-down and bottom-up communication mechanisms, adapt to dynamic environments, strike a balance between appropriate and enhanced strategic resource allocation, and foster a productive CEO-board relationship (Bergman, 2019). The challenge lies in ensuring compatibility with the logical switching mechanism that balances the contrasting forces of the classical world's top-down and the quantum world's bottom-up.

Literature limitations: Recent perspectives on strategic leadership have evolved, introducing new concepts such as leadership style or high-level leadership. These perspectives aim to address

fundamental questions about what constitutes strategic leadership, its purpose, reasons, and methods, with the goal of constructing a strategic leadership framework (Samimi et al., 2022). The challenge lies in the persistence of traditional beliefs that restrict strategy to senior managers, neglecting the role of middle managers and grassroots employees in the strategic leadership process.

A second perspective highlights strategic leadership as an embodiment of foresight and high intelligence. It recognizes the impact of "strategic intelligence" on strategic flexibility and seeks to unravel the interplay of foresight, strategic vision, organizational thinking, partnership, and motivation in influencing strategic flexibility (Hamour et al., 2023). The question arises: how can conscious - level strategic intelligence be harmonized with subconscious-level spiritual quotient to facilitate dual processes of thinking and establish organic congruence in strategic leadership, aiming to "do the right thing" (Bennis & Nanus, 1985). Other scholars introduce the concept of foresight intervention, which transforms creativity into proactive behavior and links creativity, initiative, and discrete individual foresight cognitive styles. It also addresses theoretical models for promoting anticipatory strategic management (Bourmistrov et al., 2022). This approach prompts inquiries about its alignment with natural science leadership models.

#### 2.1.4 Transformational Leadership

Burns introduced the concept of transformational leadership theory and provided a succinct definition of leadership: Leaders inspire followers to act towards specific goals that align with the values and beliefs of both leaders and followers, thereby motivating them (Burns, 1978).

Transformational leadership is inherently ethical leadership. Its most significant historical contribution lies in addressing the ethical limitations of transactional leadership theory (Burns, 1978). Hollander proposed the concept of transactional leadership, which suggests that leadership behavior occurs in a specific situation involving a transaction process between the leader and the subordinates. In this process, the leader guides and motivates subordinates to complete the organization's goals based on clearly defined tasks and role expectations (Hollander, 1978). Transactional leadership theory primarily revolves around interests, lacking an ethical dimension, and achieves transactional objectives by altering external motivations, such as providing rewards, salary increases, or other forms of compensation (Bass, 1985; Hollander, 1978). In contrast, transformational leadership theory emphasizes ethics and realizes the shared values and motivations of leaders and followers by influencing individuals' inner motivations and cognitive structures (Burns, 1978).

Burns notably emphasized that transformational leadership necessitates the restructuring of both organizational and cognitive structures (Burns, 1978). However, he did not study leadership models

of these two structures (Purwanto, 2020; Arregle et al., 2019; Venusita et al., 2021). As transformational leadership centers on the motivations and values of leaders and followers, the significance of these cognitive structures and their functions include:

1. Elevating the hierarchy of human needs from the subconscious to the conscious level. Leaders are primarily tasked with elevating awareness on a broader scale, encompassing the infinite desires and intrinsic roots of human beings throughout their lifespan, which includes genetic succession and evolution (Burns, 1978). This perspective aligns with the understanding of intergenerational succession in family businesses. It also correlates with theories like the "general fitness theory of genes" (Hamilton, 1964), Maslow's hierarchy of needs and its additional sixth level of needs (Maslow, 1943, 2017), and Kenrick's hierarchy of needs based on life history (Kenrick, 2010). These concepts facilitate a nuanced understanding of family businesses within the context of the "three-ring model" (family, business, ownership) of intergenerational succession (Aronoff & Baskin, 2017). Professor Tang Yinshan (2023) from Henley Business School, University of Reading, UK, emphasizes that organisms thrive as populations, not as individuals. This is consistent with the principle of wave-particle duality in the quantum world (de Broglie, 1943).

2. Utilizing psychology to introduce and address transformational leadership. Bass synthesized extensive psychological research and found that individuals with high self-esteem tend to influence and lead others, preferring to initiate change in others rather than being changed or willingly submitting to others (Bass, 1977). Stogdill, after reviewing numerous studies on the relationship between self-esteem and successful leadership, concluded that "the level of self-confidence and self-esteem in leaders' parents is higher than that of their followers" (Stogdill, 1948). Albert Bandura, the founder of social learning theory, asserts that a leader's "self-efficacy" is their confidence in their ability to accomplish tasks (Bandura, 1977). Charles Darwin also alluded in "The Origin of Species" to the growing importance of psychology, including its application to transformational leadership.

3. Defining transformational leadership. Transformational leadership aims to achieve transformative significance, create social value, and promote historical progress (Burns, 1978). This is expressed through fraternity, valuing all humanity and the natural world, essentially through empathy (Carvalho et al., 2020; Meinecke et al., 2019; Yeo, 2020). Employee potential development is rooted in the comprehensive growth of human beings, including the underlying logic of the unity of knowledge and action, as well as the unity of nature and humanity. It is based on the unified field of interaction between the psychological and environmental realms (Zohar, 2016; Lord et al., 2015; Xiao, 2017).

4. The introduction of meta-analysis into transformational leadership. Incorporating a time dimension into leadership meta-analysis, which is an analysis of analyses, is a significant research idea (Hartnell et al., 2019; Glass, 1976). An important factor complicating this problem is the element of time. Over time, initial goals are realized, modified, or forgotten, while new instrumental goals may

replace the old ones (Burns, 1978). This extends into the distant past and the uncertain future, intertwined with various social processes. People's single or multiple needs, motivations, goals, and values can influence leadership decision-making (Burns, 1978).

5. Transformational leadership as a dynamic, innovative theory. From Schumpeter's concept of "creative destruction" (Schumpeter, 1942), to Hershberger's idea of "creative attrition" (Hershberger, 1966), and more recently, the notion of "nondestructive creation" (Harvard Business Discussion, 2023), the dynamics of transformational leadership innovation align with the changes in human nature, essentially the "order parameters" of life against the backdrop of the universe (Haken, 1986). Major decisions are typically made based on the knowledge of past decisions and their consequences, as well as expectations of future decisions and their outcomes (Burns, 1978). Barnard's "decision tree" model and "strategic factor theory" emphasize the need to control strategic factors at the right time and place to create a new system or combination of conditions that align with the leader's goals (Barnard, 1938, 1951).

Literature limitations: Transformational leadership represents moral progress compared to transactional leadership. However, two significant issues persist.

First, it remains a challenge to reflect the long-term shared direction while also addressing the shared values and motivations of leaders and followers (i.e., the path and motivation). This is vital because only by employing the three consistent mechanisms of direction-motivation-path can the potential development of organizations and individuals be stimulated, aligning with the standards of science, morality, and truth.

Second, there is a need to clarify the timeframe and scope of the common direction or goal. Is it within 3 to 5 years, 10 years, a lifetime, or even across generations in a family business? Consequently, both academia and the business world continue to question the scientific nature and validity of transformational leadership theory.

Yukl has presented some compelling criticisms, including a lack of specificity and ambiguity regarding behavioral change, insufficient consideration of negative impacts, unclear comprehension of paths, and a neglect of the bottom-up efforts of all employees (Yukl, 1999). Additional critiques come from the realms of dynamic strategy (Samimi et al., 2022; Mamedio et al., 2019; Ahammad et al., 2020), bionic leadership (Bocken et al., 2020; Attar et al., 2020), quantum leadership (Zohar, 2016; Lord et al., 2015), authentic leadership (Gigol, 2020; Gardner & Schermerhorn, 2004; George, 2003), shared leadership (Wongsnuopparat & Wei, 2021; Fircks, 2021; Cardona et al., 2019), and others who scrutinize the limitations of transformational leadership theory within the context of uncertain environments and multi-dimensional perspectives (Bavelas, 1960; Ambrosini et al., 2019; Teece, 1997).

### 2.1.5 Unified Field Theory and Quantum Leadership

Field is a concept in physics. Einstein used special relativity to explain electromagnetic force and general relativity to explain gravity. Although he did not ultimately solve the problem of unified field theory, he is undoubtedly the most outstanding representative in this area. Lewin directly quoted Einstein's definition of field theory to define psychological field theory. In 1959, the book "System and Theory of Psychology" published by the renowned American psychologists Chaplin and Clawick, pointed out that the task of future psychologists is to ultimately find a unified principle that can integrate all perspectives. Gestalt psychology, one of the main schools of modern Western psychology, emphasizes the integrity of experience and behavior. The term "Gestalt" refers to the shape and characteristics of things as a whole, hence the name "complete psychology." According to Gestalt psychology, each whole has its own unique meaning, and the nature of the whole determines the characteristics of its parts. The nature of each part depends on its relationship, position, and role within the whole (Lewin, 1935, 1936, 1948, 1951).

Ebbinghaus believes that psychology has a long past but only a short history. Freud created the theory of psychoanalysis with a unique research object: the subconscious. Wundt creatively integrated and unified the scattered field of psychological research, forming a new system of modern experimental psychology. This led to the birth of psychology as an independent science, separating it from its mother discipline, philosophy. Lewin's psychology made significant contributions by promoting experimental psychology from the level of sensory perception research to the level of motivation research. He shifted the focus from classifying and describing psychology and behavior to analyzing and explaining them. Furthermore, Lewin moved psychological research from simple experiments divorced from reality to life-oriented, realistic studies (Lewin, 1935, 1936, 1948, 1951).

Tolman believes that Freud, as a clinician, and Lewin, as an experimenter, offer unique insights that complement each other, making psychology a science that can be applied to both real individuals and real society. Lewin's concept of psychological motivation goes beyond the dynamic theories of Freud, who believes that motivation comes from libido, and McDougall, who believes that motivation comes from instinct. Both Freud and McDougall regard psychological motivation as an entity with great mechanicality. Lewin, influenced by the cognitive and scientific views of the German philosopher Cassirer, believes that the nature of the overall structure is determined by the relationship between parts, not by the parts or elements themselves. Consequently, Lewin proposes that psychological motivation arises from the interaction between people and their environment. This shift from the entity theory of the source of motivation to the relational theory represents a fundamental change in worldview, moving from the old, classical view of physics to the new perspective of quantum physics. In this way, Lewin guided a revolution in psychological dynamics (Lewin, 1935, 1936, 1948, 1951).



Lewin's psychological field theory addresses the dynamics between people and their environment. He believes that psychological motivation occurs within a specific force field, which he refers to as the "life space." The life space encompasses the psychological structure, including all factors that influence behavior. It represents the structure and relationship of psychological content in a spatial form. Lewin's success lies in his use of topology and vectors as means of describing and analyzing thoughts and experiences.

Lewin's psychological dynamics, consisting of topological psychology and vector psychology, not only have their own direction in the dynamic but also possess their own motivation in the direction. This is because the unified field theory contains the interaction factors of psychology and environment, history and future, as well as life and time-space in a high-dimensional space. Topology is the science of studying spatial relationships, such as part and whole, inclusiveness, and inclusion. When describing and analyzing topological graphics, Lewin incorporated the connotation of vectors, such as the analysis of force direction and size, spatial range, and region size, which goes beyond the scope of pure topology (Lewin, 1935, 1936, 1948, 1951; Darwin, 1859). However, Lewin did not explain the path between the link direction and motivation. Additionally, he did not address how the three elements of direction, motivation, and path achieve self-consistency in an uncertain environment. These questions remain unanswered in Lewin's theory.

Lewin's psychology can be understood through three steps: psychological environment theory, steady-state dynamic mode, and psychological field theory. Lewin uses topological psychology to describe the structure and relationship of the life space (Lewin's formula) and vector psychology to analyze the change in psychological tension (Lewin's three steps).

In the first step, Lewin's psychological environment theory focuses on describing the structure of the life space and the relationship between its various parts. Lewin emphasized that to understand or predict behavior, one must consider the individual and their environment as a collection of interdependent factors. He referred to these factors as a whole, forming the individual's life space, which is expressed by the formula  $B=f(PE)$ . This means that behavior (B) is a function (f) of the interaction between the person (P) and the environment (E).

In the second step, Lewin proposes a "steady-state dynamic mode" to represent the whole of motivation, focusing on the dynamic aspect of the life space. He uses the "quasi-steady equilibrium process" to represent the dynamic development process, incorporating physical characteristics.

In the third step, Lewin combines the life space and the dynamic process to form a psychological field theory. This integration of the structural and dynamic aspects of the life space provides a comprehensive framework for understanding human behavior and motivation (Lewin, 1935, 1936, 1948, 1951).

Lewin's psychological field theory consists of various construction elements and a multi-dimensional, three-dimensional structure. According to Lewin, the main point of the construction method is to use a few construction elements to represent cases, such as position, force, movement, and other elements in different dimensions within the field theory.

- 1) Location refers to the spatial relationship of the region, such as an individual's sense of belonging to a group.
- 2) Cognitive structure refers to the relative position of different parts of the field.
- 3) Movement refers to the relationship between different times and positions.
- 4) Force refers to the direction of movement.
- 5) Tension, which indicates the required state, is a kind of energy.
- 6) Target refers to a force field with a special structure.
- 7) Conflict refers to the overlap of multiple force fields, which is the same as the dimension of setbacks and balance.
- 8) Fear and disgust are in the same dimension, psychologically pointing to the future.
- 9) Power refers to the possibility of exerting power on others.
- 10) Values affect behavior but do not have the characteristics of the target force field.

These construction elements and their interactions within the multi-dimensional, three-dimensional structure form the basis of Lewin's psychological field theory, which aims to provide a comprehensive framework for understanding human behavior and motivation in the context of the individual's life space (Lewin, 1935, 1936, 1948, 1951).

Lewin believes that the study of group psychology is based on field theory, which includes the following key points:

- 1) The group as a whole exists within a larger social field, and there are both vertical and horizontal dynamic relationships. This means that the group is influenced by and interacts with the broader social context in which it is situated.
- 2) The members and parts of the group are interdependent. This suggests that the actions and behaviors of individual members have an impact on the group as a whole, and vice versa.

3) Each member exists within the social field, and even if the group faces its own problems, these must be viewed from the perspective of the group members. For example, if an employee is experiencing family troubles, it will likely affect their mood and performance within the company.

4) Group and individual activities should be treated as a meaningful whole and associated with the larger environment. This emphasizes the importance of considering the broader context in which the group and its members operate, as their actions and behaviors are influenced by and have an impact on the larger environment (Lewin, 1935, 1936, 1948, 1951).

By applying field theory to the study of group psychology, Lewin highlights the complex interplay between individuals, groups, and the larger social context, providing a framework for understanding how these elements influence and shape one another.

Blank initially introduced the concept of quantum leadership, asserting that quantum physics unveils profound natural dynamics and offers a novel cosmology along with high-dimensional space methodologies. Quantum leadership is delineated as a realm of activity characterized by interactions and interdependence between leaders and followers (Blank, 1997). David Bohm also posited that our cognitive processes share surprising parallels with quantum phenomena (Zohar, 2016). Quantum management revolves around principles that enable individuals to assume leadership roles within organizations, primarily grounded in moral principles. It necessitates the adoption of quantum management thinking, treating each employee as a unique energy source, empowering all employees to unleash their collective creativity, and fostering a bottom-up approach. This approach infuses boundless vigor into the organization through self-organization (Zohar, 2016).

Quantum leadership essentially embodies leadership within the framework of quantum thinking. The core of quantum thinking's structure is grounded in quantum nature, specifically wave-particle duality. The quantum thinking structure forms a unified field wherein the psychological and environmental fields interact, and quantum leadership fundamentally represents the Unified Field Leadership (Blank, 1997; Zohar, 2016; Lewin, 1935, 1936, 1948, 1951).

The characteristics of quantum leadership mirror those of the quantum thinking structure, rooted in quantum attributes such as non-locality, uncertainty, entanglement, and superposition. These characteristics manifest in various aspects, including the uncertainty in strategy, organization, and people's hearts (encompassing both consciousness and the subconscious) when viewed from a long-term perspective.

The function of quantum leadership is consistent with that of quantum thinking. It solves leadership challenges in unpredictable environments, reduces and withstands the risks of various black swan

events, and cultivates company vitality, employee creativity and organizational evolution (VCE) in an uncertain environment.

Literature limitations: The concept of quantum leadership and its theoretical development have only been in existence for slightly more than two decades. Consequently, the available literature is limited, primarily centered on comparing quantum thinking with classical Newtonian thought (Blank, 1997; Zohar, 2016; Jiang, 2019). Despite the existence of some leadership practices influenced by quantum principles (Lord et al., 2015; Zohar, 2016), a comprehensive theoretical framework has yet to emerge.

#### 2.1.6 Family Business Leadership

Family Business Leadership refers to the ability to guide, inspire, and manage a family-owned enterprise while balancing the complex dynamics between family members, business objectives, and the long-term sustainability of both the family and the company. The content of family leadership includes:

- 1) Building family consciousness.
- 2) Cultivating family cohesion.
- 3) Clearly expressing family values.
- 4) Establishing family policies.
- 5) Ensuring that every member of the family is heard.
- 6) Ensuring that family members have equal status.
- 7) Constantly redefining the concept of "family" and asking, "What is our family?"
- 8) Ensuring that family members can learn the operation process of the family business.

It can be seen that family leadership can promote the growth of family members, and after the growth of family members, it can support the development of family enterprises (Aronoff & Baskin, 2017).

The essence of the family business is the complex social relationship between hyperspace and hyperlife based on blood and marriage. Using quantum thinking, with the universe as the background, and considering the enlarged space-time background and thorough anatomical analysis, this social relationship is affected by the interaction between psychological and environmental fields such as genetic inheritance, social environment, and intergenerational

succession (Yan, 2022; Lewin, 1935, 1936, 1948, 1951). Life is quantum in nature (Schrödinger, 1944). The essence of family enterprises is also the essence of life, quantum, and quantum deduction.

The characteristics of family enterprises mainly refer to the three-ring model of family enterprises: enterprise, ownership and family. Other enterprises only need to pay attention to one system, that is, enterprise organisation, but family enterprises need to pay attention to three overlapping systems at the same time - enterprise, ownership and family, and each system has its own leadership mode: enterprise leadership, ownership leadership, and family leadership. The leader of each system not only needs to master the talent and ability to lead the system, but also needs to have a certain knowledge and sensitivity of the other two systems. These three systems are mutually restrained and influenced. Among the characteristics of family enterprises, there is a kind of sibling-type leadership, which needs to cultivate leadership in a team way, which is crucial for families and enterprises. At this stage, it is very important for family members to make decisions about many things together. Although they have inherited a large legacy, it requires intergenerational succession leadership to develop it to the next stage (Aronoff & Baskin, 2017; Yan, 2022).

There are four types of leadership in family enterprises: command type, coach type, consultant type, and authorized type. Which type of leadership is the best? The best answer to this question depends on the situation because when the psychological and environmental fields change, the type of leadership needs to be changed. There is no single accurate leadership style. Leaders can freely shuttle through the four types of leadership (command type, coaching type, consultant type, authorization type) and are not limited to one type of leadership. This is not only a challenge to the current leader himself. If it is done effectively, then this serves as a role model for the next generation (Aronoff & Baskin, 2017; Yan, 2022; Lewin, 1935, 1936, 1948, 1951).

The function of family business leadership is to realize the succession and development of founding-succession leadership. The founders of enterprises are usually individuals with unique talents. They have their own ideas and turn them into successful enterprises. It is worth noting that the founder needs the ability to transform a single way of thinking, that is, another kind of leadership. The so-called single-mindedness refers to only considering the leadership of one's own generation and lacking consideration of how to effectively transition from the leadership of one's own generation to the next generation of leadership (Aronoff & Baskin, 2017; Yan, 2022).

Leadership is also influence. Without influence, it is not leadership. Essentially, leadership is the ability to influence others. Gaining credibility is more important than inheriting innate leadership and opportunities. Leadership is based on credibility. If credibility is missing, the mass foundation of leadership will be lost. It is crucial to avoid relying on your family relationship or their status. Leadership comes from the credibility to influence others (Aronoff & Baskin, 2017).

The invisible leader. It often happens that people who are not in leadership positions can always provide some of the most powerful leadership because they do not conform to the responsibility and command system of conventional understanding (Aronoff & Baskin, 2017). This kind of "shopkeeper phenomenon" involves learning about invisible leadership. We need to study the mechanism of intangible leadership. In an uncertain environment, how can family enterprises achieve the ultimate goal of corporate longevity and intergenerational succession, and make family enterprises become super-time and super-life tumbler enterprises (Aronoff & Baskin, 2017)?

What is the optimal scale of a family business? This question needs to consider two dimensions simultaneously. The first is the survival dimension, which is necessary to maintain the real competitiveness of family enterprises in the market. This is the premise, if there is no competitiveness, the family enterprise will no longer exist. The second is the development dimension, which determines what scale the family enterprise needs to reach to meet the development needs of the family and its members. In fact, the bigger is not always better in a family business, if the family business becomes too large, it is easy to lose family control. Of course, if the size is too small, it may affect competitiveness (Yan, 2022; Aronoff & Baskin, 2017).

What is the secret of a successful family business? The secret is to have a healthy family. In this family, members care about each other, are very happy together, put family interests above personal interests, and see the development of all individuals to reach their full potential. They communicate effectively with each other and discuss and make decisions on matters involving everyone. The current trend is that families are focusing more and more on the enterprise and its leadership. However, family holding companies need to pay as much attention as possible to the family itself and its leadership because without the support of a strong family, the company will not develop into a future family enterprise (Aronoff & Baskin, 2017).

What is the greatest contribution of the elders in a family business? The greatest contribution of the elders is to become a model leader and a good ancestor. If we can become great ancestors ourselves, we are likely to cultivate great descendants (Aronoff & Baskin, 2017).

How can one create an atmosphere of excellent leadership and thriving in a family business? One of the things you can do is to create an environment and believe in a concept, which is that becoming a leader is an ideal goal. Although leadership mainly depends on one's own qualities, the environment is equally important. The essence lies within oneself, and the mystery lies in the environment. It can help the next generation of family members slowly understand what leadership means when they are young and help them realize that becoming leaders can allow them to fully utilize their talents and abilities, contribute to the world, and be rewarded richly, including wealth and reputation. It can help others and even create a company with joy and satisfaction (Aronoff & Baskin, 2017).

To take on a leadership role in a family business, one must possess the necessary skills and competence. Only when you have enough experience and knowledge, and are sufficiently capable, can you be ready to enter the leadership role. A succession selection usually takes 5-15 years. Generally speaking, it is more appropriate to enter the leadership position at about the age of 40. Family business leadership is a future-oriented ability. Leadership is the ability to push the enterprise into the future. It must be effective, and leaders must be action-oriented. Other characteristics of effective leaders include: vision, integrity, consideration of overall interests rather than personal needs, willingness to listen to the opinions and suggestions of others, and the ability to express everyone's goals and aspirations (Aronoff & Baskin, 2017).

In summary, family business leadership is a complex and multifaceted concept that involves guiding, inspiring, and managing a family-owned enterprise while balancing the intricate relationships between family members, business objectives, and long-term sustainability. Effective family business leadership requires a deep understanding of the three overlapping systems - family, ownership, and enterprise - and the ability to adapt leadership styles according to the changing psychological and environmental fields. The essence of family businesses lies in the quantum nature of life and the complex social relationships based on blood and marriage ties. Successful family business leaders must cultivate credibility, influence, and the ability to transition leadership effectively from one generation to the next. The optimal scale of a family business depends on both survival and development dimensions, and the secret to a successful family business lies in having a healthy and supportive family. Ultimately, the greatest contribution of the older generation in a family business is to become model leaders, fostering an atmosphere of excellent leadership and thriving for future generations.

#### 2.1.7 Integration Trends in Various Leadership Theories

There is a growing trend towards the integration of diverse leadership theories:

Trend 1: Transformational leadership (Birasnav et al., 2019; Burns, 1978) is evolving towards bionic and quantum leadership (Yan, 2011, 2013; Zohar, 2016; Lord et al., 2015). This shift is driven by the recognition that transformational leadership is suitable for deterministic environments, whereas bionic quantum leadership is more apt for uncertain environments (Yan, 2011, 2013; Zohar, 2016; Lord et al., 2015).

Trend 2: An integration trend is evident among the three major psychological schools in leadership. These schools, namely Freud's psychoanalysis, Watson's behavioral psychology, and Lewin's unified field theory, have concurrently found their way into leadership theories for uncertain environments (Freud, 1923; Kahneman, 2002; Taylor, 2017; Lewin, 1935, 1936, 1948, 1951).

Trend 3: Human Nature Hypothesis , Leadership theories grounded in the human nature hypothesis seek to harmonize bionic organizational structures, quantum thinking frameworks, and the Unified Field Leadership. For instance, ethical leadership (Sengupta, 2020), authentic leadership (Gigol, 2020; Gardner & Schermerhorn, 2004; George, 2003), shared leadership (Wongsnuopparat & Wei, 2021; Fircks, 2021; Cardona et al., 2019), and uncertainty leadership (Bavelas, 1960; Ambrosini et al., 2019) all exhibit a tendency to incorporate these elements.

Despite recent advancements introducing higher-dimensional leadership concepts that merge psychological and environmental domains (Lewin, 1935, 1936, 1948, 1951), such as bionic leadership (Yan, 2011, 2013), and quantum leadership (Zohar, 2016; Lord et al., 2015), these innovative leadership paradigms, principles, and directions have not evolved into leadership model consistent with the first principle of natural science within uncertain environments.

## **2.2 Organizational Structure**

The foundation of research management starts with examining the research organization, with a particular focus on organizational design (Hutchinson et al., 2019). Organizational design refers to the construction of an effective organization, encompassing elements like strategy, personnel, structure, and management processes (Cherepanov et al., 2019; Burton et al., 2006; Meyer et al., 1993).

The essence of organizational structure serves as the genetic code of corporate life (Watson & Crick, 1953; Yan, 2011, 2013; Haken, 1986). Taylor categorized management into two components: management mechanisms representing a hard science that explores structure-function relationships, and management ideas signifying a soft science that embodies guiding principles (Taylor, 1911). For instance, the reproductive and immune functions of bionic structures manifest as vitality, while non-bionic structures lack these vital functions, resulting in a lack of vitality (Li et al., 2021; Miles & Snow, 1978; Miles & Creed, 1995).

The bionic organizational structure is an enterprise design that mimics the DNA structure and functional relationships of biological genes. This structure consists of only four functional departments: marketing, operation management, human resources, and financial audit. The business department continuously replicates in a chain according to the Amoeba organization model, enabling the entire enterprise to achieve the dual functions of reproduction and immunity, which are innovation, development, and risk prevention. This organizational structure allows the enterprise to obtain vitality. In this bionic organizational structure, the functional departments are designed to resemble the essential components of a living organism, while the business department replicates itself like cells in an Amoeba. By mimicking the biological processes of reproduction and immunity, the enterprise can foster innovation, growth, and adaptability while simultaneously protecting itself



from potential risks. The streamlined nature of this structure, with only four core functional departments, facilitates efficient communication and decision-making processes, ultimately contributing to the overall health and vitality of the organization (Yan, 2011, 2013).

Organizational structure characteristics can be categorized into three types: Weber's bureaucracy, Mintzberg's autocracy, and Haken's self-organization (Martela, 2019 ; Haken, 1986). Both bureaucracy and autocracy are characterized by top-down leadership. In contrast, the bionic organizational structure embodies bottom-up self-organization with top-level design. It features only four functional departments (Marketing, Operations Management, Human Resources, Financial Audit) and the continuous chain replication akin to amoeba organizations (Yan, 2011, 2013; Watson & Crick, 1953).

The organizational structure is crucial in the strategy-organization-heart framework, influencing employee development and strategy implementation. Bionic companies with well-designed structures can achieve dynamic growth and perform reproduction and immunity functions (Fjelstad & Snow, 2018; Yan, 2011, 2013). However, most enterprises lack the ability to design effective bionic organizational structures (Cherepanov, 2019; Augier & Teece, 2009; Harris & Raviv, 2002; Mintzberg, 1980), hindering growth, adaptability, and resilience. To address this, companies must invest in understanding and implementing bionic organizational principles, creating an environment that nurtures employee growth, supports strategic objectives, fosters innovation, and maintains stability in uncertain conditions.

Literature limitations: Historically, organizational theories primarily emphasized professional division of labor and structural efficiency, overlooking the impact of organizational design on employee potential development. Barnard's organizational theory system addressed this theoretical gap (Barnard, 1948), yet there remains a scarcity of research on leadership models. This shortfall is evident in three areas:

1. There's insufficient exploration of bionic structures (Yan, 2011, 2013; Cherepanov et al., 2019; Li et al., 2021). The significance of bionic structures lies in their ability to overcome technological limitations and leverage the power of technology through innovative organizational structures (Hutchinson et al., 2019). Bionic structures, inspired by the wisdom of the universe, possess unique self-organizing and evolutionary capabilities.

The concept of cosmic wisdom refers to the bottom-up dissipative structure and the power of nature to self-evolve and self-organize from a state of disorder to order (Haken, 1986; Prigogine & Stengers, 1987; Darwin, 1859). Several scholars have emphasized the growing trend of integrating bionic organizational principles with digital technologies, presenting a comprehensive solution for modern enterprises, particularly in the context of production companies (Author, Year). They have outlined

the main characteristics of bionic organizations, highlighting that they represent an intermediate evolutionary stage in the transition from human decision-making to digital decision-making functions (Cherepanov et al., 2019; Li et al., 2021).

2. There is insufficient research on how quantum leadership functions within the organizational structure. Quantum organizations approach employee potential assessment and stimulation on an individualized basis, treating each employee as a unique source of energy to foster collective creativity and self-organization from the bottom up (Zohar, 2016; Peng et al., 2019). Although there is no definition of quantum organization in the literature, in today's rapidly evolving global marketplace, an organization's success increasingly relies on its people rather than other factors, such as technology. Organizations that effectively engage their employees are better positioned to gain and maintain a competitive edge (Hayward, 2010). In the business world, employee involvement in organizational leadership is crucial (Wongsnuopparat & Wei, 2021). True leadership isn't confined to a select few; it's an achievable, accessible, and tangible form of leadership available to all (Gardner & Schermerhorn, 2004). Quantum organizations embody shared and symbiotic leadership (Cardona et al., 2019; Ambrosini et al., 2019; Fircks, 2021; Rehman et al., 2021). Charismatic leadership extends beyond personal charisma and evolves into "organizational charisma" (Tokbaeva, 2022). Nearly everyone possesses a unique attribute—"ordinary magic"—defined by resilience and adaptability, stemming from the fundamental adaptive system of humans (Masten, 2002; Shigeo, 2011; Buss, 2019).

3. Insufficient research exists on solutions to business-family conflicts or work-life conflicts that align with the principles of natural sciences (Haken, 1986). Leadership needs to address role conflicts between business and family, work and life, and more. Work-life conflict extends from business-family conflict (Kossek & Lee, 2017). With the technological revolution, especially in the post-epidemic era, many employees have become accustomed to working from home, and the government encourages this green and healthy working lifestyle. This poses a significant challenge for leadership that harmonizes business and family life (Schieman et al., 2021).

While research on role conflict often centers on family as the primary non-work domain (Bellavia & Frone, 2005), some advocate for a broader perspective that includes those without children (Burkett 2000; Kelliher, Richardson & Boiarintseva, 2019; Kossek & Lambert, 2004). Some individuals, often considered "important," find it challenging to balance their work and life due to time and energy constraints, feeling that their work responsibilities hinder their ability to fulfill family-related roles (Schieman et al., 2021). The leader's role is to reduce uncertainty, encompassing both business and family uncertainties (Bavelas, 1960).

In contrast to other companies that focus solely on the business organization, family businesses must juggle three systems simultaneously: business, family, and ownership. Each system demands

its own leadership style. Coordinating these systems necessitates unified leadership to promote sustainable development for families, businesses, and all employees (Aronoff & Baskin, 2017). Work-family conflict has a direct and significant negative impact on job satisfaction and a significant indirect impact on performance (Purwanto, 2020). The challenge lies in achieving a balance between business and family life.

### **2.3 Thinking Structure**

Kant and Piaget introduced the concept of "thinking structure" (Kant, 1781, 1788, 1790; Piaget, 1968, 1970). It refers to the framework of concepts, judgments, and reasoning established by individuals to actively comprehend the world, including the forms of interconnection, transformation, and interaction (Liu & Wang, 1993). Recent research reveals that thinking structure is part of the cognitive structure, constrained by knowledge structure, and serves as a prerequisite for creativity (Kant, 1781, 1788, 1790; Piaget, 1968, 1970; Che, 2017).

In the realm of thinking structure, the most complex and significant aspect pertains to the relationship between human beings and the universe, with life being inherently quantum (Schrodinger, 1944). Developments in earth and planetary science have shifted humanity's perception from a self-proclaimed central role to one comparable to other systemic forces shaping the Earth. This cognitive progression has evolved from God-centered to anthropocentric to cosmic-centered (Jasanoff, 2021). Therefore, thinking structure is a dynamic concept, and the cognitive structure progresses from perceptual thinking to rational thinking, spiritual thinking, and the cosmology of the unity of knowledge and action and the unity of nature and humanity (Kant, 1781, 1788, 1790). "Spiritual thinking" aligns with Zohar's concept of "spiritual capital". It taps into information and energy that stimulate the collective subconscious as an entry point for employee potential development (Zohar, 2011), consistent with Kahneman's "dual-process theory of thinking." Effective employee potential development necessitates a focus on the collaborative role of consciousness and subconsciousness (Kahneman, 2002) and the harmonious interplay between the psychological field and the environmental field (Lewin, 1935, 1936, 1948, 1951).

While Kant mechanically juxtaposed sensibility and reason without organic interaction (Che, 2017), Piaget addressed Kant's problem by introducing the role of knowledge in ontology, particularly epistemology. He argued that thinking not only possesses structure but can also be constructed, as evidenced in the history of science (Klempe, 2020; Piaget, 1968, 1970). Piaget's theory of thinking structure laid the theoretical groundwork for designing and cultivating quantum thinking structures.

Neo-Piagetism rejects the abstract examination of opposing concepts such as mind and matter, mind and body, and feeling and thinking in psychology. Instead, it advocates a comprehensive exploration of the inseparable relationships between these contrasting ideas, emphasizing the study of social

relationships, interactions, social culture, and social development (Zhou, 2023; Moundoud, 1976, 1985). Neo-Piagetism aligns more closely with the Unified Field Leadership and the thinking structure of unified field theory, which combines the psychological field with the environmental field (Lewin, 1935, 1936, 1948, 1951). Some scholars criticized Piaget for placing excessive emphasis on biological factors in thinking research while underestimating the role of the environment and education (organization and training). They argued that Piaget's description of operational thinking falls short of dialectical operational thinking, which serves as the "order parameter" within the underlying logic of psychology and behavior, set against the backdrop of the universe (Haken, 1986).

The rise of quantum thinking in recent years has not only transcended the cognitive limitations of mechanical and dialectical thinking but has also returned to the essence of life and thinking. Life science and quantum science have found their way into management and psychology, becoming integral to the unified field of leadership science (Kim, 2019; Zohar, 2011, 2016).

The essence of the thinking structure resides in the quantum wave-particle duality of life (Schrödinger, 1944; de Broglie, 1943), the unification of the psychological realm and the environmental realm (Lewin, 1935, 1936, 1948, 1951), and the universe as the backdrop for life. It encompasses various levels of needs, including material needs, spiritual needs, biological needs, and intergenerational succession needs that transcend the constraints of an individual lifetime (Maslow, 1943, 2017; Kenrick, 2010).

The characteristics of the thinking structure are rooted in the triad of quantum science, biology, and sociology of life, which manifest as non-locality, uncertainty, entanglement, superposition states, and the concept of the three worlds to interpret evolution and wisdom. In comparison to mechanical thinking, both bionic thinking and quantum thinking represent more advanced cognitive structures (Yan, 2011, 2013; Jiang, 2019; Zohar, 2011, 2016). They align with the "dual process theory of thinking" (Kahneman, 2002) and personality structure. This brings about the application and evolution of Id, Ego, Superego developed by Freud (1920, 1923) in the realm of leadership.

The function of the thinking structure is based on the quantum functions of life, which include super-temporal and spatial entanglement, nonlinear leap development, and the utilization of uncertainty. It is further enhanced by the Unified Field Leadership approach, which combines quantum thinking structures with bionic organizational structures and dynamic strategic frameworks, achieving consistency in the context of strategy-organization-people's hearts (Kim, 2019; Lewin, 1935, 1936, 1948, 1951; Franco et al., 2020).

Literature limitations:

1. The concept of personal necessary complexity is introduced. Leaders can adapt to the environment only if they possess their own necessary complexity. Environmental complexity, as proposed by Lord's RC theory, involves five levels of cognitive stratification - perception, consciousness, goal emergence, emotional system, and working self-concept, and four domains - cognitive complexity, social complexity, self-complexity, and emotional complexity (Lord et al., 2011; Klempe, 2020). Other scholars argue that adapting to environmental complexity essentially means creating environmental complexity. Everything is dynamic, and adaptation is a form of creation (Messick, 1987; Xiong et al., 2022).

2. There is the introduction of the concept of complexity within organizations. Internal organizational complexity encompasses two aspects: the complexity of human thinking structures and the complexity of organizational structures (Cunha, 2020; Uhl-Bien et al., 2007). If an organization possesses only the complexity of human thinking structures without ensuring the complexity of its organizational structure, it cannot sustainably and dynamically match the complexity of its environment over the long term (Charlesworth & Turner, 2019).

3. It's proposed that a top-down approach is often ineffective. In uncertain environments, much of the literature suggests that central guidance is unlikely to be effective. For example, when actors co-evolve with each other, the structures and processes they create are dynamic rather than static and cannot be adequately predicted (Cunha, 2020; Surie & Hazy, 2007). However, differing views argue that although individual changes cannot be fully predicted, the overall trend and probability of changes can be predicted using a "quantum method" (Zhang et al., 2019; Lord et al., 2015). Bertalanffy, the founder of systems biology, also believed that emergence is not merely the sum of its parts but a generative system where each part is layered (Bertalanffy, 1950, 1955). The knowability and controllability of the self-organizing function of any system, from inorganic to organic to life evolution, coexist in the unified field with the uncertainty of individuals and their people's hearts, necessitating the Unified Field Leadership (Haken, 1986; Franco, 2019; Zohar, 2016).

4. It introduces the relationship between static knowledge structures and dynamic learning. Dynamic cognition and learning are built upon static knowledge structures. The knowledge structures that have developed over time must continually self-adjust based on future information about tasks, environments, and ultimate goals, continuously forming new mental structures. Only such mental structures possess the complex adaptability system capabilities (Zu, 2019; Lord et al., 2011). Charlie Munger suggests that humans need around 100 mental models, with 20-30 commonly used. For effective management, the ideal knowledge structure combines elements from mathematics, physics, chemistry, engineering, biology, and other disciplines (Kaufman, 2016).

While consciousness naturally progresses from perception to consciousness, creating a new conscious structure, it's important to note that consciousness is not a specific location in the brain

but a closely interconnected "system state" within the global workspace—a larger system projected into various brain areas, forming a network of long neurons (Dehaene & Naccache, 2001). However, everyone's perception of the world is unique. Memory is selective, involving both activation and inhibition. Inhibition is not conducive to memory, while activation aids memory, and environmental resonance with memory guides perception (Lord et al., 2011). Some scholars have noted that individuals with rigid consciousness structures may not be suitable for leadership roles and may struggle to adapt to dynamic environmental changes. The inclination to cling to a fixed consciousness structure for an extended period could be a significant individual difference (Zheng, 2021; Thatcher et al., 2008; Thatcher et al., 1987).

5. It presents the concept that differentiation and diversity give birth to life. Diversification involves treating differences as opportunities and relies on the "quantum leap" theory, signifying leapfrog development instead of linear progression (Zohar & Marshall, 2011). The Quantum of Life theory is grounded in the universe, recognizing the limitations of personal cognition. Strategies often depend on the saying that man's calculations are not as accurate as God's calculations. In an uncertain environment, adopting a long-term unified strategy may appear risky.

6. It introduces the concept of pursuing the meaning of life and the ultimate goal. The advancements in quantum science and neuroscience have provided us with the cognitive tools to decode the patterns of thinking structures and organizational structures (Erdogan, 2020; Dehaene & Naccache, 2001; Fuster, 2002). The nervous system consists of the wired nervous system operating within the body and the wireless nervous system connected beyond the body. The wireless nervous system represents the electromagnetic effects resulting from quantum wave-particle duality, which manifest in the five senses of physiological perception: vision, hearing, smell, taste, and intuition, as well as in the spiritual quest for the meaning of life and the ultimate goal. The "ancestral adaptors" latent within each of us can emerge during crises or special circumstances. This is the fusion of ancestral wisdom and human wisdom that unlocks our untapped potential (Buss, 2019). Neuroscientists have identified the "God Spot" in the human brain, a neural substance located in the lateral lobe, behind the temple. It becomes highly active when we seek answers to the meaning of life and the ultimate goal (Persinger, 1996). These collective activities in the "God Spot" manifest as 40 Hz fluctuations. Zohar suggests that these fluctuations may very well constitute the neural basis of spiritual quotient capital (SQ), determining our capacity to become advanced beings with high intelligence, remarkable talents, and the ability to autonomously regulate emotions (Zohar & Marshall, 2011; Viertiö, 2021).

7. It underscores that people represent both opportunities and risks. Leaders within complex adaptive systems possess a sense of self-preservation and can leverage other people's emotions, including joy, anger, sadness, fear, reflection, and surprise, to mitigate risks. They can even transform negative emotions into positive ones (Vevusita, 2021; Zohar & Marshall, 2011; Charlesworth & Turner, 2019). Some scholars have proposed that emotions serve another crucial

function, acting as an alarm system that can transcend goals and redirect individuals to face danger. Leaders or team members possess intricate abilities to detect negative emotions in others while pursuing positive objectives, thus avoiding adverse consequences (Purwanto, 2022; LeDoux & Phelps, 2000; Simon, 1967). Bionic organizational structures and quantum thinking structures diminish human uncertainty risks (Yan, 2022; Ivanov, 2021). The source of uncertainty lies in the interplay between individual cleverness and collective wisdom, the natural selection of entropy and negentropy (disorder and order) within the game, and the evolution of wisdom within a unified field.

## **2.4 Employee potential development**

The study defines employee potential development as the enhancement of the untapped capabilities of all individuals, including leaders, managers, and employees, as well as stakeholders such as enterprises, families, companies, and customers within an organization. This encompasses strategic potential development, organizational potential development, people's hearts potential development, and the development of leadership potential within the unified field of strategy-organization-people's hearts (Fuertes et al., 2020; Hanna et al., 2021; Wang et al., 2021).

The essence of employee potential development lies in the super-space-time and super-life connection and deduction of the quantum of life (Schrodinger, 1944; DE Broglie, 1943). It represents the unified field that encompasses the psychological field, the environmental field, the bionic organizational structure, and the Unified Field Leadership, all interconnected and deducing dynamic strategies (Werdhiastutie et al., 2020; Lewin, 1935, 1936, 1948, 1951; Mehmood et al., 2020 ; Liu & Ge, 2020).

The characteristics of employee potential development are influenced by quantum characteristics, such as non-locality, uncertainty, entanglement, and the superposition state (Schrodinger, 1944). Non-locality refers to the idea that potential exists within the relationships between people, and wisdom, in this context, pertains to collective wisdom. It is believed that great wisdom is found within collectives, including organizations, families, and human collectives. This wisdom is a result of life's evolution, stemming from quantum entanglement between present individuals, deceased individuals, and future individuals, giving rise to the butterfly effect. Many scholars have posited that individuals do not possess an individual subconscious mind; instead, they share a collective subconscious mind (Jung, 1912; Shigeo, 2011; Buss, 2019).

Uncertainty refers to the unpredictability of a single life, quantum, project, enterprise, or strategy when compared to the continuously replicating viable whole operating on a dual-track system (Higgs, 1964; Watson & Crick, 1953). The Tao Te Ching also asserts that one is uncertain, but when two come together, it gives rise to three, and three leads to the creation of all things.

Entanglement signifies the ability of the subconscious quantum within life to connect across time and space, extending beyond individual lifetimes. This is the quantum and genetic force behind life reproduction and intergenerational succession (Zohar & Marshall, 2011; Kamp et al., 2018). American psychologist Taub Bynum made significant contributions by studying the collective subconscious, discovering that family members share a family subconscious that spans generations, even centuries. This concept is crucial in understanding the generational continuity of family businesses and provides a quantum science and psychological foundation for the Intergenerational succession leadership.

Furthermore, there exists a subconscious field among individual family members or among all family members. This subconscious field, often referred to as the unified field, transcends time and space throughout the history of life. At the core of life's subconscious, it can be activated using molecular and quantum methods, such as genetic engineering for bionic structure design and the development and training of quantum thinking structures (Taub-Bynum, 1984; Kenrick, 2010; Malnight et al., 2019). A research team led by parapsychologist Redding suggests the existence of a global consciousness field that interacts with matter (Global Consciousness Project Network webpage: <http://noosphere.princeton.edu/>. Access date: March 13, 2003).

The function of employee potential development is rooted in quantum functions, primarily focused on fostering creative leapfrog development within an uncertain environment. For any organization, unlocking its true greatness hinges on identifying employee potential and dedicating time to its cultivation. Only by reinstating respect for individuals can the full spectrum of human talents be unleashed (Drucker, 1954; Wang et al., 2021). A distinctive function of quantum potential development lies in its capacity to simultaneously stimulate the development of potential among various stakeholders, both within and outside the enterprise. This occurs within the unified field that encompasses the enterprise and family, the future and history, and the ultimate goals and sources of motivation (Hanna et al., 2021; Malnight et al., 2019; Lord et al., 2015).

Literature limitations: One limitation in the literature pertains to strategic potential development. There is a growing importance of strategic management with trends that challenge traditional approaches, including factors influencing strategy creation, formulation, and evaluation (Fuertes et al., 2020). Scholars have varying opinions on the effectiveness of top-down versus bottom-up strategies and the role of transformational and quantum leadership (Ansoff, 1965; Duchek, 2020; Zohar, 2016; Lord et al., 2015). Top-down strategies emphasize that structure follows strategy, while bottom-up strategies, influenced by quantum leadership, focus on developing potential first and adapting the organization and strategy accordingly.

Another aspect of employee potential development is organizational potential. Evolutionary methods alone are finding it increasingly challenging to generate strategies solely from within an organization.



The new capability lies in an organization's ability to adapt to the changes in the external environment (Hannan & Freeman, 1984, 1993; Sharma & Singh, 2019). This ability is inherent in bionic companies, characterized by their self-organizational capacity (Hutchinson et al., 2019; Cherepanov et al., 2019; Yan, 2011, 2013). Under an evolutionary approach, the traditional notion of future-oriented rational planning is often irrelevant (Williamson, 1991; Cherepanov, 2019). Organizations that adapt better to their environment tend to survive (Gotcheva et al., 2013). Successful strategies emerge as a result of natural selection processes. In this context, top management's role may be limited but crucial in identifying threats (Freeman & Hannan, 1989; Hutchinson et al., 2019). While human intelligence can expedite the evolutionary process, it still operates within the laws of evolution, including Darwin's theory of natural selection and Lamarck's theory of the genetic evolution of acquired traits (Darwin, 1859; Lamarck, 1809). A company's best competitive advantage lies in its vision for the future, and organizations must identify and reinforce their unique competitive advantages that are hard for competitors to replicate (Hamel & Prahalad, 1996; Fuertes et al., 2020). Considering organizations as systems that select environmental information and develop as they acquire knowledge from external sources highlights the importance of organizations gaining higher-dimensional knowledge (Weick, 1990; Li et al., 2021).

People's hearts potential development in this context refers to the development of the thinking structure, or the people's hearts. Systems theory emphasizes that decision-makers are complex individuals whose decisions are not solely based on economic factors. It also emphasizes the interrelationships of multiple variables in society and their impact on the environment (Granovetter, 1985; Mehmood et al., 2020; Wang et al., 2021; Lewin, 1935, 1936, 1948, 1951). Following a systems approach, economic sociology highlights that culture and regulatory institutions, play a crucial role in shaping economic actors' behavior and, consequently, economic outcomes (Whitley, 2003; Bruton, 2021).

Company vitality and employee creativity are mutually reinforcing (Mehmood et al., 2020; Kamp et al., 2018). Sustainable development theory underscores the importance of both company vitality and employee creativity (Wang et al., 2021; Mehmood et al., 2020). Enterprise vitality depends on the scientific design of organizational structures, such as bionic mechanisms (Hutchinson et al., 2019; Yan, 2011, 2013). On the other hand, employee creativity hinges on the scientific design of thinking structures, such as the Unified Field Leadership, where the psychological field and environmental field interact (Lewin, 1935, 1936, 1948, 1951).

In addition, training is of special importance for employee potential development: First, training has evolved significantly over the years, from simple manual tasks to complex and dynamic jobs, and it now encompasses dynamic strategic capabilities (Teece, 1997). Training is not only about improving individual capabilities but also enhancing team efficiency and providing organizations with a competitive advantage (Noe et al., 2014).

Second, the importance of interpersonal relationships in training has been recognized throughout history. Human relationships are inherently quantum in nature due to the quantum nature of life (Schrödinger, 1944). Training has evolved to include behavioral modeling and improving managers' interpersonal skills.

Third, in the 1980s, training became more learner-centered, focusing on the interactive effects of ability, motivation, and task demands during skill acquisition. Self-efficacy and individualized learning became important aspects. With the advent of the 2000s, training expanded to include various forms of learning beyond formal training.

Fourth, Training encompasses three new areas: new employees, people, and the environment, as well as self-efficacy (Saks, 1995; Tannenbaum et al., 1991; Kamp et al., 2018). Both human and environmental aspects are factors that affect training (Noe & Wilk, 1993; Birdi et al., 1997; Bruton et al., 2021). Psychology and the environment, that is, thinking structure and organizational structure, both require scientific design and training (Hanna et al., 2021). Research shows that self-efficacy (Courtright et al., 2014; Bandura, 1977), goal orientation (DeRue & Wellman, 2009; Werdhiastutie et al., 2020), and personality (DeRue et al., 2012; Mehmood et al., 2020) play essential roles in informal learning. Cognitive ability and other motivational factors may also influence (Stanhope et al., 2013; Brett & Vandewalle, 1999; Fuertes et al., 2020).

Fifth, over the years, research and practice have often regarded learners as passive recipients of teaching (Ford & Kraiger, 1995; Werdhiastutie et al., 2020), aiming to guide learners through what they need to learn, eliminate errors, and improve efficiency (Smith et al., 1997; Sharma & Singh, 2019). Recent research has adopted an active learning approach in which trainees are seen as active participants in the learning experience (Bell & Kozlowski, 2009; Kamp et al., 2018), an evolution that develops skills for flexibility and adaptability (Ford & Kozlowski, 2001). The "quantum method" subverts the traditional understanding of time, believing that time flows from the future to the present. If you make some changes now, the future will be infinitely possible. The future is a quantum probability wave of life based on the leaping development of great goals and the law of attraction. This is the development of potential. Quantum science methods for scientificity and creativity (Lord et al., 2015).

Sixth, top leaders attach importance to training and the sharing of knowledge between supervisors and employees. Employees' perceptions of leadership support and working conditions influence their participation in development activities (Noe & Wilk, 1993; Voitushenko & Bushuyev, 2019). When employees are aware of available learning opportunities and feel supported for employee development, especially when this support comes from "significant others" (Hurtz & Williams, 2009; Hanna et al., 2021). In addition to understanding the factors that influence whether individuals utilize knowledge gained from colleagues, training mechanisms also need to analyze whether employees

are willing to share knowledge with others (Wang & Noe, 2010; Hanna et al., 2020). Recent research has argued that team composition is becoming increasingly dynamic, and advances in communication technology have made it possible to train teams with little face-to-face situations (Tannenbaum et al., 2012; Sharma & Singh, 2019).

Seventh, the spirit of chivalry encompasses the following elements: 1) It involves a belief in some form of sacred, profound, shared consciousness in the universe, which establishes the diversity of life. 2) It recognizes that the preciousness of life and the courage to take risks and move forward complement each other. 3) It emphasizes that all the beauty in the world, including business achievements, is cultivated through the painstaking efforts of individuals. 4) It acknowledges the mutual commitment and responsibility that exists between individual happiness and the well-being of the world. 5) It is characterized by a deep sense of humility and gratitude, which is reflected in service (Zohar & Marshall, 2011; Fuertes et al., 2020). Carl Jung argued that we are not merely passive witnesses or victims of our times but creators of our own times (Bruton et al., 2021; Zohar & Marshall, 2011).

## **Chapter Summary**

In the literature review, four key areas have been examined: leadership, organizational structure, thinking structure, and employee potential development. Each of these areas has been explored individually, revealing valuable insights. However, certain limitations have become apparent. Firstly, these areas have not been effectively coordinated and integrated into a comprehensive research framework. Secondly, there is a notable absence of the Unified Field Leadership models that align with the foundational principles of natural science. Addressing these issues constitutes the primary contribution of this thesis.

## Chapter 3 Methodology

### Introduction to methodology

This study attempts to explore how leadership influences employee potential development. The objective is to investigate the impact of leadership styles, organizational structures, and cognitive frameworks on employee potential development within an uncertain environment. In order to achieve this goal, this research interviewed a total of 46 people from 9 private enterprises in Zhejiang Province, including senior managers, middle-level managers and grassroots employees. These interviews explore the psychological, linguistic, and emotional aspects of their experiences, as well as the influence of the organizational environment and historical factors revealed through their storytelling process. The research design aligns with the onion diagram of research philosophy and methodology by Saunders et al. (2019b).

### 3.1 Research Design

The underlying philosophy guiding this research design is interpretivism, utilizing an inductive approach and qualitative analysis. The study's methodology involves interviews, three-level coding and classification, and ultimately, the refinement of themes leading to the construction of a theoretical framework. To ensure the quality of the qualitative research, it should be acknowledged that interpretations, whether from interviewees or researchers, are inherently subjective. However, this research remains firmly anchored in data and real-world scenarios throughout, relying on rigorous and systematic data collection and analysis. Multiple methods of verification, are adopted, including triangulation and collaboration with participants. Furthermore, this research is extended beyond the immediate industry, conducting comparative studies across various industries and examining case studies to enhance the rigor, systematic nature, and scientific validity of the qualitative research.

### 3.2 Research Philosophy

The focus of this research is a Unified Field Leadership framework (UFL) in an uncertain environment, which aims to illuminate a path for company vitality, employee creativity, and organizational evolution (VCE) by exploring the influencing factors between leadership and employee potential development. This research philosophy encompasses ontological, epistemological, and axiological perspectives that shape how interviewees and this researcher perceive the world (Gokorenus, 17th century; Saunders et al., 2019b). While individual worldviews are subjective, this research acknowledges that life itself is rooted in the real world, with the universe as its backdrop. Through an amplified time and space perspective and thorough anatomical analysis, subjectivity can reveal objectivity and consistency, spanning from the inanimate natural world to animate nature, human evolution, and future wisdom (Haken, 1986).

Epistemologically, this research acknowledges that the world is not only objective but also knowable. Despite the limitations of "bounded rationality" in human cognition, this researcher pursue valid, lawful, and acceptable knowledge (Piaget, 1956, 1968, 1970; Kahneman, 2002; Taylor, 2017; Saunders et al., 2019b). Axiology plays a significant role in this research by addressing values and ethics, emphasizing this researcher's degree of involvement in the research process, especially concerning privacy protection, maintaining the scientific integrity of the thesis, and considering moral foundations and social value (Lewin, 1935, 1936, 1948, 1951; Lorenz, 1963; Haken, 1986; Saunders et al., 2019b).

This study adopts an interpretivist approach, which is well-suited for qualitative research. Interpretivism focuses on meaning, seeking to comprehend phenomena, and embraces a holistic view of situations. It involves generalizing ideas from data and employing diverse methods to understand the interviewees' perceptions holistically. This choice is made in contrast to positivism, pragmatism, critical realism, and postmodernism. Positivism, suitable for quantitative research in the natural sciences, emphasizes facts and seeks simple causal relationships and fundamental laws, while this research extends to the universe's context, emphasizing the leadership model and the replicability of influencing factors between leadership and employee potential development. Pragmatism, although valuable in architecture and object studies, is less applicable when studying people. Critical realism and postmodernism, oriented differently, do not align with this study.

This research adopts an inductive approach due to the absence of pre-existing theoretical assumptions in both literature and practice regarding the model of influencing factors between leadership and employee potential development. This researcher recognizes that induction differs from deduction and abduction. Deduction is suitable for research moving from theory to practice for verification and falsification, while abduction often traces the reasons behind phenomena, common in case studies. This research's inductive approach, however, involves refining theory through practical observations. This research uses an inductive approach to extract themes from interview data and construct theory.

Qualitative analysis methods are employed because leadership and employee potential development inherently involve subjectivity in interviewees and me, encompassing ultimate goals, motivations, and values. Quantitative research is challenging in this context. Nevertheless, with a sufficiently large and representative qualitative dataset, rigor, systematic analysis, and scientific rigor can be maintained. Three-level coding classification, theme refinement, and theoretical construction aim to extract objectivity from subjectivity or come close to achieving it.

Data collection relies on in-depth interviews in a semi-structured, open-ended, one-to-one format.

### **3.3 Data Collection**

The research setting for this study is set in China. The country is an ideal context for research due to its global significance in logistics and supply chain, the challenges posed by the current uncertain environment, the unique organizational structure of Chinese logistics enterprises, and the potential practical implications of the study's findings. As one of the most important countries in global logistics and supply chain, China plays a crucial role in the industry, making it an essential area to study. The current global environment is characterized by uncertainties such as the COVID-19 pandemic, wars, and anti-globalization sentiment, which have highlighted the need to understand how logistics enterprises, particularly those in China, can ensure smooth operations in the face of adversity. Additionally, the majority of Chinese logistics enterprises are private family businesses, which often face common intergenerational succession problems, adding another layer of complexity to the study of leadership and employee potential development in this context. Investigating the relationship between leadership and employee potential development in Chinese logistics enterprises can yield valuable insights and practical implications for improving leadership practices, fostering employee potential, and enhancing overall competitiveness in the global market. These findings may also be applicable to other countries with similar business environments or organizational structures, further emphasizing the importance of selecting China as the research context for this study.

Sampling instructions: This study employed three comprehensive sampling methods: primarily convenience sampling, snowball sampling, and purposive sampling. However, no theoretical sampling method was employed.

Convenience sampling was chosen for its ease of use, allowing interviews to be conducted with private enterprises in Zhejiang Province, where the researcher both works and resides. Zhejiang Province is one of the most developed regions in China's private economy, and, given the researcher's proximity, it was a practical choice. As China's reform and opening up have progressed over the last 40 years, many private enterprises in this region now face challenges related to the intergenerational succession of family enterprises. This study seeks to explore the leadership model and replicability of leadership succession in family enterprises.

Snowball sampling was adopted as it facilitated the interview process. Following introductions made through the local logistics industry association, interviews with logistics companies were conducted sequentially. This approach not only streamlined the interview process but also allowed for horizontal comparisons during the research. The snowball sampling method also expanded from logistics enterprises to include upstream manufacturing customers, enabling valuable cross-industry comparative research.

Purposive sampling was used because the researcher possessed familiarity with the research field and interviewees, allowing for the selection of individuals with relatively high representativeness.

This approach effectively conserved the researcher's time and energy without compromising the validity and scientific rigor of the research.

The theoretical sampling method was not utilized, as it is typically employed in grounded theory research to uncover specific objects with theoretical significance within a particular context. This study did not employ grounded theory methods.

The researcher conducted interviews with a total of 46 individuals representing 9 private enterprises in Zhejiang Province. These enterprises included 4 logistics supply chain companies, 3 logistics and manufacturing joint ventures, 1 large manufacturing enterprise, and 1 trading company. Among these, 6 were family businesses, while 3 were non-family businesses. Family businesses comprised 37 employees, and non-family businesses had 9 employees. The sample included 19 senior managers, 14 middle managers, and 13 junior employees, with 35 males and 11 females.

The interviewees' academic level and management level are not required to be disclosed during the interview. The researcher believes that this will not affect the quality of the interview data because the topic of this study is to investigate the factors influencing the relationship between leadership and employee potential development. There is no inherent relationship between leadership and academic level. Employee potential development mainly refers to the development of employee subconscious information and energy, which is not necessarily connected to academic degree. Moreover, the management level is precisely one of the factors influencing the relationship between leadership and employee potential development that needs to be studied.

Although this researcher is the boss of one of the interviewed companies, it is unlikely to affect the quality of the interview, because this researcher is only the top designer of the company. This researcher usually does not go to the office, and this researcher has no daily intersection with these interviewees. The leadership style is relatively democratic, and the atmosphere of the interview is relaxed and casual.

For an overview of the interviewees, please refer to the table 1 below.

Sampling rationale: The primary reason for sampling logistics supply chain companies is this researcher's 35 years of involvement in this industry, starting in 1989. This researcher is familiar with logistics supply chain companies, recognizing their pivotal importance.

The selection of joint ventures in both the logistics and manufacturing industries is informed by the Chinese central government's endorsement of two-industry links between these sectors. The emphasis lies on deep integration and joint venture cooperation to reduce costs and improve efficiency. Despite this advocacy, the practical implementation faces leadership-related challenges.

Sampling trading companies serves the purpose of comparing the similarities and differences in factors affecting leadership and employee potential development across industries distinct from logistics and manufacturing. Family businesses were chosen as subjects because over 40 years have passed since China's leader, Deng Xiaoping, advocated and promoted economic reform in 1978. First-generation entrepreneurs are now contending with leadership succession issues due to aging (Aronoff & Baskin, 2017). The selection of senior managers, middle managers, lower-level employees, and both male and female interviewees was made to ensure representation based on levels and gender.

### Interviewee Recruitment

The initial step in recruiting interviewees involved contacting each individual to explain the purpose of the interviews, emphasizing that they were part of a doctoral thesis research project. The research topic focuses on exploring the influencing factors between leadership and employee potential development, highlighting the social value of the study, and underscoring its significance for the creation of knowledge that benefits all of humanity. Participation was voluntary, and interviewees were assured of this. Subsequently, we agreed on interview timings and locations and provided each interviewee with a semi-structured interview outline in advance. It was stressed that the interviews were informal, akin to casual conversations, with no pressure involved.

The success rate for securing interviews was 100%, with no rejections. Each interview proceeded smoothly, ensuring high-quality data. The interview phase spanned two months, from April 12 to June 12, 2022. Interviews were conducted in person by the researcher at each interviewee's workplace (42 people). In cases where some interviewees were working in distant provinces or cities, video interviews were conducted (4 people). Importantly, the researcher personally conducted, recorded, and analyzed all the interviews. Prior to each interview, interviewees were asked to sign an Informed Consent Form to uphold their rights to knowledge and privacy. An assistant accompanied the researcher during each interview to provide backup recordings, ensuring data integrity. The following is sample of the interviewees and interviewed companies (Table 1).

**Table 1 Sample of the Interviewees and Interviewed Companies**

Interviewee code	Position	Gender	Interviewed company code	Company age (years)	Family business	Industry	Headquarter address
XYH1	Director, CEO, marketing director	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
XYH2	Director, managing director	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
XYH3	Director, HR director	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
XYH4	Director, financial director	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang



<b>XYH6</b>	Director, system specialist	Female	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYH7</b>	Director, cultural specialist	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYH8</b>	Director, project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYH9</b>	Director, project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYH10</b>	Director, subsidiary manager	Male	XY logistics	34	Yes	Logistics, investment	Sichuan
<b>LQ2</b>	Deputy general manager	Female	LQ logistics	27	Yes	Logistics, mining	Zhejiang
<b>ZYH1</b>	Deputy general manager	Female	ZY supply chain	21	Yes	Chemical logistics	Zhejiang
<b>JYH2</b>	Deputy general manager	Male	JY IoT, a logistics and manufacturing joint venture	6	Yes	Transportation, warehousing	Zhejiang
<b>JXH1</b>	Managing director	Male	JX supply chain, logistics and manufacturing joint venture	2	Yes	Transportation, warehousing, purchasing	Jiangxi
<b>JLH1</b>	Chairman	Female	JL paper, large manufacturing industry	24	Yes	Papermaking, thermoelectricity	Zhejiang
<b>JLH2</b>	General manager	Male	JL paper, large manufacturing industry	24	Yes	Papermaking, thermoelectricity	Zhejiang
<b>LTH3</b>	Deputy general manager	Female	LT supply chain	6	No	Warehouse logistics	Zhejiang
<b>FRH1</b>	General manager	Male	FR supply chain	6	No	Automotive supply chain	Zhejiang
<b>FRH2</b>	Deputy general manager	Female	FR supply chain	6	No	Automotive supply chain	Zhejiang
<b>JHH1</b>	Deputy general manager	Male	JH trading	10	No	Futures trading	Zhejiang
<b>XYM1</b>	Project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYM2</b>	Project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYM3</b>	Project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYM4</b>	Project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYM5</b>	Project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYM6</b>	Project manager	Male	XY logistics	34	Yes	Railway logistics	Zhejiang
<b>XYM7</b>	Project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYM8</b>	Project manager	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang

<b>JYM1</b>	Department manager	Male	JY IoT, a logistics and manufacturing joint venture	6	Yes	Transportation, warehousing	Zhejiang
<b>JXM1</b>	Department manager	Male	JX supply chain, logistics and manufacturing joint venture	2	Yes	Transportation, warehousing, purchasing	Jiangxi
<b>JLM1</b>	Department manager	Male	JL paper	24	Yes	Papermaking, thermoelectricity	Zhejiang
<b>LTM1</b>	Department manager	Male	LT supply chain	6	No	Warehouse logistics	Zhejiang
<b>FRM1</b>	Department manager	Female	FR supply chain	6	No	Automotive supply chain	Zhejiang
<b>JHM1</b>	Department manager	Male	JH trading	10	No	Futures trading	Zhejiang
<b>XYG1</b>	Clerk	Female	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYG2</b>	Salesman	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYG3</b>	Salesman	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYG4</b>	Salesman	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYG5</b>	Salesman	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYG6</b>	Salesman	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYG7</b>	Salesman	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>XYG8</b>	Salesman	Male	XY logistics	34	Yes	Logistics, investment	Zhejiang
<b>JYG1</b>	Scheduling	Female	JY IoT, a logistics and manufacturing joint venture	6	Yes	Transportation, warehousing	Zhejiang
<b>JLG1</b>	Monitor	Male	JL paper	24	Yes	Papermaking, thermoelectricity	Zhejiang
<b>FRG1</b>	Salesman	Female	FR supply chain	6	No	Automotive supply chain	Zhejiang
<b>LTG1</b>	Assistant	Male	LT supply chain	6	No	Warehouse logistics	Zhejiang
<b>JHG1</b>	Salesman	Female	JH trading	10	No	Futures trading	Zhejiang

Note: company age until 2023

## **Field Work**

The interviews were conducted in Chinese, the native language of the interviewees, and audio recordings were subsequently transcribed into text, resulting in over 500,000 words of Chinese data. The average duration of each interview was one and a half hours, with the longest lasting two hours and the shortest one hour. Each interviewee provided more than 10,000 words of audio and text. Through a three-level coding classification, 49 initial codes, 15 sub-themes, and 4 main themes were extracted. Finally, theoretical construction was completed, resulting in a Unified Field Leadership framework (UFL) in an uncertain environment, based on the consistent mechanism of dual strategy, bionic organization, and quantum thinking that stimulates employee potential development.

### **Data Collection Process: The Interview Process Consisted of Three**

Stages: an icebreaker, the main discussion, and concluding remarks. The icebreaker aimed to establish rapport by inviting interviewees to share life and work stories of interest, such as When did you join this company? or What is your current position or type of work? This phase not only built rapport but also provided insights into the interviewees' thought processes, including their consideration of time and space dimensions and cognitive depth.

The interview outline was initially semi-structured. After eight revisions and iterations, the interview outline was used at the beginning of the interview with three interviewees. Later, for the vast majority (43 interviewees), it was not needed as this researcher was already familiar with the outline and could ask questions contextually. This approach proved to be more effective, fostering a natural atmosphere. Over the course of two months of interviews, this researcher's attitude evolved from initial apprehension to a genuine appreciation and enjoyment of the process. Each interviewee shared their unique perspectives on leadership and employee potential development, offering valuable insights that enriched this researcher's understanding. The semi-structured interview primarily delved into understanding the definitions of leadership, organizational structure, thinking structure, and employee potential development. It explored the relationships between these elements, the interviewees' ultimate goals, sources of motivation, paths to achieving them, and strategies for individuals and enterprises in uncertain environments. Most interviewees found the interviews pleasant, interesting, and meaningful.

### **Interview Guide**

1. In what year did you join the company?
2. Which departments have you worked in at this company, and which department are you currently in? How did these experiences feel? What is the funniest or most memorable example?

3. How is your company's leadership, department leadership, and your own leadership reflected? Can you provide an example?

4. What do you expect from company leadership, department leadership, and your own leadership? Why? What challenges are involved, and how can these problems be solved?

5. How do you develop your potential, and how do your company and department leaders influence the development of your potential? Please provide an example.

6. In your opinion, what other factors affect the development of your potential? Can you give an example?

7. How is your company's organizational structure designed, and what is its impact? Please provide an example.

8. What are your thinking habits, and what factors do you believe influence them? Please provide an example.

9. What do you think is your influence on your department and company, and how can you increase your influence in your company or department? Why?

10. In an uncertain environment, how do your company, department, and you prevent and respond to risks? Can you provide an example?

You just discussed and shared some very exciting and interesting stories. I have benefited a lot. Thank you very much. Do you have any additional comments or anything else you would like to add?

Lastly, I want to express my gratitude for accepting my interview. To commemorate our meaningful conversation, I would like to offer you a small gift. Additionally, I promise that after I graduate with my Ph.D. and my thesis is published, I will definitely send you a copy.

### **3.4 Data Analysis**

This researcher repeatedly read and reviewed the precious data obtained through his own interviews, immersing himself in it, resonating with his soul, and recalling every word, action, and expression of each interviewee during the interview. Every flow, including subconscious and collective subconscious elements, is connected (Csikszentmihalyi, 2015). The coding and classification of data represent not so much the researcher's thought process but rather the interviewee's thought process, stemming from ancestral and human wisdom, and then extending to the natural principles of the mind and the interconnectedness of nature through quantum entanglement - the laws of nature that govern the universe. Wisdom resonates at the same

frequency between the researcher and the interviewee, a quantum frequency that elevates the weak force, stimulates nerves, and leads to conscious perception and meaningful understanding (Jung, 1912). Ultimately, this led to the discovery of influencing factors between leadership and employee potential development, resulting in the identification of four themes and the completion of a theoretical framework.

The in-depth analysis of interviewee statements through discourse analysis (Gao, 2021; Braun & Clarke, 2006) goes beyond the interviewee's words alone. It delves into the underlying temporal and multidimensional aspects of discourse, exploring psychological dimensions, particularly the historical and environmental factors that shape this psychology (Anderson & Holloway, 2020). As a result, four elements emerged: leadership, organizational structure, thinking structure, and employee potential development. These elements form the Unified Field Leadership framework (UFL), a high-dimensional space framework rooted in psychology and quantum science, with life as the backdrop of the universe. These elements mutually influence, interact, create conditions for, and yield results in relation to one another.

The bionic organizational structure comprises only four functional departments: Marketing, Operations Management, Human Resources, and Financial Audit. It draws parallels with the genetic code's four bases - adenine (A), thymine (T), guanine (G), and cytosine (C), where A pairs with T and G pairs with C, symbolizing the unity of opposites and the interplay of yin and yang, mirroring the interrelationship between succession and evolution. This double dual-track system creates a unified field, including uncertainty. Leadership plays a crucial role in both internal and external environments, influencing organizational structure and adapting to the changing landscape.

The adaptation, creation, and evolution of thinking structures, which encompass the unity of knowledge and action and the unity of nature and humanity, manifest in employee potential development, reflecting the laws of nature. Human wisdom is an integral part of the wisdom of the universe, extending from the quantum realm (thinking structure) to the classical realm (organizational structure) and the realm of life (dual-track strategy). This aligns with the essence of the Tao Te Ching. Leadership and organizational structure form a complementary pair, with leadership realized through the organizational structure, which, in turn, supports and enhances leadership. Similarly, thinking structure and employee potential development are interrelated, with thinking structure promoting employee potential development and vice versa.

Leadership impacts employee potential development through the amalgamation of the hard science of organizational structure and the soft science of thinking structure. Employee potential development, in turn, influences leadership, organizational structure, and thinking structure. Organizational structure or thinking structure can also exert influence on the other three elements. Importantly, leadership extends beyond leadership within an organization; it encompasses

leadership in one's own life, including the influence on or leadership of organizations, which may include enterprises, departments, and families.

The thinking structure of Unified Field Leadership incorporates intergenerational succession, bridging the gap between business and family, work and life, and the previous and next generations. The researcher's data analysis process comprises two stages: first, the study of human personality to comprehend the semantics and context of the interviewee's statements, and second, the study of human common characteristics by combining Eastern collectivism and Western individualism to achieve a harmonious balance, guided by the wisdom of the universe. This approach gives rise to the Unified Field Leadership framework (UFL), a leadership model that transcends uncertainty, inspired by the laws of nature and the wisdom of the universe.

On October 7, 2022, between 4 and 6 in the morning, at the Wanda Reign Hotel on the Bund in Shanghai, the researcher was inspired. Lacking A4 paper, he used the white cardboard from a shoebox to create the initial mind map (Appendix 1). The subsequent drafts were refined multiple times into the current theory-building mind map, reflecting the meticulous process of data analysis. The researcher extracted 49 initial codes, 15 sub-themes, and 4 themes from the interview data. Each theme and sub-theme include 3-4 sub-codes, with each initial code supported by approximately 4 interviewee statements, demonstrating the rigor, scientific, and logical progression of the data analysis process. This rigorous analysis facilitated the successful completion of a theoretical framework, the Unified Field Leadership framework (UFL), designed for navigating uncertain environments. It is based on dual strategy, bionic organization, and quantum thinking, stimulating the development of employee potential.

### **3.5 Credibility and Rigor**

From data collection, data analysis, refining themes to theory construction, this process involved multiple iterations, reflections, and verifications. During the refinement of the initial and axial codes from the raw data, the researcher organized these codes under the categories of abstraction and theorization. After refining these initial codes and axial codes, the researcher revisited the interviewees' statements, which constituted the original data, to confirm whether these codes and classifications aligned with the artistic conception and meaning of the original data (Bocken et al., 2019).

Additionally, the researcher employed member checking and triangulation methods. This included discussions with an assistant who had been involved in the entire interview process, with a focus on ensuring consistency among the interview recording, speech-to-text transcriptions, interviewee statements, and the three-level coding. These approaches were logical and scientifically sound, with the addition of dimension correction methods to minimize the researcher's own understanding bias.

Building upon this foundation, four themes emerged: leadership, organizational structure, thinking structure, and employee potential development. Drawing from disciplines such as mathematical physics, quantum science, biology, psychology, management, engineering, and philosophy, a comprehensive theoretical framework was constructed.

The researcher contends that the reliability and validity of this thesis are grounded in the integration of ontology, epistemology, and axiology. This integration is based on the premise that life operates within the backdrop of the universe, with an emphasis on amplifying the temporal and spatial dimensions for thorough analytical examination. The majority of interviewee statements, particularly the extensive data related to the collective subconscious mind, nature, information, and energy underlying these statements, align with philosophical and methodological principles such as interpretivism, induction, qualitative analysis, interviews, and data collection and analysis. The approach is characterized by rigor, logical coherence, and scientific validity (McGinley et al., 2021).

### **3.6 Ethical Considerations**

At the outset of each interview, the researcher provided the interviewee with a clear explanation of the interview's purpose, emphasizing its nature as academic research. The research topic revolved around exploring the influencing factors between leadership and employee potential development in an uncertain environment, a subject of great significance to enterprises. This research holds positive implications for leaders, managers, every employee, and society as a whole, as it fills a gap in the existing literature. The insights contributed by the interviewees are instrumental in advancing human knowledge.

The researcher made a commitment to maintain the confidentiality of the interviewees' business names, personal information, and interview content. This information was encoded in the thesis and would not be disclosed for any commercial purposes. Following each interview, the researcher conducted a brief review of the summary with the interviewee to ensure the accuracy and correctness of the researcher's understanding of the interviewee's statements.

### **Chapter Summary**

The research philosophy and methods employed in this thesis have been thoughtfully designed, resulting in a rigorous, scientific, and logical research process. The four themes extracted from the research align with the unity of ontology, epistemology, and axiology, and adhere to principles of reliability and validity.

## Chapter 4 Findings

This chapter presents the findings of a comprehensive study that explores the key factors contributing to the success of enterprises in uncertain environments.

Through a rigorous three-level coding process based on interviews with industry professionals, four major themes have emerged: the necessity of top-level design in leadership, the importance of a scientific foundation in organizational structure design, the need for an amplified spatial and temporal context and thorough anatomical analysis in thinking structure, and the requirement of unified field leadership for employee potential development.

The findings suggest that these four themes are inherently interconnected and exist within a unified field of interaction between the psychological and environmental fields. By implementing top-level design and training of organizational and thinking structures, leadership can effectively stimulate employee potential development and achieve company vitality, employee creativity, and organizational evolution (VCE) in the face of uncertainty.

This chapter reports the details of each theme, presenting insights from the interviewees and discussing the implications for organizations seeking to thrive in an ever-changing business landscape. The findings provide valuable guidance for leaders, managers, and decision-makers in their quest to build resilient, adaptable, and successful organizations.

Based on the information provided by the interviewees, the researcher conducted a comprehensive, three-level coding analysis, which yielded 49 initial codes, 15 subthemes, and 4 main themes. These four themes are: leadership requires top-level design, organizational structure design requires scientific foundation, thinking structure requires amplified spatial and temporal context and thorough anatomical analysis, and employee potential development requires unified field leadership. The table below provides a detailed breakdown of this three-level coding classification (Table 2).

**Table 2 Three-Level Coding Classification Table**

4 Themes	15 Sub-themes	49 Initial codes	Frequency
<b>1. Leadership requires top-level design</b>	1.1 Strategic leadership	1.1.1 Multi-dimensionality and foresight	17 (68%)
		1.1.2 Top-level design capabilities	9 (36%)
		1.1.3 Resource integration capabilities	10 (40%)
	1.2 Organizational leadership	1.2.1 Collective decision-making and execution	17 (68%)
		1.2.2 The influence of subordinates on superiors	18 (72%)
		1.2.3 Horizontal influence	14 (56%)



	1.3 People's hearts leadership (humanization)	1.3.1 Attraction, cohesion and centripetal force	10 (40%)	
		1.3.2 Spiritual leadership and personal charisma	10 (40%)	
		1.3.3 The importance of communication	8 (32%)	
	1.4 A consistent leadership system based on strategy-organization-people's hearts	1.4.1 Corporate culture system	21 (84%)	
		1.4.2 Organizational system	22 (88%)	
		1.4.3 People's hearts system and heart chain management	25 (100%)	
	2.1 The strong vitality of bionic organizational structure	2.1.1 Dual-track system and rotating general manager	12 (48%)	
		2.1.2 The four functional departments are simple and efficient	13 (52%)	
		2.1.3 Continuous chain replication of amoeba organization	14 (56%)	
		2.1.4 The strong vitality of bionic organizational structure	11 (44%)	
	<b>2. Organizational structure design must have a scientific basis</b>	2.2 Ordinary vitality of similar to bionic organizational structures	2.2.1 Similar to Four Functional Departments	4 (16%)
			2.2.2 Amoeba-like organizational structure	3 (12%)
			2.2.3 Ordinary vitality of similar to bionic structures	3 (12%)
		2.3 The weak vitality of non-bionic organizational structures	2.3.1 Inefficiency of non-four functional departments	10 (40%)
2.3.2 Low performance of non-amoebic organizations			6 (24%)	
2.3.3 The weak vitality of non-bionic structures			7 (28%)	
3.1 Zoom in on the space-time background to establish direction		3.1.1 Ultimate goal thinking	6 (24%)	
		3.1.2 Comparative thinking among relatives and friends	7 (28%)	
		3.1.3 Multi-dimensional roundtable meetings, heart-to-heart talks and altruistic thinking	9 (36%)	
3.2 Thorough dissection and analysis to find motivation		3.2.1 Traceability thinking to find the essence and source	10 (40%)	
	3.2.2 Link to small family	8 (32%)		
	3.2.3 Link to big family	5 (20%)		
<b>3. Thinking structure requires amplified time and space background and thorough anatomical analysis</b>	3.3 Choosing a path between direction and momentum	3.3.1 Co-evolution and order thinking	12 (48%)	
		3.3.2 Knowledge and practice	12 (48%)	
		3.3.3 Risk awareness	13 (52%)	
	3.4 Direction-motivation-path consistency	3.4.1 Direction is the ultimate goal	3 (12%)	
		3.4.2 Motivation is the source of motivation	3 (12%)	
		3.4.3 The path is extremely flexible and adaptable to changes	4 (16%)	
<b>4. Employee potential development requires unified leadership</b>	4.1 Development of strategic potential	4.1.1 Diversification strategy	5 (20%)	
		4.1.2 Dynamic strategy	5 (20%)	
		4.1.3 Strategy-organization-people's hearts is consistent	21 (84%)	

	4.2 Development of organizational potential	4.2.1 Organizational flattening	9 (36%)
		4.2.2 Organizational atmosphere has a great impact on employees	20 (80%)
		4.2.3 Learning and research organizations	20 (80%)
	4.3 Development of people's hearts potential	4.3.1 Material incentives and spiritual incentives	18 (72%)
		4.3.2 Sense of belonging	5 (20%)
		4.3.3 Company training and job training	20 (80%)
		4.3.4 Humanity and freedom	8 (32%)
		4.3.5 Comprehensive development of people	8 (32%)
	4.4 Company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment	4.4.1 Personal environmental adaptability	14 (56%)
		4.4.2 Environmental adaptability of the organization	19 (76%)
		4.4.3 Simultaneous innovation and certainty	11 (44%)
		4.4.4 Embrace failure	9 (36%)

Note: The classification content presented in the table is derived from the database of interviewee statements in this study, accomplished through a three-level coding and classification process.

#### 4.1 Leadership Requires Top-Level Design

The theme of leadership that requires top-level design refers to leadership that is top-level designed by leaders who are influenced by the interaction between their cognitive level, way of thinking, values and other psychological fields and environmental fields. The essence of leadership is the leader's top-level design ability. On the one hand, the leadership of an enterprise always starts with thoughts, then acts, and finally results and affects destiny; on the other hand, thoughts are affected by result orientation, cognitive level and values, that is, the influence of the unified field of the psychological field and environment.

The interviews revealed that effective leadership requires top-level design characterized by four interconnected elements: strategic leadership, organizational leadership, leadership that connects with people's hearts, and a self-consistent leadership system that integrates strategy, organization, and emotional connection. There is an internal logical relationship between these four. The content of leadership usually includes the three dimensions of strategy, organization and people's hearts. Leadership needs top-level design to design the self-consistency between strategy, organization and people's hearts. Self-consistency contains science, morality, long-termism and cosmic wisdom.

The content of leadership needs top-level design found in the interviews includes: first, the three initial codes of strategic leadership - multi-dimensional and far-reaching vision, top-level design capabilities and resource integration capabilities; second, the three initial codes of organizational leadership - collective decision-making and execution, the influence of subordinates on superiors,

and horizontal influence and leadership; third, the three initial codes of leadership with people's hearts - attraction, cohesion and centripetal force, spiritual leadership and personal charisma, and the importance of communication; fourth, the three initial codes of a leadership system based on strategy, organization, and people's self-consistency - corporate culture system, organizational system, people's hearts system and heart chain management.

#### 4.1.1 Strategic Leadership

Strategic leadership refers to the leadership of a strategist who can promote the long-term development of organizations and people. Leadership in a narrow sense refers to strategic leadership. Strategic leadership in a broad sense includes three dimensions: strategy, organization, and people's hearts.

The content of strategic leadership discovered through interviews includes three initial codes: multi-dimensionality and foresight, top-level design capabilities, and resource integration capabilities. There is an internal logical relationship between the three. Strategic leadership is first manifested in multi-dimensionality and foresight, then in top-level design capabilities based on strategy, organization, popularity and its self-consistency, and finally in resource integration capabilities.

Multi-dimensionality and foresight mean that when leaders consider issues, they should consider as many factors as possible such as corporate interests, shareholder interests, employee interests, customer interests, short-term interests, long-term interests, business and family, work and life, and dynamic changes. Leaders should coordinate decisions and promote overall development. Among the interviewees, 17 people mentioned multi-dimensionality and foresight a total of 27 times. For example:

*Logistics companies experienced unusually high employee turnover in that era. We prioritize the well-being of our employees over the interests of our shareholders, which is admired by many of our colleagues. (XYH4)*

*Over the years, the top-level design of our company's four bionic functional departments (Marketing, Operations Management, Human Resources, and Financial Audit) has demonstrated foresight. Customer satisfaction feedback shows that we perform better than our peers. (XYM3)*

*XY excels in organizational capabilities. Our leaders consider the needs of our employees, the development of family members and the overall growth of the company. This consideration is highly appreciated. (ZYH2)*

Top-level design capabilities refer to the top-level design and training capabilities of an enterprise's organizational structure, employee thinking structure, and enterprise strategic structure. It empowers employees at all levels (including grassroots employees), not just leaders or managers. This is a top-level design of collaborative evolution and potential development. Among the interviewees, 9 people mentioned top-level design capabilities a total of 19 times. For example:

*Our chairman's systematic research on leadership sets him apart. His deep understanding of leadership systems translates into top-level design capabilities that empower employees at all levels. (XYH4)]*

*Our chairman has contributed to the top-level design. His design concepts, including organizational structure and thinking structure, have influenced our company and the Amoeba Project Department, injecting his organizational genes and way of thinking. (XYM3)*

*Our company's leadership top-level design operates at three levels: senior managers, middle managers, and entry-level personnel. Operational standardization and increased efficiency are our collective goals, achieved through comprehensive training. (JYH2)*

Resource integration capability refers to the collective decision-making process of roundtable meetings to motivate and attract everyone, the best combination of people, money and materials to make products or services win over the market, as well as the complementary advantages and integration between businesses founded by brothers and sisters in a family. Among the interviewees, 10 people mentioned resource integration capabilities a total of 12 times. For example:

*Our company realizes resource integration through continuous chain replication of amoeba organizations and has steadily grown its business and scale. This amoeba organization inspires and engages everyone through a collective decision-making process of decentralized ownership and roundtables. (XYH4)*

*Between family businesses founded by brothers and sisters, taking advantage of their respective resource advantages makes cooperation projects more successful. (XYH9)*

#### 4.1.2 Organizational Leadership

Organizational leadership refers to the company's vitality generated by the bionic organizational structure with only four functional departments and the continuous chain replication of the amoeba organization, as well as the ability to prevent various risks in an uncertain environment.

The content of organizational leadership found in the interviews includes three initial codes: collective decision-making and execution, subordinates' influence on superiors, and horizontal influence and

leadership. There is an internal logical relationship between the three. Organizational leadership first manifests itself in collective decision-making and execution, then ensures the influence of subordinates on superiors - the influence of employees on the amoeba organization and the amoeba organization on the company. Finally, ensuring horizontal influence and leadership is achieved through the joint decision-making and collaborative evolution of the bionic organizational structure, which has only four functional departments - Marketing Department, Operations Management Department, Human Resources Department, and Financial Audit Department.

Collective decision-making and execution mean that the bionic organizational structure ensures the collective decision-making mechanism of the roundtable, pays attention to everyone's opinions, and organically combines bottom-up collective wisdom with top-down execution. Collective decision-making and execution were mentioned 19 times by 17 interviewees. For example:

*The four functional departments of our company's Bionics organization participate in roundtable collective decision-making on all major company matters. This approach has been in place for decades (2001 to present) and ensures that each participant plays a vital role in decision-making. Our corporate culture, including bionic organization and quantum thinking, values everyone's opinions and brings effective collective decision-making and execution. (XYH1)*

*A successful company must have strong leadership and execution, both functionally and within the amoeba organization. The leadership of the Amoeba organization is reflected in project profitability, creating value for the company, giving returns to shareholders, and promoting personal growth. (XYM3)*

During the interview, an interviewee with a non-bionic organizational structure did not describe what an appropriate organizational structure would be.

*Effective leadership requires an appropriate organizational structure to manage each employee. It is impractical for the head office to directly supervise the development and guidance of each employee, so it needs to rely on organizational structure. (LTH3)*

The influence of subordinates on superiors refers to the influence produced by the self-organizing management function of the bionic organizational structure. A total of 23 times, 18 interviewees mentioned the influence of subordinates on superiors. For example:

*Our company has increased bottom-up management through the top-level design of the bionic organizational structure, and subordinates can exert significant influence on their superiors. Although the decision-making process may take longer, the resulting execution*

*and employee recognition are superior to peers, which are not bionic organizational structures. (JXH1).*

*In XY Company, there is a kind of bottom-up influence and leadership, which is reflected in the fact that the opinions of employees are listened to by the leaders. Leaders are open to a variety of opinions, and this inclusiveness leads to more comprehensive considerations in decisions throughout the company. (JXG1)*

*For me, leadership requires listening to the opinions of employees, which is required by the top-level design of the bionic organizational structure, aiming to give full play to collective wisdom for decision-making. (XYM1)*

Horizontal influence and leadership refer to the horizontal influence and leadership between departments and between employees. Among the 25 interviewees, 14 mentioned the horizontal relationship between influence and leadership. For example:

*XY Company's four functional units bring a unique perspective to the decision-making discussion, drawing from corporate life sciences from four dimensions - marketing, operations management, human resources, financial audit, etc., to form a relatively complete collective decision-making. (ZYH2)*

*Although there are boundaries between the four bionic functional departments (marketing, operations management, human resources, financial auditing), they must work closely together and cannot live without each other. This is the unique co-evolution and potential development mechanism of the bionic organizational structure. The potential developed is not just organizational but also human. (XYH8)*

Horizontal influence and leadership are unique phenomena and functions of bionic organizational structures. Non-bionic organizational structures do not have this function. For example, one interviewee stated clearly:

*In our company, there may be business cooperation between departments or employees, but there is no horizontal leadership and influence between departments or employees because we do not have cross-level leadership. (LTH3)*

#### 4.1.3 Leadership with People's Hearts

Leadership with people's hearts refers to leadership based on human nature. People's hearts are essentially human nature. Human nature refers to the unity of human biology, sociality, and spirituality. Spirituality refers to the spiritual and quantum attributes of human beings. It refers to the

super-temporal and super-life links and influences between the human body, consciousness, subconsciousness, ancestors, descendants, time, space, psychology, and environment, based on genes and memes (cultural factors). In other words, it encompasses various spiritual and quantum influences within a unified field.

The content of leadership found in the interviews includes three initial codes: attraction, cohesion and centripetal force, spiritual leadership and personal charisma, and the importance of communication. There is an internal logical relationship between the three. Leadership among people is firstly reflected in the company's attraction, cohesion and centripetal force to employees, secondly reflected in the leader's spiritual leadership and personal charisma, and finally reflected in the importance of communication in solving people's problems.

Attraction, cohesion, and centripetal force are a kind of spiritual attraction. Among the respondents, 10 people mentioned attraction, cohesion or centripetal force 29 times. For example:

*Our company practices a heart-centered corporate culture. This uniqueness differentiates our company's leadership position in the industry. Our company is based on the people's hearts (meme-based) and the organization's heart (gene-based), which is reflected in the objective existence of quantum thinking structure and bionic organizational structure. (XYH1)*

*My understanding of company leadership includes two aspects: First, the cohesion of founders, shareholder teams and senior managers must be strong; second, the company must be attractive and appealing to employees. (LTH3)*

*Corporate leadership depends largely on the boss and the size of the company. Employees follow leaders because they share a shared vision. It's crucial for bosses to capture people's hearts through communication. (JLH1)*

Spiritual leadership and the leader's personal charisma refer to the power of the company's top leader to guide employees spiritually. The 10 interviewees talked about spiritual leaders and the charisma of leaders a total of 13 times. For example:

*A leader's charisma is an important aspect of leadership. The chairman of our company focuses on several key aspects: formulating company strategy and cultivating talents; identifying opportunities for company growth and reducing risks; and influencing the core team through his personal charm and theoretical system. (XYH3)*

*The ultimate goal of a leader is to be a spiritual leader who influences everyone's goals. Leaders must lead by example and possess a variety of competencies, including business*

*acumen, conflict resolution skills, effective communication, and the ability to understand human nature. (JLM1)*

*We follow the founder because he is a spiritual leader. Over the years, he has made plans for our future. With him around, there is a sense of purpose. This is the spiritual leadership exerted by the top leaders of our company. (LTH3)*

Communication is very important in human leadership. Among the interviewees, 8 people talked about the importance of communication 27 times. For example:

*Communication can solve 95% of problems. Improving our communication skills is crucial, communication makes people feel comfortable and helps solve problems. (JYH2)*

*XY Company stipulates that it has one-on-one conversations with every employee every six months, encourages communication with employees, and allows employees to participate in company management discussions. (XYM8)*

*Our chairman actively communicates with employees through various methods, through WeChat groups, organizing training courses, etc. He also frequently participates in senior-level meetings within the company. It is a company policy to ensure regular interaction with employees, at least twice a year. (XYG1)*

Some interviewees from the interviewed companies also expressed dissatisfaction with the company's lack of communication. For example:

*I hope to have more opportunities to communicate with my boss and get more recognition and constructive discussions from my boss. (LTM1)*

#### 4.1.4 A Consistent Leadership System based on Strategy-Organization-People's Hearts

A leadership system based on the self-consistency of strategy, organization, and people's hearts is an important sign that leadership requires top-level design. If these three are self-consistent, it means that this leadership system is scientific and effective. If they are not self-consistent, then it means that this leadership system is unscientific and ineffective. This refers to long-termism and transcending uncertainty from a contextual perspective.

The contents of the self-consistent leadership system based on strategy, organization, and people's hearts discovered during the interview include three initial codes: corporate culture system, organizational system, people's heart system, and heart chain management. There is an internal logical relationship between these three. The self-consistent leadership system of these three is



firstly expressed as the corporate culture system. This system is based on the organizational system. The organizational system supports and is expressed as the people's hearts system and the heart link management.

Corporate culture system refers to both corporate culture and system. In other words, the company's way of survival is in line with long-termism and can survive various uncertain environments, not a short-term way of survival. Among the interviewees, 21 people talked about the corporate culture system a total of 28 times. For example:

*A company is composed of multiple interrelated elements, including corporate leadership, employee potential development, company-customer relationships, business - family - society relationships, current and future relationships, etc. The relationship between these elements is reflected in the corporate culture. (XYH1)*

*The two kinds of stability of our company are obvious - customer stability and employee stability. The fundamental reason is our corporate culture. Our corporate culture respects upstream manufacturing customers and downstream drivers, giving priority to employees as important stakeholders. We adhere to altruism and maintain harmonious relationships with customers and employees. This is the cornerstone of our long-term stable survival and development. (XYH4)*

*XY Company's advantage lies in its corporate culture. Our bionic culture is unique in the industry. This is the essence of a company's vitality. As a system, it enhances the work enthusiasm of grassroots employees, prompting them to serve customers diligently and control costs. (JXH1)*

The organizational system refers to the scientific system of bionic organizational structure, which is represented by top-level design and self-organizing management. It has the dual functions of developing the company and preventing various risks (equivalent to biological reproduction and immunity), which is represented by the vitality of the company. Among the interviewees, 22 people mentioned the top-level design of bionic organizational structure a total of 128 times. For example:

*Our company's top-level design of bionic organizational structure is ahead of the industry. It is a scientific and sound organizational system that can meet the diverse needs of personnel at all levels of the enterprise and promote the continued growth of people and enterprises. (XYH2)*

*Our chairman designed and relied on a bionic organizational structure to manage. He leads the company without being involved in day-to-day affairs. He focuses on learning and research, relies on organizational systems to manage people, and decentralizing power will*

*not lead to chaos in the company. This kind of self-organizing management is a symbol of bionic organizational structure and embodies scientificity and effectiveness. (XYH6)*

*Our chairman mainly relies on the bionic organizational structure, entrusts decision-making power to four functional departments and the amoeba organization, and solves problems based on the principles of co-evolution and potential development. This organizational system encourages managers to work diligently and combine company interests with personal interests. (JYH2)*

People's hearts system and heart-link management refer to heart-based management that is different from human-centered management, that is, respecting the inner world of every employee, being heart-oriented, and stimulating potential, because the information and energy of the collective subconscious hides the hidden meaning of human beings traveling through uncertain environments and leads to the truth information and cosmic wisdom of the future. This is actually the value of quantum management. Among the interviewees, 25 people mentioned the people's hearts system and heart chain management 126 times in total. For example:

*XY Company attaches great importance to the semi-annual one-on-one dialogue between the company and its employees. The company has regular heart-to-heart talks with its employees, which is conducive to understanding employees' inner needs and improving the company's work. (XYH3)*

*HR has monthly one-on-ones with us to discuss my performance. If I perform well, the company will praise me. If I have a problem, the company helps me analyze improvements. I have seen the effectiveness of heart-to-heart conversations in increasing employees' enthusiasm for work. (JYG1)*

*I believe that no matter what we do, we must consider other people's personal opinions, analyze each other's inner thoughts, and satisfy each other's psychological needs. It is important to encourage everyone to make their own decisions. Decisions that encounter resistance from others are not conducive to solving problems. Respecting the inner thoughts of every employee and finding the joint point of common interests for management is the essence of heart-link management. (JXG1)*

*In management work and communication with customers, I follow the "dual-chain management" method proposed by the chairman - supply chain management and heart-to-heart chain management. This method ensures smooth physical flow on the one hand and smooth mental flow on the other. This is the function of bionic organization and quantum management. (XYM3)*

## 4.2 Organizational Structure Design Must Have a Scientific Basis

The theme that organizational structure design must have a scientific basis means that organizational structure design needs to comply with the first principles of natural science, especially biological principles. This paper specifically refers to bionic structures.

The interviews found that organizational structure design should have scientifically based characteristics, including three sub-themes: bionic organizational structure, bionic-like organizational structure, and non-bionic organizational structure. These three types of structures just reflect the three common phenomena of corporate organizational structures - bionic organizational structures, non-bionic organizational structures, and bionic-like organizational structures in between.

The interviews indicate that organizational structure must have a scientific basis. An organizational structure's vitality depends on its scientific basis: bionic structures show strong vitality, non-bionic structures have weak vitality, and quasi-bionic structures exhibit moderate vitality.

### 4.2.1 The Strong Vitality of Bionic Organizational Structure

A bionic organizational structure is designed to mimic the resilience and adaptability of biological systems by emulating the key characteristics of genetic genes. It has and only has four functional departments and amoeba organizations that continuously chain and replicate. Only in this way can environmental adaptability be achieved in an uncertain environment, manifested as the company's ability to develop and prevent various risks, presenting a tenacious company vitality.

The strong vitality of the organizational structure is reflected in the four initial codes of the dual-track system and rotating general manager, the simplicity and efficiency of having only four functional departments, the ability of the amoeba organization to continuously copy in chains, and the strong vitality of the bionic company. There is an internal logical relationship between these four. The function of the bionic organizational structure is first reflected in the dual-track system and the rotating general manager. The dual-track system is the most basic state of genes, and the dual-track system is more vital than the single-track system. Then it is shown that there are only four functional departments, that is, a dual-track system - marketing department and operations management department, human resources department and financial audit department. These functional departments are the departments that control the genetic code. Then, as a result of the genetic instructions, the amebic organization is continuously replicated in a chain like cell division. Finally, it shows the strong vitality of the bionic structure.

The dual-track system is an organizational structure that separates external marketing and internal operation management into two distinct divisions. Each division is responsible for enhancing its own efficiency while maintaining a system of checks and balances with the other. This structure promotes

collaborative evolution between the two divisions, allowing for potential development and growth within the organization. Moreover, the dual-track system is a universal principle. Wherever a dual-track system can be implemented, a dual-track system must be implemented. For example, accounting and cashiers are dual-track systems. The rotating general manager system is one of the important manifestations of the bionic dual-track system. It is very beneficial to preventing bureaucratic autocracy, cliques, conformity, laziness and corruption. Among the interviewees, 12 people mentioned the dual-track system and rotating general manager 27 times. For example:

*Our company has used a rotating CEO system for decades, each with different characteristics and strengths, which makes it easier to leverage their potential as a leader. In our company, everyone has the opportunity to become a manager and leader, so the employee turnover rate is very low and the team has always been very stable. (XYH4)*

*The two rotating general managers of our company have different management styles. One listens more to employees' opinions and emphasizes humanized management; the other pays more attention to efficiency and emphasizes execution. Both leadership styles are effective and both are refined and enhanced within the rotation system. (XYM3)*

The simple and efficient definition of four functional departments means that the bionic organizational structure has only four functional departments - Marketing Department, Operations Management Department, Human Resources Department, and Financial Audit Department. Although it seems simple, it has covered all management functions. Among the interviewees, 13 people mentioned the four bionic functional departments a total of 66 times. For example:

*Our company has four functional departments, namely Marketing Department, Operations Management Department, Human Resources Department and Financial Audit Department. These departments cover all aspects of company management, ensuring that there are no major loopholes in management and that the organization is not bloated. Unlike many companies with many functional departments that are prone to bureaucracy and conflicts, our company's four bionic functional departments have a natural sense of unity and must make joint decisions and evolve together. (XYH4)*

*It has been more than 20 years since XY Company established the bionic mechanism in 2001. The original annual turnover was only 5 million yuan, and now the annual turnover has reached 818 million yuan in 2023. The turnover has increased 163 times. The functional departments of the headquarters have always been these four bionic functional departments - marketing department, operations management department, human resources department and financial audit department, which have better management effects and lower management costs. (XYH2)*

*Our company's four bionic functional department management covers all projects and business processes, and this organizational structure is adaptable to environmental changes. (XYM3)*

Continuous chain replication of an amoeba organization refers to the business departments of a bionic company adopting the form of an amoeba organization to continuously replicate in chains, adapt to environmental changes, and meet the material and spiritual needs of talents and teams for project equity, leadership roles, flexibility and freedom, etc. Among the interviewees, 14 people mentioned the continuous chain replication of amoeba organization 66 times. For example:

*Since 2001, XY Company has divided one company into two independently calculated amoeba organizations in accordance with the biological principle of DNA dual-track system. They become two living entities like cell division to enhance the overall vitality. So far, our company has replicated 30 amoeba organizations. (XYH1)*

*Amoeba organizations are organizations that retain talent and unleash their potential. With the increase in amoeba organizations, employees have more opportunities for promotion and increased income. Numerous amoeba organizations are conducive to cultivating various talents in actual combat and help the company to win over its peers in market competition. (XYH2)*

*Each amoeba organization is composed of different shareholders and has independent accounting. Amoeba organizations live and die according to market changes. Even if an amoeba organization is disbanded, it will not affect the survival of the entire company. (XYH4)*

Strong vitality of bionic organizational structure refers to the continuous chain replication of amoeba organization. On the one hand, the ability of each amoeba organization to adapt to environmental changes is enhanced; on the other hand, the overall vitality of the company is enhanced. Among the interviewees, 11 people mentioned the strong vitality of bionic organizational structures 16 times in total. For example:

*The continuous increase of amoeba organizations in our company reflects the ability to adapt to the environment and its tenacious vitality. (XYM8)*

*Organizational structure is crucial to a company, just like building a house. If the frame is not sound, the house will collapse. The managers of the four bionic functional departments of XY Company discuss and solve problems and avoid making unilateral decisions. The bionic organizational structure and collective intelligent decision-making ensure the company's vitality. (ZYH2)*

*Our company has survived for more than 30 years since 1989, which is very rare in the highly competitive logistics industry. We apply bionics to business management, and this bionic organizational structure contributes to company longevity. (XYG2)*

#### 4.2.2 The Ordinary Vitality of Similar to Bionic Organizational Structures

The theme of the general vitality of a bionic-like organizational structure refers to the design of functional departments and business departments of this kind of enterprise organizational structure, which is relatively close to the top-level design of a bionic organizational structure, but it is not a bionic organizational structure in the strict sense.

The contents of the bionic-like organizational structure discovered during the interviews include three initial codes: the four functional departments similar to bionic ones, the amoeba-like organization, and the defective organization affecting the vitality of the enterprise. There is an inherent logical relationship between the three. The bionic-like organizational structure is first expressed in the four functional departments, which is close to but not strictly these four bionic functional departments. Secondly, the business department is also close to but not strictly based on the amoeba organizational design. Finally, it is reflected in the general vitality of the bionic-like organizational structure. The so-called general vitality refers to the average life span of enterprises in the whole society.

The four functional departments similar to bionic ones refer to the management functions of corporate headquarters functional departments or amoeba organizations. It is not strictly designed or implemented in accordance with the four bionic functional departments of marketing, operations management, human resources, and financial auditing, but deviates from, yet is close to or similar to these features. For example:

*We can observe from some project departments that in the process of establishing four functional departments (management functions), although the headquarters and other project departments designed these four bionic functions, some project departments experienced deviations during the execution process, which weakens the vitality of these project departments. (XYH1)*

*Currently, our company's functional departments include an office (including human resources), a comprehensive operations department, a legal risk control department, and a finance department. (JHH5)*

The business department of an amoeba-like organization refers to that although the business department of such a company does not strictly follow the top-level design of an amoeba

organization with a bionic organizational structure, it is close to or similar to a bionic amoeba organization. For example:

*Our company's organizational structure is currently an amoeba-like organization. Each logistics line is independently accounted for and has independent operations management and financial audit functions, but no marketing and human resources functions. (LQH2)*

A defective organization that affects the vitality of an enterprise means that the enterprise's organizational structure does not strictly follow the bionic organizational structure and has only four functional departments and the continuous chain copying of the amoeba organization for top-level design. Compared with the bionic organizational structure, this top-level design defect affects the vitality of the enterprise. For example:

*A typical example is that our company has a department called "Hangzhou San Department". Although everyone had high expectations for it at the beginning, because all the company's new customer business is assigned to this business department, this department is not equipped with corresponding operations management and backup personnel according to the bionic organizational structure. It does not have the ability to consolidate customers and develop the market, and now this department has declined. (XYH1)*

#### 4.2.3 Weak Vitality of Non-Bionic Organizational Structures

The theme of weak vitality of non-bionic organizational structure refers to the corporate organizational structure, including functional departments and business departments, which is far from the bionic organizational structure, lacking the top-level design of only four functional departments and amoeba organizations that continuously copy. This kind of corporate organizational structure is difficult to adapt to environmental changes and has very weak vitality.

The content of the weak vitality of the non-bionic organizational structure found in the interviews included three initial codes: low efficiency of the non-four bionic functional departments, low performance of the non-amoeba organization, and weak vitality of the non-bionic organizational structure. There is an internal logical relationship between the three. The weak vitality of the non-bionic organizational structure is first reflected in the low efficiency of the non-four bionic functional departments. Then it is manifested in the lack of linkage replication ability of non-amoebic organizations. Finally, the vitality of companies with non-bionic organizational structures is weak.

Low efficiency of non-four bionic functional departments refers to the low efficiency of headquarters management caused by the top-level design of the headquarters functional departments being far away from the four and only four bionic functional departments. Among the interviewees, a total of

10 people mentioned the inefficiency of non-four bionic functional departments 10 times. For example:

*Currently, our company headquarters has 7 functional departments, including the Finance Department, Purchasing Department, Personnel Management Department, Information Technology Department, Operations Management Department, Office, and the Marketing Department added this year. (FRH3)*

*As chairman, I am now directly responsible for six functional departments, including the Innovation Office, Administration Department, Human Resources Department, Sales Department, Purchasing Department, and R&D Department. (JLH1)*

Low performance of non-amoebic organizations refers to the low performance of the top-level design of business units that is far away from the amoeba type of bionic organizational structure. For example:

*Our corporate headquarters manages the funds and business of each base, which caused conflicts between the corporate headquarters and base leaders. One of the founders, Mr. Jin, left the company due to different views. (FRH3)*

*In the logistics department where I am a manager, I do not have any shares or any performance appraisal indicators. How is the year-end bonus calculated? It is unclear what indicators it is linked to. I feel confused about my future. (LTM1)*

Weak vitality of non-bionic organizational structure refers to top-level design away from bionic organizational structure. The vitality of such a company is very fragile. Among the interviewees, 7 people mentioned the weak vitality of non-bionic structures 7 times. For example:

*When I first joined the company, the company had no specific organizational structure and division of responsibilities. We spent two years discussing and refining the organizational structure because it was too complex. (FRH3)*

#### **4.3 Thinking Structure Requires Amplified Time and Space Background and Thorough Anatomical Analysis**

The theme that the thinking structure requires amplification of the space-time background and thorough anatomical analysis refers to the quantum way of thinking that considers problems by amplifying the space-time background and thorough anatomy analysis.



The characteristics of the thinking structure revealed during the interview require amplification of the time and space background and thorough anatomical analysis: enlarging the time and space background to find direction (ultimate goal), thorough anatomy and analysis to find motivation (source motivation), and choosing a path between direction and motivation (extremely flexible path), and four sub-themes such as direction, power, path that are self-consistent. There is an internal logical relationship between these four. The thinking structure must first find the future direction based on the background of time and space, and based on history and its regularity. Then thoroughly dissect and analyze to find the source of human motivation; finally, choose an extremely flexible path between direction and motivation to achieve self-consistency among direction, motivation, and path.

#### 4.3.1 Zoom In on the Space-Time Background to Find the Direction

The theme of magnifying the background of time and space to find direction refers to the life of people and enterprises using time and space as the background to find and establish the ultimate goal of long-termism from the historical context and its regularity. The direction here refers to the ultimate goal.

The content revealed during the interview that amplifies the time and space context to find direction includes ultimate goal thinking, comparative thinking with relatives and friends, multi-dimensional roundtable discussions, spiritual dialogue and altruistic thinking, etc. initial coding. There is an internal logical relationship between them. First, to find and establish the ultimate goal, we must enlarge the time and space background. Only long-termists can avoid detours. Secondly, comparison with relatives and friends will affect the search and establishment of the ultimate goal. Finally, only through multi-dimensional roundtable meetings, spiritual dialogue and altruistic thinking can we find and establish the correct ultimate goal.

Ultimate goal thinking means that a person should take the common goal of a lifetime or several generations as the ultimate goal and maximize the value of life. Among the respondents, 6 people mentioned the ultimate goal 35 times. For example:

*Our company magnifies the context of time and space to view changes in things. When encountering ups and downs, we will not rush to conclusions, but have the patience and confidence to let things develop. We believe that our long-term efforts will bring good results, even if it harms the immediate interests of shareholders, we will not care. (XYH4)*

*Ultimate goal thinking requires every employee to have an ultimate goal. Our chairman introduced this way of thinking in the quantum leadership training class. This way of thinking has had a significant impact on employees. Now I also think about problems in this way of*

*thinking, first thinking about what this thing will look like in the future, or what problems will arise, and now working hard to solve future problems. (XYH6)*

*I thought about the end goal, but it wasn't clear and I didn't have any concrete material goals. I hope to be recognized by the industry and peers. (JHG1)*

Comparative thinking with relatives and friends is that comparing with relatives and friends in various aspects will affect one's own psychology and behavior. Among the interviewees, 7 mentioned comparisons with relatives and friends 19 times. For example:

*This may come from the motivation of comparing myself with colleagues and peers. This does not mean that I must make a lot of money, but at a certain stage, I will compare myself with classmates who graduated from the same batch, and with colleagues who entered the workplace together. (JHG1)*

*When I went back to my hometown for the Spring Festival, the villagers were very surprised to hear that I had worked for the same company for more than 20 years. They can't understand that one person can work for one company for so many years. I am very happy. Compared with the villagers, my income is at the upper-middle level. (XYH4)*

*Earlier, one of my classmates came out to run a freight company in Hangzhou and Wuxi. He had ups and downs, but ultimately failed. My brother-in-law's business is in the food industry and he is doing very well, earning millions of dollars every year. I once had a colleague who left the company for various reasons and chose to work alone. As time went by, his business shrank significantly and he is no longer working. In contrast, after I joined XY Company in 1998, it coincided with the company's equity reform. I was fortunate to become one of the early partners. Now our company has grown from a small company to one of the top 100 logistics companies in China. I have achieved some success. (XYH1)*

Multi-dimensional roundtable meetings, heart-to-heart talks and altruistic thinking refer to the collective decision-making mechanism of roundtable meetings, the regular one-on-one heart-to-heart talk mechanism between the company and its employees, and the altruistic thinking in which the company respects and considers the interests of its employees. Among the interviewees, 9 people mentioned the roundtable decision-making mechanism, one-to-one heart-to-heart talk mechanism and altruistic thinking 20 times in total. For example:

*My way of thinking is mainly influenced by the chairman of our company. Everything we do is not decided by one person, but through the roundtable collective decision-making mechanism, brainstorming, considering issues from others' perspectives, negotiating on an equal footing, and reaching consensus. (JXH1)*

*The four managers of XY Company have all worked in the company for more than 20 years. They are responsible for marketing, operations, human resources, and finance respectively. They rely on their rich experience, the roundtable mechanism based on the bionic organizational structure, collaborative decision-making, and potential development. Such decisions based on collective wisdom are often correct and enable the company to develop steadily in the long term. (ZYH2)*

*My way of thinking has always been influenced by the corporate culture of XY Company. One person cannot fully see the whole picture of the whole thing. Only when many people look at the same problem from different angles can we see more dimensions. This is very important for us to see the whole picture clearly and handle things correctly. (JXG1)*

#### 4.3.2 Thorough Analysis to Find Motivation

The theme of finding motivation through thorough dissection and analysis refers to a thorough dissection and analysis of organizational genes, especially employee psychology, to find the source of motivation for organizations and individuals.

A thorough dissection and analysis of the findings from the interviews revealed the content of the search for motivation, including three initial codes: traceability thinking, connection with the small family, and connection with the extended family. There is an internal logical relationship between these three. First, the source of power exists at the source of life, which can only be found through thorough dissection and analysis. Secondly, the source and driving force of life exist in the connection with small and large families. This is the scientific logic of human nature, including biology, society, and spirituality.

Traceability thinking refers to the traceability of life and the origin of things. Among the interviewees, 10 people mentioned traceability thinking 17 times in total. For example:

*When we encounter a problem that needs to be solved, we must first thoroughly analyze the root and essence of the problem, instead of making superficial judgments and overreactions just by looking at superficial phenomena. This way of thinking does have a huge impact on our level of cognition. (XYH3)*

*Find the root of the problem first and then solve it fundamentally. This way of thinking was learned after joining XY Company, especially after participating in the quantum leadership training class. (XYG2)*

Link with the small family refers to the connection between business and family, work and life. Among the interviewees, 8 people mentioned the connection with the nuclear family a total of 19 times. For example:

*Now my two children are willing to talk to me about everything and communicate very well with each other. I let them know everything in the company and at home. On the one hand, I let the children know what their parents are doing; on the other hand, I also guide them to grow. (LQH2)*

*My two sons also attended the annual meeting of our XY company. They said that our corporate culture is very good. When they heard our chairman's speech, they were very impressed. Our chairman's lifelong learning spirit has inspired my two children. (XYH4)*

*As the company grew, my income far exceeded the normal expenditure needs of a family. As a result, my wife no longer had to go to work very early and became a full-time housewife at home. She is happy with my career and company. (XYH1)*

Links to extended family are defined as connections between employees and the wider circle of relatives based on blood and marriage ties. Among the interviewees, 5 mentioned connections with extended family a total of 30 times. For example, several family members or family business interviewees stated:

*Regarding the influence of a large family, the boss of XY Company is a role model. His lifelong learning spirit had an impact on the children of his extended family. He created and guided a harmonious atmosphere between brothers and sisters in a large family, between family businesses, and between generations. This harmonious atmosphere of the big family affects the harmonious atmosphere of each family business. (LQH2)*

*We are indeed a big family, six brothers and sisters, multiple family businesses. The boss of XY Company has really led our big family to live in harmony. He cares very much about every member of the next generation of the entire family, leading and planning the growth of young people. His educational philosophy has inspired the next generation. (ZYH2)*

*Several relatives of our big family have their own logistics companies, basically all in Hangzhou. On the one hand, there may be competition; on the other hand, the big family trusts each other and cooperates with each other, attracting more resources, which makes the whole comprehensive strength of the big family and various family businesses increase steadily every year. (XYH8)*

Ties with the extended family have an impact not only on the family business within the family, but also on family businesses that are extended by marriage ties (i.e., relatives of relatives). For example, one interviewee stated:

*For the Yan family, I am not the backbone. After I married into the Wu family, I became the pillar of the Wu family. Influenced by the fact that the Yan family is engaged in logistics and moved from rural areas to cities to start businesses, most of the Wu family are now also engaged in logistics and have moved from rural areas to cities to start businesses. The influence between the two families is huge and affects the development of future generations. (LQH2)*

#### 4.3.3 Choosing a Path Between Direction and Motivation

The theme of choosing a path between direction and motivation means that the chosen path must be connected with the ultimate goal and source of power. This path selection must be adaptable and extremely flexible. The purpose is to adapt to environmental changes and realize direction, power, path self-consistency.

The content of choosing a path between direction and motivation discovered during the interview includes three initial codes: co-evolution and order thinking, knowledge and practice, and risk awareness. There is an internal logical relationship between these three. First of all, choosing a path requires co-evolution and order thinking. Secondly, path selection depends on knowledge and practice. Finally, you must be aware of risks when choosing a path, because many path choices may seem like opportunities in the short term but turn out to be traps in the long term.

The theme of co-evolution and order thinking means that the way of thinking in path selection should co-evolve with order thinking. Only through collaboration can evolution be achieved. Only by adhering to orderly change can innovation be successful. Among the interviewees, 12 people mentioned co-evolution and order thinking 16 times in total. For example:

*In our company, cooperation, mutual growth and mutual influence are advocated between superiors and subordinates. At work, everyone makes rules together and evolves together. The result of developing everyone's potential is that you can get anything you want. (XYH2)*

*If the chairman hands off management, the management of XY Company will not be chaotic, because the company follows a bionic organizational structure, with joint decision-making and collaborative evolution between the four functional departments and the amoeba organization. If there is no bionic organizational structure, then management will be chaotic if the boss lets go. (ZYH2)*

*In XY Company, employees dare to ask questions, which is conducive to learning and growth on the one hand and the elimination of company risk on the other. This co-evolution mechanism between employees and the company enables problems to be solved in an orderly manner in the right direction. (XYG2)*

The theme of knowledge and hard work means that in order for employees and enterprises to solve path problems, they need knowledge on the one hand and hard work on the other, and they also need to combine knowledge and hard work. Among the interviewees, 12 people mentioned the importance of knowledge and hard work 16 times. For example:

*I feel that my knowledge can be applied to the company and create value for the company. This is my motivation to continue working in this company because the company recognizes everything we do for the company. (JLM1)*

*Over the past three decades, XY Company has been cultivating batch after batch of young talents and promoting them to management positions at all levels to promote the company's development. (ZYH2)*

*The chairman of our company holds quantum leadership training classes every year and personally teaches leadership knowledge. This is rare because the chairman of many large companies does not personally train employees on leadership. (JXG1)*

The theme of risk awareness means that long-termists usually consider risk factors more when choosing a path than those who are eager for quick success, which is beneficial to traversing various uncertain environments. Among the interviewees, 13 people mentioned risk awareness 18 times. For example:

*We encounter various difficulties and crises in life. We must establish risk awareness and take preventive measures. Risk awareness is a way of thinking that gives us more options when faced with uncertainty. (XYH1)*

*Our chairman has rich experience in spot trading, and he helps us analyze many risks in this industry. Since then, I have also set strict risk prevention measures for myself. (JHG1)*

*I believe that when we invest in cold chain projects, there is less risk in choosing state-owned enterprise customers. If you choose Internet business customers who rely on burning money to survive, the risk is greater. Some investments may seem to be making money in the short term, but the risks are not eliminated in the long term. (LTM1)*

#### 4.3.4 Direction-Motivation-Path Consistency

The theme of direction, motivation, and path self-consistency refers to the self-consistency between the ultimate goal, source motivation, and flexible path. This is the underlying logic of long-termism.

The self-consistent contents of direction, motivation, and path found in the interviews include three initial codes: direction must be the ultimate goal, motivation must be the source of motivation, and path must be extremely flexible and adaptable to changes in the environment. There is an internal logical relationship between the three. First, find and establish the ultimate goal as the direction. Secondly, find the source of motivation of employees as the driving force of the organization. Finally, from a long-term perspective, only by choosing a path that is extremely flexible and adaptable can the self-consistency between direction, power, and path be achieved. Only if it is self-consistent is it the truth; if it is not self-consistent, it is not the truth.

The theme of direction must be the ultimate goal, which means that employees and enterprises must regard lifelong goals as the ultimate long-term goals, rather than only considering immediate or short-term goals. For example:

*Our company's ultimate goals are prosperity, happiness, longevity and intergenerational succession. (XYH8)*

*My view on whether a family business can be successful is that it is first necessary to clearly analyze the strengths and weaknesses of each family member, then assign them to do appropriate things, maximize the strengths of each person, and finally form a joint force to promote the long-term survival and development of the family business. (JXG1)*

The theme of motivation must be the source of motivation, which means that the source of motivation in employees' inner world must be found and stimulated. Potential development comes from the source of motivation of employees. For example:

*I am deeply grateful to my grandparents who set the example of extended family brotherhood and intergenerational cohesion. Under the influence of our grandparents, dozens of people in our Yan family have integrated into one. The advantages of each person are revealed in the big family, and the development of each person's potential promotes the development of the big family. (JXG1)*

*During the epidemic, it was very difficult for everyone, and something major happened in my family. This was the darkest moment I have experienced in the 28 years since I was born. At this time, I deeply realized that family is an important source of motivation, and greater help comes from the encouragement of family members. (XYM8)*

The theme that the path must be extremely flexible means that in order for employees and enterprises to adapt to environmental changes, the path must be adaptable and extremely flexible, so that the direction, motivation, and path can be self-consistent and achieve the ultimate goal of long-termism. For example:

*XY Company has experienced more than 30 years of survival and development, and most of the companies started during the same period have gone bankrupt. On the one hand, XY Company adheres to the ultimate goal of corporate longevity and intergenerational inheritance, and fully stimulates the motivation of employees; on the other hand, in various uncertain environments, it always chooses an extremely flexible path to adapt to changes, emphasizing both innovation and certainty, and has always developed steadily. (XYH8)*

Uncertainty not only occurs outside the company, but is also likely to occur within the company, such as changes in family circumstances. One interviewee said:

*I'm thinking that if one day my daughter who is working in the United States says she needs me to take care of her children, then I might immediately quit my current job and fly to the United States to help my family. This is driven by source power, and the path may change at any time. I stay working at FR now because I feel the team trusts and supports each other and I can see some future. (FRH3)*

#### **4.4 Employee Potential Development Requires the Unified Field Leadership**

The development of employee potential requires a unified field. The theme of leadership refers to the development of information and energy hidden in employees' lives (including body, consciousness and subconscious). This information and energy are closely related to the unified field of psychological field and environmental field, so unified leadership is needed to develop the potential of employees and maximize the value of life.

The interview found that employee potential development requires unified leadership characteristics, including strategic potential development, organizational potential development, human potential development, and four sub-themes such as company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment. There is an internal logical relationship between these four. Employees here refer to employees in a broad sense, including top managers, middle managers and grassroots employees. In an enterprise, human potential development realizes company vitality, employee creativity and organizational evolution (VCE) in an uncertain environment through strategic potential development, organizational potential development, and human potential development.

##### **4.4.1 Strategic Potential Development**



The theme of strategic potential development includes two aspects. One is that the enterprise must have a long-term survival strategy and development strategy, and the other is that it must have a correct strategy that is self-consistent among direction, motivation, and path. Only a correct strategy can be called the development of strategic potential. A wrong strategy or no strategy cannot be called the development of strategic potential.

The content of strategic potential development found in the interviews includes three initial codes: diversified strategy, dynamic strategy, and strategy-organization-popularity self-consistency. There is an internal logical relationship between these three. The external signs of developing strategic potential in an uncertain environment are diversified strategies and dynamic strategies. The first manifestation is diversified strategies. Only diversified strategies can realize dynamic strategies and unitary strategies cannot be dynamic because the strategy cannot be switched. The inherent symbol of developing strategic potential is the self-consistency of strategy, organization and people's hearts. If these three are not self-consistent, it is likely to be a wrong strategy, because strategy cannot be separated from the organization and people's hearts and it is dynamically self-consistent, otherwise the strategy will fail.

The theme of diversified strategy means that in an uncertain environment, from a long-term perspective, a diversified strategy can better adapt to environmental changes than a unified strategy, just like eggs cannot be placed in one basket. Among the interviewees, 5 people mentioned diversification strategy a total of 7 times. For example:

*Today, all aspects are changing rapidly and there are many uncertainties. We choose two to three key areas as strategic directions and make timely adjustments according to environmental changes. Our company's diversification strategy creates certainty amid uncertainty, which is what sets us apart. (XYH2)*

*Our company's strategy is, first, diversification (including internationalization), and second, chain replication with joint venture companies in the manufacturing industry. The current joint venture chain replication with the manufacturing industry is successful. If trade can be carried out, the prospects are bright. (JXH1)*

The above are diversification strategies for companies with bionic organizational structures, and there are also diversification strategies for companies with non-bionic organizational structures. For example, one interviewee stated:

*I think the strategic direction of our company is diversification, because if it is unified, then it should have a certain status in a certain industry. But at present, our company is not that big in scale and not specialized enough. (LTM1)*

Some interviewees also favored a professionalization strategy. For example:

*Human potential is unlimited, but human energy is limited. One thing should be done well through concentration and concentration. (JLH1)*

The theme of dynamic strategy means that in the long term, whether it is a one-dimensional strategy or a diversified strategy, it must maintain strategic flexibility, otherwise it cannot adapt to changes in the environment. For example:

*In the early days of our business, my husband and I went to Jiangxi to set up a saw board factory. During the busy farming season, we opened another rice mill. A year later, we returned to Jinhua, Zhejiang, selling clothing and fabrics, and spent 10 years completing primitive accumulation of capital. After that, we came to Longyou City and bought a weaving factory. In 1999, we started to set up a paper mill in Longyou. It has been 23 years since then and has developed into one of the largest paper mills in the area. (JLH1)*

*Logistics is still our main business, but further development is a bit difficult, so now we are working on mining again in a joint venture with friends. (LQH2)*

*Our company's main business is warehousing business. Due to the pandemic, various Internet platforms have developed rapidly. We seized the opportunity and took advantage of the warehousing supply to carry out live streaming to help customers sell goods and improve the warehouse turnover rate. We were selling and shipping thousands of items a day, and although we lost money the first year, we started to make a profit the second year. (LTH3)*

Some interviewees also talked about the integrated strategy of resource integration. For example:

*Our company takes advantage of the joint venture with Geely Automobile to establish a supply chain company to integrate global resources and implement refined logistics, such as production line logistics, packaging logistics and spare parts logistics. (FRH1)*

The theme of strategy-organization-people's hearts self-consistency means that the self-consistency between strategy, organization and people's hearts is to measure whether the strategy is correct and whether it can be said to be the development of strategic potential. If the strategy cannot be self-consistent with the organization and people's hearts, then there is a problem with the strategy, it may be an incorrect strategy, or the strategy is difficult to implement. Among the interviewees, 21 people mentioned the problem of self-consistency between strategy, organization and people. For example:

*Strategy is not a slogan written on paper, but requires senior managers, middle managers and lower-level employees to deeply understand and implement it. Although strategy is*

*crucial, organizational security and road flexibility are also important, and the motivation and creativity of employees are even more important. Only when strategy, organization and people's hearts are self-consistent can the strategy be implemented. (XYH2)*

*Our company's survival strategy and development strategy are implemented through the amoeba organization. The project managers of these amoeba organizations own project shares, are very proactive in their work, and are more considerate of costs to better serve customers. The amoeba organization with bionic organizational structure ensures the self-consistency among strategy, organization and people's hearts. (XYH6)*

Only by combining employee personal development with the company's long-term strategy can we achieve a win-win situation. For example, one interviewee stated:

*First, I must not only consider my own work, but also consider the company's strategic direction and combine the two; second, everything I do must be in line with the company's long-term interests. Without organizational guarantees, the company cannot achieve long-term achievements; third, as far as I am concerned, if the company thinks that I have made some contribution, I will feel a sense of accomplishment. (JLM1)*

#### 4.4.2 Development of Organizational Potential

Organizational potential development refers to the scientific nature of organizational structure design. The interview found that only a bionic organizational structure can realize the vitality of the company, promote employee creativity, achieve organizational evolution, and prevent various risks in an uncertain environment, turning danger into opportunity.

The contents of organizational potential development found in the interviews include three initial codes: organizational flattening, organizational climate that has a great impact on employees, and learning and research-oriented organizations. There is an internal logical relationship between the three. First, organizational flattening is an organizational principle and a premise. Secondly, a flat organization can give full play to the influence and leadership of employees, not just the labor force. Finally, learning and research-oriented organizations have a long-term chance of winning in an uncertain environment.

The theme of organizational flattening is relative to autocratic and bureaucratic hierarchies. It means that management agencies have fewer layers, are more efficient, and are relatively democratic. Among the interviewees, 9 people mentioned organizational flattening 18 times. For example:

*Our company is a flat organization with smooth communication and is very democratic. The voices below can be conveyed to the middle and senior management. We give full play to*

*the initiative and collective wisdom of grassroots employees. No matter what the problem is, we can discuss it with employees. Many of the employees' views are correct and the company will continue to improve. Compared with other logistics companies, flat organization is the biggest advantage of our company. Under flat management, employees' potential development is also better. (XYH4)*

*Our company's lower-level employees communicate regularly with mid-level managers and senior board members, and outstanding employees are recruited into leadership positions. Leadership is demonstrated through flat organizational structures, which in turn enhance leadership. (XYM1)*

*One of the functions of a flat organization is the timeliness of decision-making, which is very efficient. I wrote a report to the general manager in the morning, obtained permission, and could trade when the market opened in the afternoon. (JHG1)*

Some interviewees also believe that organizational flattening is related to the industry. For example:

*Our company's bionic organizational structure is flat and efficient, which may be related to the logistics industry. Logistics is a dynamic operation, and emergencies occur at any time, requiring on-site judgment and immediate processing, and faster decision-making. (XYH8)*

The theme of organizational climate that has a great impact on employees means that bionic organizational structures and non-bionic organizational structures have different impacts on employee potential development. Among the interviewees, 20 people mentioned the impact of the organizational environment on employees 39 times. For example:

*I think XY Company is very suitable for people who have just entered the society. Each Amoeba organization leader is very responsible and cares about the work and life of employees, with the purpose of allowing them to grow faster and integrate into the team faster. (XYM8)*

*I feel that the atmosphere in our company is very good, the team trusts and supports each other, and decision-making can proceed smoothly. I feel that such an organizational atmosphere can stimulate my potential. (FRH3)*

*According to my long-term observation, there is no intrigue in XY Company, so I feel safe at work. The managers of the four bionic functional departments at the headquarters are very easy-going and get along well with employees, unlike the arrogant leaders of other companies. (XYG1)*

One interviewee also compared the impact of the organizational climate of a bionic organizational structure and a non-bionic organizational structure on her potential development. She says:

*When I was working at JL Corporation, I was only developing 50% of my potential. When I was transferred to JY Company, a joint venture between XY Company and JL Company, the company's bionic organizational structure allowed me to develop 90% of my potential. I was very conscious about my work. The company's working hours are from 8:00 to 17:00. I always go to work an hour earlier in the morning and leave work an hour later in the afternoon. I work an extra two hours every day. I am also very happy because the leadership atmosphere here is very good. They talk to us like friends and are equal and polite, not in a commanding tone when they chat. (JYG1)*

A learning and research-based organization means that in the long run, in order to adapt to various uncertain environmental changes, enterprises must become a learning-based and research-based organization. How do they learn to innovate? How can we not fail by studying how others have failed? Among the interviewees, 20 people mentioned learning and research organizations 141 times in total. For example:

*Our company has a strong learning atmosphere and actively establishes a learning organization. The Chairman has been studying globally, and he has influenced the learning of our board members and also promoted the learning and progress of middle managers and those around him. The company holds quantum leadership training classes every month. We learn a lot from each other and the entire company is learning. (XYH2)*

*Now my eldest son is working in XY Company after graduating from the UK. He said you can learn a lot on the job and if you don't get involved, you don't know why they manage so well. (ZYH2)*

*Our chairman has been committed to academic research and has planned and led the company well. Under his influence, managers at all levels of the company, including lower-level employees, have developed in all aspects. In a learning and research-oriented company environment, employees also study and work in an organized, planned and orderly manner. (XYG1)*

It can be seen that learning and research-oriented organizations not only emphasize individual learning and progress, but also focus on collaborative learning and research of the entire organization. In such an organization, employees can not only learn from their daily work, but also continuously improve their abilities and qualities through training, research, etc. At the same time, the role of leaders is also crucial. Through their actions and decisions, they create a positive learning

and research environment for the organization. Such organizations are more likely to remain competitive in a changing market environment and achieve sustainable development.

#### 4.4.3 Development of People's Hearts Potential

The theme of human potential development refers to the potential development of human psychological and spiritual dimensions, especially the development of human subconscious information and energy. Human subconsciousness involves the interaction between the psychological field and the environmental field, and the development of human potential requires unified field leadership.

The content of human potential development found in the interviews includes five initial codes: material and spiritual stimulation, sense of belonging, training, humanization and freedom, and comprehensive human development. There is an internal logical relationship between these five. The first thing that needs to be considered is the combination of material incentives and spiritual incentives. Secondly, considering employees' sense of belonging, training is a must. Finally, humanization and freedom, as well as the all-round development of human beings, are important elements in developing human potential.

Material incentives and spiritual incentives mean that the incentives for employees must be a combination of material incentives and spiritual incentives. While material incentives should be given, more attention should be paid to spiritual incentives. Among the interviewees, 18 people mentioned material incentives and spiritual incentives 50 times in total. For example:

*Our company's wages and benefits are higher than the average level in the same industry. From a material perspective, this greatly meets family needs and employee psychology. Looking back on my 25 years at XY Company, according to Maslow's Hierarchy of Needs, I started focusing on survival, later pursued respect and self-actualization, and now pursue higher-level needs. (XYH1)*

*Life is very real, if employees work harder and do more and the company pays them less, then employees will be reluctant. Since XY Company established the bionic organizational structure in 2001, the wages and benefits provided to employees have been greatly improved. Employees are satisfied and the way of doing things is completely different from before the establishment of the bionic organizational structure. Both the company and employees have benefited. (ZYH2)*

A sense of belonging means that employees have material and spiritual support and have no thoughts of quitting. Among the interviewees, 5 mentioned a sense of belonging. For example:

*Our company's measures to retain employees include: for business personnel, we generally adopt a performance-based commission method; for non-business personnel, the salary of business personnel will also increase every year; for employees with outstanding performance, the company will promote them; for employees who stay in their original positions, if they do a good job, they will also have a sense of belonging. The company not only attaches great importance to material incentives, but also respects its employees. For example, the company stipulates that it has one-on-one conversations with employees at least once every six months to listen to employees' opinions and suggestions on all aspects of the company. In this regard, we do better than other logistics companies. (XYH4)*

Training refers to the company's emphasis on giving employees formal training and on-the-job training opportunities. Among the interviewees, 20 people mentioned company training and job training 90 times in total. For example:

*I have worked with the chairman for 25 years, and I was one of the early partners of the company. I was greatly influenced by the chairman's thoughts. Other grassroots colleagues did not have such opportunities for close learning and job training. Now that the company has realized this, the chairman has personally launched a quantum leadership training class to allow more employees to directly receive training from the chairman. This training method that combines theory and practice is very effective. (XYH1)*

*After attending a Quantum Leadership training class, my way of thinking changed. I used to only think about how to do one thing well. Now I will consider the ins and outs and all aspects of a matter, communicate with relevant personnel, and consider the problem from the perspective of stakeholders. With the quantum thinking method, solving problems is much easier and the effect is very good. (JYH2)*

*I have experienced job training and company training from the grassroots level to the middle level and then to the senior level. My thoughts are gradually changing. When I was at the grassroots level, all I saw was my own work, and my vision was limited. At mid-level and senior levels, my perspective expanded to include the entire company and the entire industry. My experience is that on-the-job training and theoretical training are necessary for employee growth. (XYH8)*

*Those employees who participated in the quantum leadership training class were more optimistic about the future than those who did not participate in the training, because after the training, everyone knew more about the company's future and became more confident in themselves. (JXH1)*

Humanization and freedom refer to the current VUCA era (quantum era). With the development of technology, economy and society, employee management must be more humane and have an appropriate degree of freedom, which is conducive to the development of employee potential and the development of the company. Among the interviewees, 8 people mentioned humanization and freedom a total of 21 times. For example:

*In many decisions of our projects, the chairman and general manager particularly respect the opinions of the project manager. They believe that the project manager has more direct contact with customers and better understands customer needs, which reflects the respect and humane management of superiors to subordinates. (XYM3)*

*Our family businesses have been cooperating with each other for more than 20 years. The main reason is that the middle and senior managers trained by XY Company are of high quality, their work is pragmatic, and their management is humane, so we can cooperate happily for a long time. (LQH2)*

Comprehensive human development refers to the comprehensive development of employees in the company, the collaborative evolution and potential development in the unified field of interaction between the psychological field and the environmental field, the ability to adapt to the challenges of various uncertain environments, and the realization of individual, enterprise and family long-term win-win situation. Among the interviewees, 8 people mentioned the all-round development of people 38 times in total. For example:

*Our XY company has relatively advanced concepts and methods. We have been training employees, paying special attention to the potential development of grassroots employees. Through the top-level design of leadership, we promote the all-round development of people and ensure the sustainable development of the enterprise. (XYH3)*

*I was nurtured in the company's learning atmosphere. I found that company leadership determines the structure of the company and the extent to which employees develop their potential. The more advanced the leadership method, the better it can develop the potential of employees. The better the potential development of employees, the more it can promote the improvement of company leadership. This is the effect I saw. (XYH1)*

Several family business interviewees spoke from outside XY Company about their views on XY Company's promotion of all-round development of people. For example:

*XY Company is rising every year, which is related to the boss. The idea of the boss of XY Company is to provide a good platform for employees, so that employees and the company can grow together and make everyone feel happy. (LQH2)*



*XY Company holds a quantum leadership training class and invites expert professors and the company's middle and senior managers to teach its employees. I also attended some lectures, and I felt it was really good. I was able to learn a lot. After learning, young people's way of thinking and all aspects of quality improved rapidly. (ZYH2)*

#### 4.4.4 Company's Vitality, Employee Creativity, and Organizational Evolution (VCE) in an Uncertain Environment

The theme of company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment refers to the ability of people and organizations to adapt to the environment and create the future in an uncertain environment.

The content of company vitality, employee creativity, and organizational evolution (VCE) found in the interviews includes four sub-themes such as personal environmental adaptability, organizational environmental adaptability, simultaneous innovation and certainty, and embracing failure. There is an inherent logical connection between these four. The environmental adaptability of an enterprise is first reflected in the environmental adaptability of individuals (especially leaders). Secondly, it is reflected in the environmental adaptability of the organization (including functional departments and amoeba organizations). Next, it is reflected in the simultaneous emphasis on innovation and certainty, that is, there must be scientific methods to improve the success rate of innovation. Finally, it is reflected in the correct understanding of failure and the realization of innovation and sustainable development through active trial and error.

Personal environmental adaptability refers to the ability of individuals (including employees at all levels) to adapt to various uncertain environmental changes. Among the interviewees, 14 people mentioned personal environmental adaptability a total of 27 times. For example:

*I love logistics. I have worked for XY Company for more than 20 years and obtained the title of senior economist in 2006. I believe that only by continuous learning can we adapt to the changing environment. (XYH2)*

*My boss has a great influence on me. He is always focused on learning and research and has published several management monographs. I have read my boss's works many times, which is conducive to continuous self-improvement and improves one's ability to adapt to various environments, including the ability to adapt to company development and market changes. (XYH3)*

*I am satisfied with my current job, but I also hope to accept greater challenges. If given the opportunity, I believe I can do well. I believe that actively challenging and adapting to various circumstances is crucial to personal development. (XYH6)*

Organizational environmental adaptability refers to the ability of organizations at all levels of a company (including management departments and business departments) to adapt to the environment and create the future. Among the interviewees, 19 people mentioned organizational environmental adaptability 27 times. Bionic companies have a strong ability to adapt to the environment. For example:

*Through the Quantum Leadership Training Center, our company trains batches of management talents every year, attaching great importance to new knowledge and new talent training, which plays a very important role in promoting the stability of customers and the stability of business backbones. (XYH3)*

*Our company remains positive about environmental changes, rather than panicking and worrying. The most important thing is to cherish and value talents. Even if business declines or projects are lost, we will retain employees. In the long run, new opportunities will always come, and only by retaining talents can companies seize the opportunities. For more than 20 years, despite the frequent occurrence of various black swan events in society and among peers, our XY company has maintained a steady development trend. (XYH4)*

*I believe that dynamic strategy, bionic organization and employee potential development are the keys to XY Company's continued success in an ever-changing environment. (XYM8)*

Simultaneous innovation and certainty mean that in an uncertain environment, we must not only consider innovation, but also consider the certainty probability of innovation to improve the success rate of innovation. Among the interviewees, 11 people mentioned both innovation and certainty 14 times. For example:

*Our company's proactive, innovative spirit and environmental sensitivity stem from the Chairman's ongoing study and research. Quantum thinking and bionic organizations facilitate innovation. The collective intelligent decision-making of the roundtable collective decision-making mechanism and the one-to-one heart-to-heart talk mechanism between the company and its employees are conducive to improving the success rate of innovation. (XYH3)*

*The joint venture between XY Company and two large paper mills, JY Company and JX Company, has developed well over the past six years and is expected to achieve explosive growth in the next few years. This is a classic case of innovation and certainty. (JXH1)*

Embracing failure refers to an attitude towards innovation failure, which means that in an uncertain environment, one should actively innovate, encourage trial and error, and tolerate failure. Among the respondents, 9 people mentioned embracing failure a total of 9 times. For example:

*In the early years, when one of our customers (LH Company) went bankrupt, they owed us more than 1 million yuan in freight losses. Fortunately, our company has organizational and ideological preparations for bionic organization and quantum thinking. We are not afraid of the failure of one customer, and we have the ability to continuously develop new customers. At the same time, we learned our lessons and promptly took stricter measures against customers who defaulted on shipping costs. (XYH2)*

*In 2008, our company suffered an inventory loss of more than 10 million yuan, from which we learned risk awareness and risk prevention measures. (JLH1)*

*Our mentality in running a business has changed now. Unlike when we started a business just to make money, now we also have to consider team stability and employee development. Even if the project suffers a loss, we focus on long-term development and do not care about immediate losses. (LQH2)*

## **Chapter Summary**

This chapter is based on the detailed data stated by the interviewees and through a strict three-level coding process, a total of 4 themes have been extracted, namely, leadership requires top-level design, organizational structure design requires a scientific foundation, thinking structure requires amplification of space-time background and thorough anatomical analysis, and employee potential development requires unified field leadership. There is an inherent logical connection between these four, and they exist in a unified field of interaction between the psychological field and the environmental field. Through top-level design and training of the organizational structure and thinking structure, leadership can stimulate the development of employees' potential and realize firm vitality, employee creativity, and organizational evolution (VCE) in uncertain environments.

## Chapter 5 Developing a Unified Field Leadership framework

This chapter explores the intricate frameworks that form the foundation of the theoretical discussion. The quantum thinking structure is presented as the cornerstone of soft science, providing a crucial theoretical underpinning that shapes our understanding and application of these concepts. Simultaneously, the bionic organizational structures are introduced as the fundamental bedrock of hard science, offering a solid theoretical basis that is essential to the discipline. These dual structures play a pivotal role in not only shaping the dynamics of Unified Field Leadership but also in catalyzing the development of employee potential. By examining these structures, we gain a comprehensive and nuanced perspective on their interplay and significance within the broader context of scientific inquiry and leadership development. This exploration illuminates the complex relationships between these structures and their impact on both theoretical discourse and practical application in the realm of leadership and employee growth.

### 5.1 The Quantum Thinking Structure Serves as a Theoretical Foundation for Soft Science

In uncertain environments, the essence of quantum thinking structures lies in their function as high-dimensional spatial cognitive tools based on quantum thinking methods (abbreviated as quantum methods). These tools are used to understand the long-term deductive relationships between cognition, behavior, and destiny. The essence of quantum thinking is more aptly described as the essence of quantum itself, rather than the essence of thinking. The fundamental nature of quantum is wave-particle duality, where a thorough dissection of all things, including thoughts, reveals that they are both particles and waves. Particles exhibit uncertainty, while waves possess relative certainty. Quantum is the originator of the chaotic world and uncertain environments.

High-dimensional space refers to the unified field of interaction between the psychological field and the environmental field, encompassing three dimensions: psychology, behavior, and destiny. It includes three worlds: the quantum world, the classical world, and the world of life, as well as the mutual deduction between mind and matter.

Quantum methods refer to the quantum thinking approach of amplifying spatiotemporal contexts and conducting thorough anatomical analysis. This way of thinking, or thinking structure, originates from and reflects the structure of the universe itself. Therefore, quantum thinking is a unity of quantum physics and thinking patterns, serving as the thinking mode for employee creativity.

Cognitive tools refer to the division and logical switching mechanism between the quantum world, classical world, and the world of life within the unified field of life against the backdrop of the universe. These tools also pertain to the long-term deductive relationship between cognition, behavior, and destiny, which is orderly, regular, cognizable, and scientific.

Order refers to the regularity of the evolution within each of the three worlds (quantum, classical, and life), the regularity of the division and logical switching between the three worlds, the regularity of the unified field of interaction between the psychological and environmental fields, and the regularity of the relationship between psychology, behavior, and destiny.

The Unified Field Leadership (UFL) framework is based on the cognition of these regularities. Built upon interview data, it distills corporate leadership in uncertain environments, stimulating employee potential development through the self-consistent process of dual strategy, bionic organization, and quantum thinking. This framework resolves issues related to company vitality, employee creativity, and organizational evolution (VCE), achieving five self-consistencies: business model-management model-profit model consistency, strategy-organization-people's hearts consistency, direction-motivation-path consistency, id-ego-superego consistency, and conscience-unity of knowledge and action-unity of man and nature consistency.

The origin of life can be traced back to the Big Bang, with the ratio of dark energy repulsive force, dark matter gravitational force, and matter gravitational force being 73:23:4. Dark energy and dark matter belong to the quantum world, while matter belongs to the classical world. As the repulsive force within the universe exceeds the gravitational force, the internal structure of the universe is dissipative, as described by the renowned dissipative structure theory (Prigogine & Stengers, 1987). The world of life originates from the quantum world (Schrödinger, 1944), and recognizing the cohesive force within dissipative structures and the order within chaos is a prerequisite for life, i.e., life feeds on negative entropy (Jeffery et al., 2019; Prigogine & Stengers, 1987).

The essence of order in the quantum world lies in the structural and functional relationships between particles and waves at the subatomic level (de Broglie, 1943), influenced by the particle self-breaking and reassembling mechanism, i.e., the Higgs particle (Higgs, 1964), the law of attraction, flow theory, and the theory of evolution (Byrne, 2008; Csikszentmihalyi, 2015; Darwin, 1859). In the quantum world of the psychological field, leadership follows the principle that function determines structure and the intangible determines the tangible (Lewin, 1935, 1936, 1948, 1951), with time flowing from the future to the present, and changes made in the present leading to infinite possibilities in the future (Lord et al., 2015). The quantum thinking approach, which recognizes and follows the order of the quantum world, is a prerequisite for potential development and employee creativity.

## **5.2 Bionic Organizational Structures: A Theoretical Basis for Hard Science**

Bionic organizational structures are an interdisciplinary science that combines biology, bionics, and the design of corporate organizational structures. They represent the structural and functional relationships of the classical world above the atomic and molecular levels (Yan, 2011, 2013). In the classical world of the environmental field, structure determines function (Watson & Crick, 1953). The

structure dictates the function, and a bionic corporate organizational structure possesses the dual functions of reproduction and immunity, i.e., the dual functions of corporate development and risk prevention (Yan, 2011, 2013).

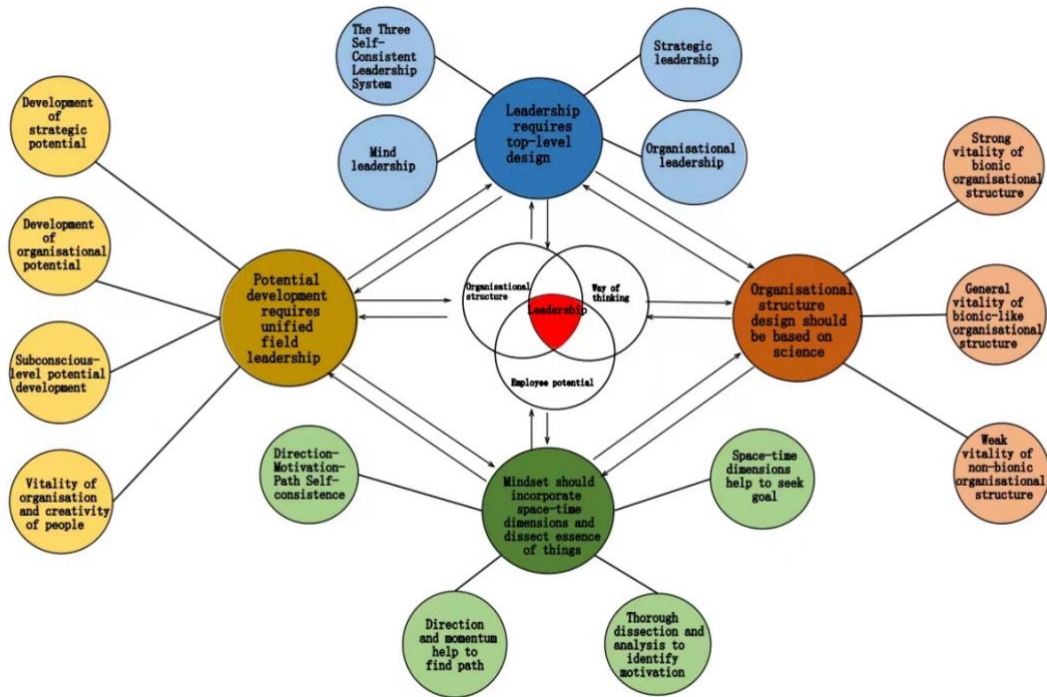
The essence of the top-level design of bionic organizational structures is the dual-track system. The dual-track system reflects cosmic wisdom and is a universal law of nature, including corporate life. From the inanimate natural world to the living natural world, and further to advanced human life, evolution, and intelligence, all are built upon the dual-track system. By amplifying the spatiotemporal context and conducting thorough anatomical analysis, we understand that this universal dual-track system originates from the quantum dual-track system - the Higgs particle (Higgs, 1964), progresses through the life DNA dual-track system (Watson & Crick, 1953), to the corporate dual-track system of bionic organizational structures (Yan, 2011, 2013), and then to the dual-track strategy system. This progression is based on the cognitive conclusion of the division and logical switching between the three worlds (quantum, classical, and life).

Drawing on the biological principles of the DNA dual-track system, triplet code, and four bases, the top-level design and establishment of the bionic organizational structure B234 model is achieved. In this model, "2" represents the dual-track system of business and management (as opposed to the one-person-in-charge management), "3" refers to the manager and deputy manager (usually the manager is responsible for marketing and the deputy manager for operations management, similar to the DNA dual-track system) jointly cultivating an assistant (akin to messenger RNA) to prepare talent for chain replication, and "4" signifies the existence of only four functional departments (management departments). Based on the B234 model, amoeba organizations (business departments) continuously replicate in chains.

### **5.3 The Bionic Organizational Structure and Quantum Thinking Structure: Crucial Factors Impacting Unified Field Leadership and Employee Potential Development**

According to the interview data, this researcher discovered that the bionic organizational structure and quantum thinking structure are key factors influencing unified field leadership and employee potential development in uncertain environments. After conducting a three-level coding and classification of the 500,000-word interview data, this researcher extracted a total of 49 initial codes, 15 subthemes, and 4 themes. These four themes are: leadership requires top-level design, organizational structure design requires a scientific basis, thinking structure requires amplified spatiotemporal context and thorough anatomical analysis, and employee potential development requires unified field leadership. The following is a mind map for constructing the Unified Field Leadership framework (Figure 1).

Figure 1 UFL Mind Mapping



In the theoretical framework composed of the four elements of leadership, organizational structure, thinking structure, and employee potential development, the relationships between them are as follows:

Firstly, top-level leadership design occupies a central position among the four elements. Top-level leadership design guides the organizational structure, thinking structure, and employee potential development, but the latter three can also promote the top-level design of leadership. The four elements of leadership, organizational structure, thinking structure, and employee potential development are paired. Leadership and organizational structure are matched as hard science to solve company vitality issues. Thinking structure and employee potential development are matched as soft science to solve employee creativity issues. The combination of these four elements, i.e., the integration of hard and soft sciences, resolves organizational evolution issues.

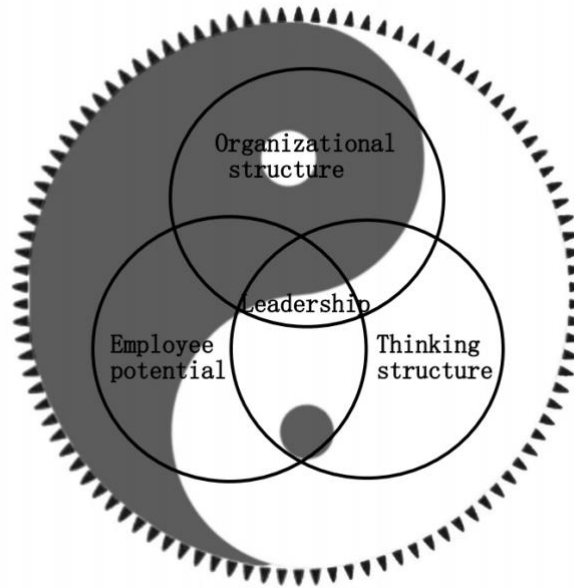
Secondly, organizational structure is the most critical factor in the top-level design of leadership. In a narrow sense, leadership can be understood as strategic leadership. The organization is a tool for implementing the strategy. In the classical world, both strategic structure and organizational structure belong to the hard science where structure determines function (behavior determines outcome, including destiny). The strategic structure model constructed in this study is the dual strategy structure  $S(2+1)$ , where  $S$  represents strategy, 2 represents the dual-track system of survival

strategy, and 1 represents the development strategy. The organizational model constructed in this study is the bionic organizational structure B234. It is worth noting that the dual-track system of bionic organizational structure and the dual strategy structure are both derived from cosmic wisdom, representing the regularity of nature.

Thirdly, thinking structure is another critical factor in leadership's top-level design of organizational structure. Unlike strategic structure and organizational structure, which belong to hard science, thinking structure and employee potential development belong to the soft science of the quantum world, where function determines structure (psychology determines behavior and influences destiny). The thinking structure model constructed in this study is the quantum thinking structure Q13, where Q represents quantum thinking, 1 represents the unified field of interaction between the psychological field and the environmental field, and 3 represents the three types of thinking that constitute the structure of quantum thinking: traceability thinking, ultimate goal thinking, and order thinking. The top-level design and training of quantum thinking structures follow the principles of quantum science and psychology.

Fourthly, employee potential development requires unified field leadership. Employee potential development is both the purpose and means of this study. The Unified Field Leadership framework constructed in this study stimulates employee potential development based on the self-consistent process of dual strategy, bionic organization, and quantum thinking. The bionic organizational structure and dual strategy structure are the hardware influencing employee potential development, while the quantum thinking structure is the software influencing employee potential development. Software exists in the psychological field, and hardware exists in the environmental field. The combination of software and hardware, or the combination of the psychological field and the environmental field, the quantum world and the classical world, forms a unified field. Only unified field leadership can stimulate employee potential development. Employee potential development can only be stimulated by comprehensively considering the enterprise and family, work and life, history and future, ancestors and descendants, life and space-time, psychology and environment. The following is a consistency diagram of the four elements of Unified Field Leadership (Figure 2).



**Figure 2 Consistent Diagram of UFL Four Elements****Note:**

The dotted line in the circle represents the bounded openness of life with the universe as its background. This is an open and relatively closed loop, exchanging information and energy at all times, including super-time and space and super-life intergenerational succession based on the people's hearts id, ego, superego, three natures, three links, and the consistent exchange of information and energy among the three direction-motivation-path. The relationship between life and the universe is that there is the universe in life, and there is life in the universe. Hidden in life is the cosmic wisdom of ancestors, humans, and the laws of nature. The Unified Field Leadership is to use scientific and moral methods to stimulate the development of employee potential.

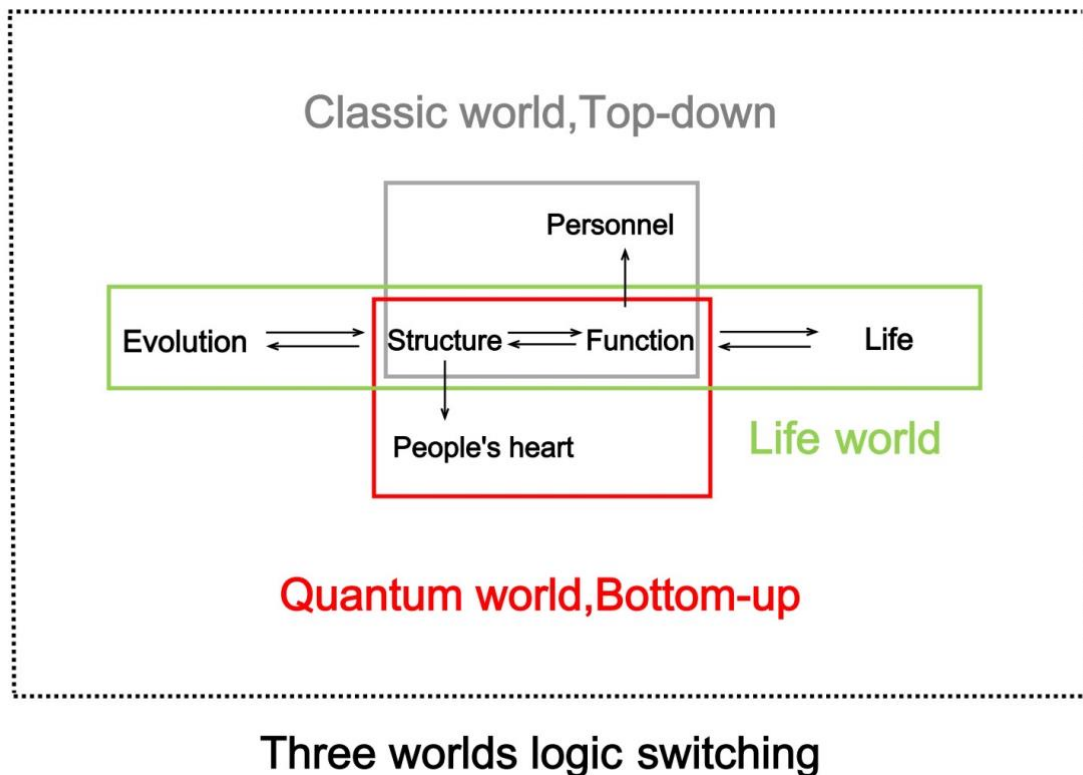
Inside the dotted circle is a black and white yin and yang diagram. Regardless of black and white, yin and yang, there is a point in the middle that represents the origin of life and all things-quantum and the people's hearts and humanization based on quantum. Why is yin and yang surrounded? Nobel Prize winner in physics Peter Higgs explained that this is the self-destruction and reunification mechanism of particles, which is the source of mass and the source of life. This is the "God particle" (Higgs, 1964). This is the quantum principle of Tao generates unity stated in the ancient Chinese philosophical classic Tao Te Ching.

The dual-track system and the third element are the wisdom of the universe. Tao Te Ching says that one life is two, two begets three, and three begets all things, which is related to the dual-track system of biological DNA and messenger RNA, the dual-track system of executive and deputy managers of bionic organizational structure, and the dual-track system of cultivating co-assistants to prepare for

chain replication, and the dual-track strategy of survival strategy and development strategy, philosophy and science, come from the same origin.

Leadership is at the center. The intersection of the four elements of leadership, organizational structure, thinking structure, and employee potential development is leadership. Any two or three other elements have intersections, which means that the core of the four elements is leadership. The other elements complement each other, promote each other, and are indispensable. This universal wisdom is simple, effective, and consistent (Haken, 1986). The following is the Organizational Evolution Map (Figure 3).

**Figure 3 Organizational Evolution Map**



### Three worlds logic switching

Note:

#### 1. The Organizational Evolution Map

The organizational evolution map consists of three parts: the classical world, the quantum world, and the world of life. The green box represents the world of life, the gray box represents the classical world, and the red box represents the quantum world. The internal logic of the division and logical switching between these three worlds is explained below.

The classical world refers to the material world at and above the atomic level. The direction of leadership (in the form of execution) is top-down, along the path of structure-function-personnel. Structure determines function, function determines personnel, and behavior determines destiny. The organizational structure dictates the functions it can perform. In this thesis, it specifically refers to the dual strategy structure and the bionic organizational structure. Personnel, as opposed to people's hearts, emphasizes execution and obedience to orders, while the latter places more emphasis on respecting employees' inner world and individuality. The classical world focuses more on considering human biology and sociality (material capital and social capital) and lacks consideration of emotional needs and spiritual potential (spiritual intelligence capital). The classical world belongs to hard science because it involves tangible structures, such as the dual strategy structure and the bionic organizational structure.

The quantum world refers to the world of information and energy below the subatomic level. The direction of leadership (in the form of influence) is bottom-up, along the path of function-structure-people's hearts. Function determines structure (opposite to the classical world), people's hearts influence function, and psychology influences behavior. The structure is designed based on the required functions, just as in nature. For example, the long beak of a woodpecker is designed to catch insects deep within trees. In this thesis, it specifically refers to the quantum thinking structure. People's hearts emphasize respecting employees' emotional needs and spiritual potential, focusing on humanization, i.e., the unity of human biology, sociality, and spirituality (material capital, social capital, and spiritual intelligence capital). The quantum world belongs to soft science because it involves intangible structures, such as the quantum thinking structure.

The world of life refers to the phenomenon of life that has evolved through the deduction and evolution of the quantum world and the classical world. The direction of leadership includes three directions: top-down, bottom-up, and horizontal, along the reversible paths of evolution-structure-function-life and life-function-structure-evolution. It encompasses the tangible execution of the classical world and the intangible influence of the quantum world. The top-level design determines the functions of life. In this thesis, life specifically refers to three life phenomena: corporate life, organizational life (functional departments and amoeba organizations), and employee life. The world of life belongs to a combination of hard science and soft science because it contains both tangible and intangible structures, such as the dual strategy structure, bionic organizational structure, and quantum thinking structure.

Using the division and logical switching mechanism of the three worlds (quantum world, classical world, and world of life) as a cognitive tool, the internal logic of organizational evolution can be explained. Life is quantum (Schrödinger, 1944), and the essence and driving force of life, when thoroughly dissected and analyzed, can be traced back to the quantum world (not the classical world), following quantum physics. As a reflection in the human brain, it is the quantum thinking

structure. Function determines structure, psychology determines behavior, and time flows from the future to the present. Making some creative changes in the present leads to infinite possibilities in the future (Lord et al., 2015). Life is built upon molecules, and life characteristics are determined by genes. Life and its evolution continuously proceed along two reversible directions: evolution-structure-function-life and life-function-structure-evolution.

In this thesis, based on the cognitive tool of division and logical switching of the three worlds (quantum world, classical world, and world of life), and based on the four themes extracted from the interview data: leadership, organizational structure, thinking mode, and employee potential development, the Unified Field Leadership (UFL) framework is constructed. It is based on the self-consistent process of the dual strategy structure, bionic organizational structure, and quantum thinking structure, stimulating employee potential development and obtaining company vitality, employee creativity, and organizational evolution (VCE) in uncertain environments.

## **2. The Relationship between the UFL Four-Element Self-Consistency Diagram (Figure 2) and the Organizational evolution map (Figure 3)**

The relationship among the four elements of UFL: From the interview data, it can be seen that leadership first designed the bionic organizational structure B234 and obtained company vitality (V). Then, it designed the quantum thinking structure Q13 and obtained employee creativity (C). Based on the bionic organizational structure and quantum thinking structure, it further designed the dual strategy structure S(2+1) and obtained organizational evolution (E). The dual strategy structure, bionic organizational structure, and quantum thinking structure are coherent in the three worlds, from quantum to molecules, to life, to evolution. There exists an underlying logic of the first principle of natural science, which is the power of cosmic wisdom beyond human intelligence. Based on this cognition, the Unified Field Leadership framework becomes a scientific, moral, shared, and effective leadership in uncertain environments.

The relationship between the four elements of UFL and the organizational evolution map: Based on the cognitive tool of division and logical switching mechanism of the three worlds, with life against the backdrop of the universe, amplifying the spatiotemporal context and conducting thorough anatomical analysis, there exists an underlying logic of mutual deduction and exchange of matter, energy, and information between the four elements of UFL and organizational evolution.

A reasonable organizational structure (in this thesis, specifically referring to the bionic organizational structure), based on the continuous chain replication of amoeba organizations, adapts to the environment on the one hand and stimulates employee potential on the other, allowing employees to adapt to the environment, create the future, and realize maximum value in their respective amoeba organizations. Once employee potential is stimulated, it forms a powerful driving force, based on the

co-consistency of direction-motivation-path with the organization, promoting the organization to adapt to the environment, create the future, and realize maximum value.

In this process, the thinking structure (in this thesis, specifically referring to the quantum thinking structure) plays a key role. It determines how we view life, the environment, uncertainty, problems, and how we solve problems. Leadership (in this thesis, specifically referring to unified field leadership) is the top-level designer of life against the backdrop of the universe, amplifying the spatiotemporal context and conducting thorough anatomical analysis. It designs the dual strategy structure, bionic organizational structure, quantum thinking structure, and their self-consistent mechanism, stimulating employee potential development. Based on employee potential development, it realizes the comprehensive and long-term development of employees, enterprises, and families in an uncertain environment.

Why is the dual strategy structure conducive to achieving organizational evolution? First, the essence of the dual strategy structure is a strategic dual-track system (survival strategy and development strategy, as well as the dual-track system of survival strategy). The dual-track system is cosmic wisdom, coherent from the quantum dual-track system, genetic dual-track system, to the strategic dual-track system. Second, the dual strategy structure implies the dual dual-track system of the origin of life, i.e., the four genetic bases. From the molecular dimension of DNA's four base pairs - adenine pairs with thymine, guanine pairs with cytosine, the function is to control genetic genes and continuously reproduce new life for generational inheritance. Then, to the organizational dimension of the bionic organizational structure having and only having four functional departments in pairs - the marketing department pairs with the operations management department, the human resources department pairs with the financial audit department, the function is to control the genes of corporate development and risk prevention, continuously generating new corporate life organizations - amoeba organizations continuously replicate in chains, manifested as corporate longevity and generational inheritance of family businesses. Then, to the leadership dimension of the Unified Field Leadership framework having and only having four elements in pairs - leadership pairs with organizational structure, thinking structure pairs with employee potential development, the function is to control cultural genes, known as memes (Dawkins, 1976), continuously generating the cosmic wisdom of the dual dual-track system, i.e., the three functions of Unified Field Leadership: narrow functions (Enterprise dimension) - company vitality, employee creativity, and organizational evolution (VCE); broad functions (Social dimension) - five self-consistencies, namely business model-management model-profit model consistency, strategy-organization-people's hearts consistency, direction-motivation-path consistency, id-ego-superego consistency, and conscience-unity of knowledge and action-unity of man and nature consistency; and Overall Functions (Natural dimension) - collaborative evolution, potential development, creating something from nothing (transforming the intangible into the tangible, the spiritual into the material, the quantum world into the classical world), resource integration, overcoming crises, and achieving win-win. The following

is a correspondence table of cosmic wisdom and the dual dual-track system at the life molecule dimension, corporate organization dimension, and unified field leadership dimension (Table 3).

**Table 3 Cosmic Wisdom and Double Dual-Track System**

	<b>Molecular Dimension</b>	<b>Enterprise Organization Dimension</b>	<b>Unified Field Leadership Dimension</b>
<b>The four elements of the same line</b>	<b>Meta Elements</b>	The Bionic Organizational Structure Has Only Four Functional Departments	The Unified Field Leadership Has Only Four Elements
<b>Dual-Track System</b>	<b>Adenine (A)</b>	Marketing department	Leadership
<b>Dual-Track System</b>	<b>Thymine (T)</b>	Operations management department	Organizational structure
<b>Dual-Track System</b>	<b>Guanine (G)</b>	Human resources department	Thinking structure
<b>Dual-Track System</b>	<b>Cytosine (C)</b>	Financial audit department	Employee potential development
<b>Double Dual-Track System, Pairing Up Two by Two</b>	<b>A=T, G=C</b>	Marketing department is paired with operations management department, human resources department is paired with financial audit department	Leadership is paired with organizational structure, thinking structure is paired with employee potential development

Note:

The genetic code of life is based on four nucleotide bases: adenine (A), thymine (T), guanine (G), and cytosine (C). These bases pair with each other, with A=T and G=C, forming a complementary relationship that can be philosophically described as the unity of opposites or the yin and yang embracing each other in Taoism. In an uncertain environment, these base pairs control hereditary traits, adapt to the environment, and achieve evolution based on the three laws of genetics: the separability, combinability, and interchangeability of each pair of double-track systems (Mendel, 1856-1864).

**Bionic Organizational Structure:** The top-level design of a bionic organizational structure mimics the pairing of the four nucleotide bases in the genetic code of life, with exactly four functional departments: marketing and operations management, and human resources and financial auditing. The marketing department is responsible for market development and customer relationships, while the operations management department is responsible for internal operations control and process management. This pairing ensures that any customer and any business is managed by two departments or two people, preventing monopolistic control by a single person. This reflects the organizational principles of collaborative evolution and potential development, achieving the dual functions of enterprise development and risk prevention, which are analogous to the biological functions of reproduction and immunity.

The human resources department manages "people" issues, including personnel (execution), morale (attractiveness), salary incentives, recruitment, and training, focusing on solving the adaptability and creativity of employees' thinking. The financial auditing department manages "financial" issues, including financial accounting and profit auditing. This pairing solves the matching of people and finance, using people to solve financial problems and using finance to solve people's problems. Managing people and money must be done by two departments or two people, working together without monopolistic control by a single person. This is common sense in business management and is necessary to reflect collaborative evolution and potential development, achieving the dual functions of "people" development and "financial" risk prevention, which are analogous to the biological functions of reproduction and immunity.

Unified Field Leadership framework: The Unified Field Leadership framework (UFL) consists of exactly four paired elements: leadership paired with organizational structure, and thinking structure paired with employee potential development, forming a double-track system. These elements are consistent with the double-track system formed by the four nucleotide bases in the genetic code of life and the four functional departments in the bionic organizational structure, reflecting the wisdom of the universe.

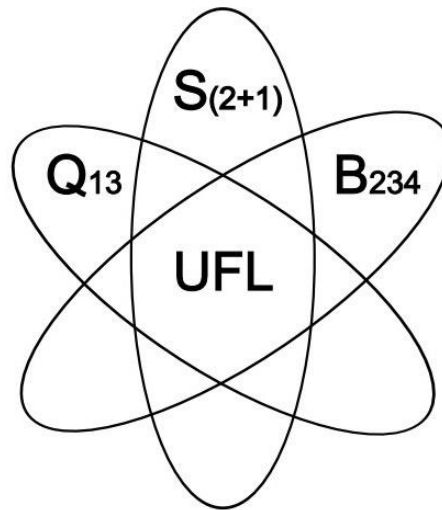
Leadership can be divided into narrow and broad senses. Narrow leadership refers to strategic leadership, specifically the binary strategic structure in the UFL. Broad leadership refers to the unified field leadership, including the four elements of leadership, organizational structure, thinking structure, and employee potential development. In the UFL, organizational structure specifically refers to the bionic organizational structure, thinking structure refers to the quantum thinking structure, and employee potential development refers to employee creativity.

Why do the genetic code of life, the bionic organizational structure, and the UFL all have exactly four elements, with the number 4 being consistent across them? The researcher believes that this is the wisdom of the universe, a product of natural evolution, and a natural law. The essence of life is quantum (Schrodinger, 1944), characterized by a double-track system, with the dual functions of reproduction and immunity. The essence of the number 4 in the genetic code of life, the bionic organizational structure, and the UFL is a double-double-track system.

A dual-track system is insurance (a single-track system is not insurance, like putting eggs in two baskets, if one basket has a problem, there is still a chance with the other basket), while a double-double-track system is double insurance, meaning that if one insurance fails, there is still another layer of insurance. The double-double-track system reflects the wisdom of the universe in the evolution of life.

Based on interview data and research findings, this study constructs a theoretical framework, the Unified Field Leadership framework (UFL), for an uncertain environment. The UFL achieves consistency in strategy, organization, and people's hearts through the interaction of three models or mechanisms: the quantum thinking structure model Q13, the bionic organizational structure model B234, and the binary strategic structure model S(2+1). This process of achieving consistency involves logical switching between three worlds (quantum world, classical world, and life world), forming a psychological model (Q13), a behavioral model (B234), and a destiny model S(2+1). The UFL three-mechanism diagram (Figure 4) illustrates this process.

**Figure 4 UFL Three Mechanisms**



Note:

1) Quantum Thinking Structure Q13 Mechanism

The quantum thinking structure, also known as the thinking structure of magnifying the space-time background and thoroughly dissecting and analyzing, is achieved through people-oriented management, such as one-on-one heart-to-heart communication mechanisms, respecting, exploring, and stimulating the subconscious information and energy of each employee. Through the collective decision-making mechanism of roundtable meetings, collective wisdom emerges from multiple dimensions, ensuring the correctness of decisions in an uncertain environment. The consistency of the ultimate goal, the original driving force, and the flexible path is realized through the coherent process of traceability thinking, ultimate goal thinking, and order thinking. The UFL framework adopts the quantum thinking structure for managing people, which is the mechanism for employee creativity.



## 2) Bionic Organizational Structure B234 Mechanism

Through the continuous division and chain replication of the amoeba organization, managers and deputy managers jointly cultivate a third team (reserve talents for chain replication). Relative to the DNA double-track system and messenger RNA, there are exactly four functional departments (marketing, operations management, human resources, and financial auditing) that control enterprise development and risk prevention. The UFL framework adopts the bionic organizational structure for managing the organization, which is the mechanism for the company's vitality.

## 3) Binary Strategic Structure S(2+1) Mechanism

This refers to the survival strategy, development strategy, and the double-track system of the survival strategy. The binary strategic structure avoids the uncertainty risks of a single-track unitary strategy and the dispersion of energy and resources caused by blind diversification. The binary strategic structure is a long-term strategic structure. The UFL framework adopts the binary strategic structure for strategic management, which is the mechanism for organizational evolution.

The essence of UFL is the reflection of cognitive ability, mastery ability, and top-level design ability through the logical switching of the essence of human nature, organization, and strategy in three worlds (quantum world, classical world, and life world), manifested as the unity and coherence of the quantum thinking structure, bionic organizational structure, and binary strategic structure.

The characteristic of UFL is the unified field leadership for the consistency of strategy, organization, and people's hearts, including the coordination, leadership, influence, stimulation, or intervention of many interacting elements such as enterprise and family, work and life, life and space-time, psychological field and environmental field, ancestors and descendants, history and future, collaborative evolution, and potential development. It is manifested as scientific, moral, shared, and effective leadership in an uncertain environment.

The functions of UFL include narrow functions, broad functions, and overall functions. The narrow functions refer to the company's vitality, employee creativity, and organizational evolution (VCE). The broad functions refer to the five coherences of life with the universe as the background, namely the coherence of business model, management model, and profit model; the coherence of strategy, organization, and people's hearts; the coherence of direction, motivation, and path; the coherence of id, ego, and superego; and the coherence of sincerity, knowledge-action unity, and the unity of heaven and man. The overall function refers to collaborative evolution, potential development, creation from nothing, resource integration, crisis transcendence, and the realization of win-win situations. The figure below illustrates the narrow functions of UFL (Figure 5).

**UFL: Company Vitality, Employee Creativity and Organizational Evolution(VCE)****Chapter Summary**

This chapter, based on interview data and research findings, distills four key themes and completes a theoretical construction, namely the Unified Field Leadership (UFL) framework for uncertain environments. The core of this framework is to stimulate employee potential development through the coherent process of binary strategy, bionic organization, and quantum thinking, including the development of strategic potential, organizational potential, and people's potential, as well as their coherence. This is the collaborative evolution and potential development of strategy, organization, and people's hearts in the high-dimensional space of life with the universe as the background, realizing unified field leadership in an uncertain environment.

This chapter delves into the internal logic supporting this theoretical framework, including the UFL mind map (Figure 1), the UFL four-element coherence diagram (Figure 2), the organizational evolution diagram (Figure 3), the universal wisdom and double-double-track system table (Table 3), the UFL three-mechanism diagram (Figure 4), and the UFL narrow function diagram (VCE). It clearly articulates the interrelationships among the four and only four elements of the Unified Field Leadership framework (leadership, organizational structure, thinking structure, and employee potential), with the underlying logic being the consistent universal wisdom from the life molecular dimension, bionic organizational dimension, to the unified field leadership dimension.

## Chapter 6 Case Study of XY Company

This chapter presents a case study of XY Company, one of the nine companies interviewed in this research, to partially validate the effectiveness of the Unified Field Leadership (UFL) framework in an uncertain environment. The case study delves into the unique functions of XY Company's bionic organizational structure and quantum thinking structure, as well as the application of the UFL framework in the intergenerational succession of family businesses. By analyzing interview data and assessment results, this chapter demonstrates how XY Company's phased implementation of the UFL framework, including the binary strategic structure, bionic organizational structure, and quantum thinking structure, has led to continuous growth in performance, decreased employee turnover rates, and the ability to navigate various uncertain environments. The case study also highlights the positive impact of the UFL framework on the harmonious development of families and family businesses, showcasing its effectiveness and scientific nature in the context of intergenerational succession.

The case study of XY Company partially validates the effectiveness of the Unified Field Leadership (UFL) framework. XY Company is one of the nine companies interviewed in this study. The researcher interviewed 25 employees at various levels of XY Company, including 9 senior managers, 8 middle managers, and 8 junior staff, accounting for 54% of the total interviewees (46). The case study of XY Company is representative and has value in validating the effectiveness of the UFL framework.

### 6.1 Brief Introduction of XY Company

XY Company, founded in 1989, has a history of 35 years by 2024 and is one of the leading enterprises in the logistics industry in Zhejiang Province, China, with a long history, large scale, and strong brand. The company's headquarters is located in Hangzhou, the capital city of Zhejiang Province. It has established branches or investment projects in Jiangxi, Hubei, Sichuan, Chongqing, Guangdong, Hubei, Tianjin, Fujian, Shanghai, Anhui, Ningxia, and Gansu. The parent company has more than 200 employees (excluding employees of joint ventures), with more than 40 long-term cooperative manufacturing listed companies as upstream customers and more than 300 cooperative transportation lines and over 90,000 cooperative trucks as downstream customers. XY Company is currently a national AAAA-level comprehensive logistics enterprise in China, an excellent industry-university-research base of the China Federation of Logistics & Purchasing and has won the China Logistics Management Excellent Case Award for 13 consecutive years. It is also a council member of the Hazardous Chemicals Logistics Branch of the China Federation of Logistics & Purchasing, vice president of the Zhejiang Provincial Logistics Association, executive vice president of the Zhejiang Provincial Supply Chain Association, and vice president of the Hangzhou Logistics and

Purchasing Association. XY Company has been selected as one of the "Top 100 Chinese Private Logistics Enterprises" for several consecutive years.

XY Company implements a binary strategic structure, including survival and development strategies. The survival strategy is logistics and investment, while the development strategy is the chain replication of joint ventures in the logistics and manufacturing industries, aiming to become an excellent global supply chain logistics group company. XY Company has been implementing a bionic organizational structure since 2001, resulting in stable employees, stable customers, and continuous company development. Since 2021, XY Company has been implementing a quantum thinking structure and has established a quantum leadership training center to cultivate leadership talents every year to fill leadership positions at all levels. Starting from 2024, the only daughter of XY Company's founder and chairman has formally returned to China to take over the company, giving up her superior living and working conditions abroad.

## **6.2 XY Company's Phased Design and Implementation of the UFL Framework Achieves Practical Results**

XY Company's phased design and implementation of the UFL framework (including binary strategic structure, bionic organizational structure, and quantum thinking structure) since 2001 have achieved practical results in three aspects: firstly, the company's revenue has been growing for more than 20 consecutive years; secondly, the employee turnover rate has been decreasing year by year; and thirdly, relying on self-organization management, XY Company has achieved continuous and stable development for more than 20 consecutive years, unaffected by various uncertain environments.

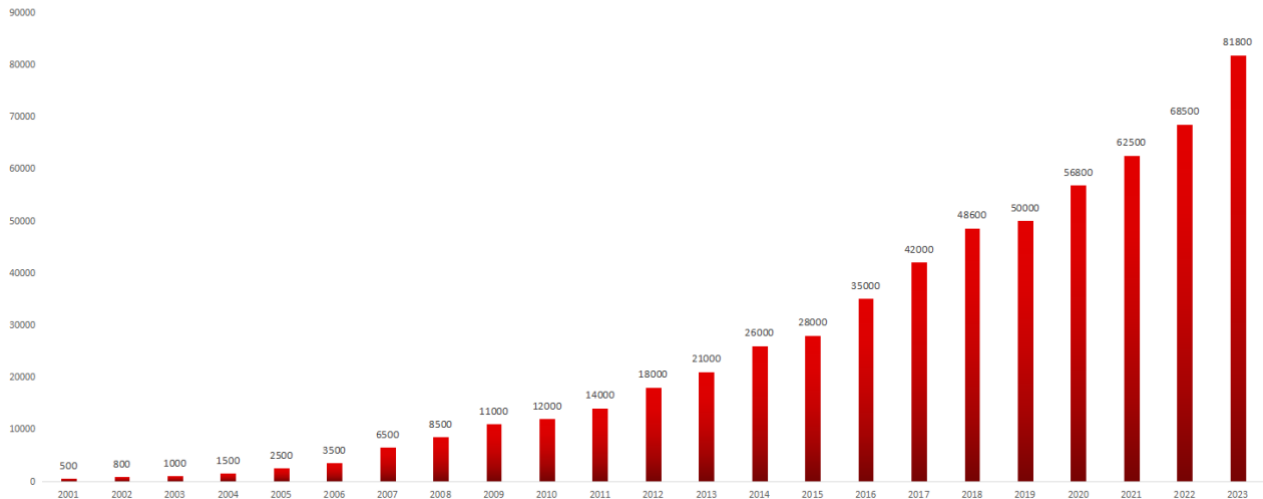
From its establishment in 1989 to 2000, before implementing bionic organization, quantum thinking, and binary strategy, XY Company's development was slow, with a high employee turnover rate, and the organization could not adapt to changes in the uncertain environment. However, since implementing the bionic organizational structure in 2001, providing quantum leadership training to employees (training on bionic organizational structure and quantum thinking structure) in 2021, and clarifying the binary strategic structure, XY Company has maintained an annual growth rate of more than 10% in revenue for 23 consecutive years. Even in the uncertain environments of the SARS epidemic in 2003, the global economic crisis in 2008, and the recent three-year global COVID-19 pandemic, XY Company has still maintained steady growth.

On the other hand, the effectiveness of UFL is also reflected in employee stability. The employee turnover rate decreased from 25% before implementing the bionic mechanism (1989-2001) to 3% after implementing the bionic organizational structure (2001-2020), and further decreased to 1% after implementing quantum leadership training (2021-2024). The company's middle and senior

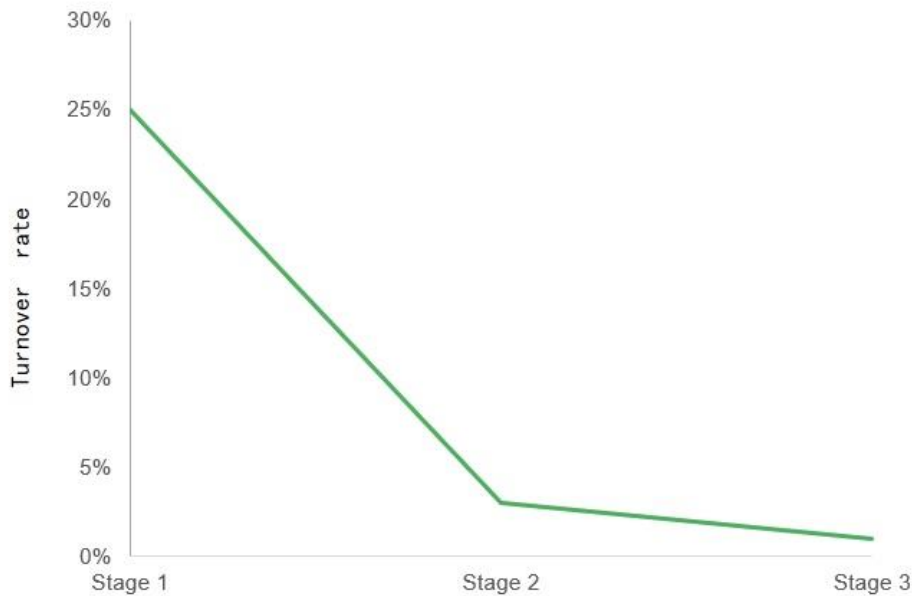
management personnel are even more stable. The company's six original shareholders have remained unchanged for 23 years since 2001.

It can be seen that during XY Company's 35 years of development (1989-2024), especially after implementing the UFL framework in stages, the company has experienced a favorable situation of stable employees, stable customers, and the ability to navigate various uncertain environments while continuously growing its performance and decreasing employee turnover rate. This validates the effectiveness and scientific nature of the UFL framework. The following are the sales growth chart (Figure 5) and the employee turnover rate chart (Figure 6) of XY Company from 2001 to 2023.

**Figure 5 XY Company's Turnover Growth Chart From 2001 to 2023**



Source: XY Company (Unit: 10,000 RMB)

**Figure 6 XY Company Employee Job-Hopping Rate Chart**

Source: XY Company

**Note:**

The first stage refers to the period from the establishment of XY Company in 1989 to 2000, during which time neither the bionic mechanism nor the quantum mechanism was established, and the employee turnover rate exceeded 25%. The second stage is from 2001 to 2020, when the bionic mechanism was established, and the employee turnover rate dropped from 25% to 3%. The third stage is from 2021 to 2024, when, based on the bionic organizational structure, XY Company also implemented the quantum mechanism, that is, it established a quantum leadership training center and provided quantum leadership training to employees every year, and the employee turnover rate further decreased from 3% to 1%.

It is worth mentioning that in an uncertain environment, the effect of the UFL framework is more pronounced. For example, in recent years, the world economy has been severely affected by the global COVID-19 pandemic, which has also impacted the post-pandemic economic recovery. The following table presents authoritative data released by China's National Information Center and data from XY Company, showing that in the four years from 2020 to 2023, the GDP growth rates of China, the United States, and Japan were, respectively, China: 2.24%, 8.45%, 3%, 5.2%; United States: -2.77%, 5.95%, 1.94%, 2.5%; Japan: -4.15%, 2.56%, 0.95%, 1.89%. In comparison, XY Company's revenue growth rates were 13.6%, 10.04%, 9.6%, and 19.42%, respectively (Table 4). The average annual GDP growth rates of these three countries over these four years were 4.72% for China, 1.91% for the United States, and 0.31% for Japan. In contrast, XY Company's growth rate was

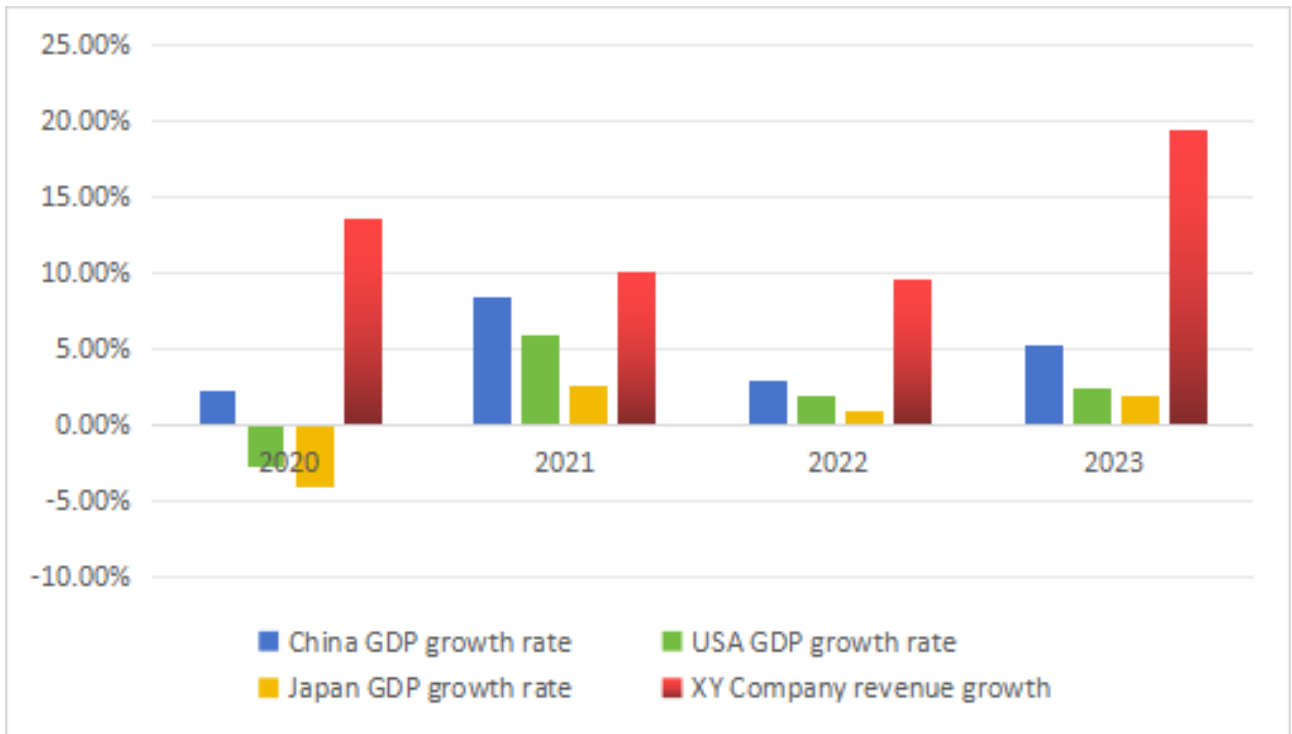
13.17%, which is 2.8 times that of China, 6.9 times that of the United States, and 42.5 times that of Japan. The following chart compares the GDP of China, the United States, and Japan with XY Company's revenue from 2020 to 2023 (Figure 7), which powerfully demonstrates the effectiveness of the UFL framework in an uncertain environment.

**Table 4 2020-2023 China, the United States, Japan's GDP and XY's Turnover**

	2020	2021	2022	2023
<b>China GDP growth rate</b>	2.24	8.45	3	5.2
<b>USA GDP growth rate</b>	-2.77	5.95	1.94	2.5
<b>Japan GDP growth rate</b>	-4.15	2.56	0.95	1.89
<b>XY Company revenue growth rate</b>	13.6	10.04	9.6	19.42

Source: China State Information Center, and XY Company

**Figure 7 2020-2023 China, the United States, Japan's GDP and XY's Turnover**



Source: China State Information Center, and XY Company

### 6.3 The Unique Functions of XY Company's Bionic Organizational Structure

The term "hands-off boss" refers to the founder of XY Company, who established the bionic organizational structure in 2001 and designed the company's equity structure, functional department

structure, and amoeba organizational structure according to the bionic organizational structure. For more than 20 years, he has been the largest shareholder of XY Company, holding 50% of the shares, while his wife is the second-largest shareholder, holding 25% of the shares. The other four shareholders hold 7.5%, 7.5%, 5%, and 5% of the shares, respectively. The number of amoeba organizations has grown from 2 in 2001 to 30 in 2023, with an average of 1 new amoeba organization developed each year. This indicates that XY Company has the ability to develop business and expand markets in an uncertain environment. The shares of various talents in the company are more reflected in the amoeba organizations, which increase and decrease each year but continue to grow in total. The shareholding system of amoeba organizations is an important mechanism for retaining talents and customers, as well as promoting the development of the company's vitality, employee creativity, and organizational evolution (VCE). It is worth noting that XY Company's long-term stable development has been achieved while the founder and chairman are often away from the company and do not serve as the legal representative of any of the more than 20 subsidiaries of XY Company in various locations. His main focus is on studying and researching the scientific design of enterprise organizational structure, employee potential development (mainly thinking structure), and enterprise strategic structure, as well as the scientific nature of intergenerational leadership succession in family businesses, either at home or around the world.

The ability of XY Company's chairman to be a hands-off boss and the company's ability to adapt to the environment and create the future can be attributed to the overall effect of the UFL framework based on the coherent process of binary strategy, bionic organization, and quantum thinking in stimulating employee potential development, rather than the effect of the chairman's top-level design. The following table shows the existence years, self-organization functions, and chairman's hands-off boss ability of the 9 interviewed companies. This table also presents a stark contrast between the strong vitality of the bionic organizational structure, the general vitality of structures similar to the bionic organizational structure, and the weak vitality of non-bionic organizational structures (Table 5).

**Table 5 Corporate History, Self-Organizing Function, and Chairman's Hands-Off Approach in Interviewed Companies (until 2022)**

Company Name	Industry	Family Business	Strategy	Bionic Structure	Corporate History	Self-Organizing Function	The Chairman Hands off the Shopkeeper
XY	Logistics and investment	Yes	Dual strategy	Bionic structure	33 years	Yes	Chairman hands off shopkeeper for a long time
LQ	Logistics and investment	Yes	Dual strategy	Similar to bionic structure	26 years	No	No
JL	Paper industry	Yes	No clear dual strategy	Similar to bionic structure	23 years	No	No



ZY	Supply chain	Yes	No clear dual strategy	Similar to bionic structure	20 years	No	No
JH	Trading	No	No clear dual strategy	Non-Bionic Structure	9 years	No	No
JY	Logistics	Yes	Dual strategy	Bionic Structure (XY Subsidiary)	5 years	No	No
FR	Supply chain	No	No clear dual strategy	Similar to bionic structure	5 years	No	No
LT	Supply chain	No	No clear dual strategy	Non-Bionic Structure	5 years	No	No
JX	Logistics and procurement	Yes	Dual strategy	Bionic Structure (XY Subsidiary)	1 year	No	No

#### 6.4 The Unique Functions of XY Company's Quantum Thinking Structure

From 2021 to 2023, to train employees in the quantum thinking structure, XY Company established a quantum leadership training center. The company's founder and chairman also serves as the principal, and the human resources director serves as the class teacher. The training is held once a year, with three sessions held so far. In 2024, the fourth training session will be held, divided into advanced and regular quantum leadership classes. The advanced class is aimed at recruiting middle and senior leaders, while the regular class is aimed at recruiting junior employees, with training organized once a month. Over the three years, a total of 44 employees have been trained (13 in the first year, 12 in the second year, and 19 in the third year). After a year of training, these employees have generally experienced rapid improvement in their leadership and comprehensive qualities. More than 50% of the trainees have been promoted to middle management positions. With the quantum leadership training center as the carrier, training in bionic organizational structure and quantum thinking structure has greatly stimulated the company's vitality, employee creativity, and organizational evolution. This demonstrates the effectiveness of the UFL framework in developing employee potential.

The following is the employee potential development assessment data obtained by the researcher during interviews with XY Company and its subsidiaries JY Company and JX Company, as well as the family business ZY Company. From this data, this researcher found that the degree of potential development of employees who have received the UFL framework and quantum leadership training is, in descending order, higher for senior management than for middle management, and higher for middle management than for junior employees. This is consistent with the content stated by multiple interviewees during the interviews. They reflected that middle and senior managers have the most contact with the company's top leaders, are most influenced by their UFL ideas, and have the most opportunities for training, thus achieving the greatest degree of potential development. In contrast, junior employees are relatively far from the company's top leaders and have fewer opportunities for

training, so their potential development is relatively lower. As a triangulation method, the following table shows the scores given by 14 interviewees from XY Company, JY Company, and JX Company for the potential development of their respective companies' senior managers, middle managers, junior employees, and the interviewees themselves (Table 6).

**Table 6 Employee Potential Development Assessment Form (total score 10 points)**

Interviewee	The Degree of Potential Development of Senior Managers	The Degree of Potential Development of Middle Managers	Level of Grassroots Potential Development	The Interviewee's Potential Development Level
XYH4	/	6	4	/
XYH5	6	9	8	/
XYH6	/	/	/	4
XYH9	7	5	3	/
XYH10	/	/	/	6
XYM2	8	8	/	8
XYM5	/	/	5	5
XYM7	/	/	7	7
XYM8	/	8	8	8
XYG5	/	/	/	7
ZYH2	8	7	6	/
JYG1	/	/	/	9
JXM1	/	/	/	6
JXH1	9.8	/	/	/
<b>Average</b>	7.8	7.2	5.9	6.7

Note:

1) Assuming that the full score for potential development is 10 points, senior managers, middle managers, and junior employees scored 7.8, 7.2, and 5.9, respectively. It is evident that senior managers scored higher than middle managers, and middle managers scored higher than junior employees. This indicates a positive correlation between position and potential development, with the main reason being that higher positions have more opportunities for training and job practice. It is worth noting that this analysis did not consider the analysis of interviewees' education, gender, age, ethnicity, etc., in the recruitment and selection process.

2) The average self-assessment score for interviewees' potential development is 6.7, which is higher than the average score of 5.9 for junior employees' potential development. This is normal because

the self-assessed interviewees include not only junior employees but also middle and senior managers. The combined potential development score of these three levels should be higher than the average potential development score of junior employees.

3) The average potential development score of junior employees is the lowest (5.9), which is 14% lower than the average potential development score of all employees in the company (6.7).

This indicates that quantum leadership training for junior employees needs to be strengthened urgently. In fact, starting from 2024, XY Company has strengthened the coverage and targeted training intensity of quantum leadership training classes, such as dividing them into advanced and regular classes. At the same time, attention should be paid to strictly controlling the recruitment process, hiring suitable talents for the company, matching people with positions (environment), and then providing training. These are the two most important factors for employee potential development. This is also in line with Taylor's scientific management principles (Taylor, 1911), which state that recruitment and training need to be controlled simultaneously, which is conducive to employee potential development.

### **6.5 The UFL Framework is the Leadership for Intergenerational Succession in Family Businesses**

XY Company is a family business. XY Company and two other interviewed companies, LQ Company and ZY Company, are three companies of the same family. These three family businesses were founded by three siblings among the six siblings of XY Company's founder. The researcher interviewed 5 family business members, including the two proprietresses of LQ Company and ZY Company, accounting for 11% of the total 46 interviewees. Their statements have a certain degree of representativeness and demonstrate the effectiveness of the UFL framework for intergenerational succession in family businesses.

Since XY Company established its bionic organizational structure more than 20 years ago in 2001, there have been many project collaborations and equity collaborations among these family businesses, and several joint ventures have been established, such as JX Company. Among the multiple families (such as the Yan family and the Wu family) and family businesses (such as XY Company, LQ Company, and ZY Company) composed of blood and marriage ties, the relationships among family members and family businesses based on the UFL framework have been handled relatively well, promoting the harmonious development of the three-circle model (family, business, and ownership) of family businesses.

These families and family businesses now generally implement the binary strategic structure of logistics and investment, widely adopt the bionic organizational structure, and actively participate in

the training held by the quantum leadership training center every year, every month, and every session. XY Company's ultimate goals of prosperity, happiness, longevity, and intergenerational succession have had a significant impact on these families and family businesses, inspiring the original driving force for entrepreneurship and succession from generation to generation. The path is extremely flexible and adaptable (due to the strategic flexibility and organizational flexibility of the binary strategic structure and bionic organizational structure). Under the UFL framework, the entire family and family business have achieved coherence in direction, motivation, and path, demonstrating the effectiveness and scientific nature of the UFL framework in various uncertain environments.

On the other hand, the atmosphere of harmonious development of the family under the UFL framework has also influenced the atmosphere of harmonious development of the enterprise. As the name suggests, the Unified Field Leadership framework takes into account the complex relationships between enterprise and family, work and life, psychological field and environmental field, life and space-time, history and future, ancestors and descendants, etc., with life having the universe as the background, magnifying the space-time background, and thoroughly dissecting and analyzing. Even in an uncertain environment, the narrow functions, broad functions, and total functions of the UFL framework can be realized.

In summary, as a typical case of the interviewed enterprises, XY Company verifies the effectiveness and scientific nature of the UFL framework for families and family businesses in an uncertain environment.

### **Chapter Summary**

The case study of XY Company provides valuable insights into the practical application and effectiveness of the UFL framework in an uncertain environment. Through the phased implementation of the binary strategic structure, bionic organizational structure, and quantum thinking structure, XY Company has achieved remarkable results in terms of performance growth, employee stability, and adaptability to uncertain circumstances. The unique functions of the bionic organizational structure and quantum thinking structure have been instrumental in stimulating the company's vitality, employee creativity, and organizational evolution. Moreover, the case study highlights the significance of the UFL framework in the context of family businesses, demonstrating its potential to facilitate harmonious development and successful intergenerational succession. The findings from this case study not only validate the effectiveness and scientific nature of the UFL framework but also offer practical implications for organizations seeking to enhance their leadership capabilities and navigate the challenges posed by uncertain environments.

## Chapter 7 Discussion

In this chapter, we take the four themes uncovered in our research - leadership, organizational structure, thinking structure, and employee potential development , as our guiding framework. We compare these themes with the existing literature, drawing upon the insights of established scholars while critically identifying the limitations of current research. Our discussion will delve into the finding and the literature.

### 7.1 Leadership Requires Top-Level Design

The first theme explored in our study is Leadership Requires Top-Level Design, which encompasses four key components: the strategic leadership's top-level design, organizational leadership, leadership that resonates with people's hearts, and a leadership system characterized by a consistent mechanism within the triad of strategy-organization-people's hearts. Our literature review revealed a plethora of concepts within leadership theory but a noticeable dearth of models and replicable methodologies rooted in the foundational principles of natural science (Samimi et al., 2022; Hanna et al., 2021; Carvalho et al., 2020; Meinecke et al., 2019).

#### 7.1.1 Strategic Leadership

Our exploration of strategic leadership within this study reveals three essential components: dimension and foresight, top-level design ability, and resource integration ability. These three components exhibit a logical interconnection. Strategic leadership first materializes through multidimensionality and foresight. Subsequently, it manifests in top-level design capabilities, culminating in resource integration abilities. Specifically, our study introduces the Dual Strategy Model S(2+1), which adheres to the foundational principles of natural science. The model includes the survival strategy of the strategic dual-track system and the development strategy on this basis. The strategic dual-track system is equivalent to strategic DNA and the development strategy is equivalent to messenger RNA. This strategic bionic method organizes the further evolution of bionics and is also a strategic model rooted in the basic principles of natural science.

This interview found the significance of strategic leadership, encompassing dimension and foresight, top-level design capabilities, and resource integration capabilities. The debate regarding the influence of leaders on organizations has been ongoing in the leadership field (Yukl, 1989; York & Van Frit, 1992; Podsakoff, Mackenzie & Bom, 1996; Podsakoff, Niehoff, MacKenzie & Williams, 1993). Research in population ecology has even suggested that leadership and management actions can often be ineffective due to the absence of systematic leadership development (Hannan & Freeman, 1977, 1984).

In contrast, this researcher argues that leadership theory should adopt a unified field perspective that views both individuals and organizations as living entities within the broader universe. This approach acknowledges that life is intrinsically linked to the universe and utilizes natural science principles to offer explanations to profound philosophical and scientific questions such as What is life? Where does it originate? Where is it headed? (Schrodinger, 1944; Al-Khalili & McFadden, 2016; Zohar, 2016). The answer lies in the form of the Unified Field Leadership Model, encompassing the Dual Strategic Structure S(2+1), Bionic Organizational Structure (B234), and Quantum Thinking Structure (Q13). These three models converge to form the Unified Field Leadership framework (UFL).

It can be observed that dimension and foresight are integral aspects of leadership, giving rise to top-level design capabilities. Over the long term, these top-level design capabilities transform into the ability to integrate resources effectively. This capacity for resource integration fosters the consistency within the triad of strategy-organization-people's hearts. In essence, it embodies the consistency of direction-motivation-path and, correspondingly, the consistency of mission-vision-values. This self-organizational capability is realized through the inherent consistency mechanism.

The essence of strategic leadership lies in the consistency of strategy-organization-people's hearts within a high-dimensional space and the consistency of the three worlds, marked by division and logical switching. This journey leads from the consistency of inanimate nature (involving id, ego, superego, three natures, three links based on the quantum thinking structure) to the consistency of living nature (embodied by bionic organizational structures) and the consistency of human evolution (manifested through dual strategies). This alignment embodies the wisdom of the universe (Higgs, 1964; Watson & Crick, 1953; Prigogine & Stengers, 1987; Al-Khalili & McFadden, 2016).

Strategic leadership is characterized by a dual strategy, contrasting with unitary and diversified strategies. 1) In the long run, one-dimensional strategies are ill-suited for uncertain environments. Unexpected crises in such settings make it challenging for specialization and one-dimensional strategies to adapt effectively, potentially leading to catastrophe due to a lack of strategic flexibility. 2) Diversification and dynamic strategies often lack clarity in explaining diversification's scientific, ethical, and long-term alignment (Samimi et al., 2022; Hamour et al., 2023; Bourmistrov et al., 2022; Sarpong et al., 2019). Resources for enterprises, individuals, or any entity are limited. Therefore, strategies must be focused, avoiding excessive dispersion that can lead to inefficiency and a loss of competitiveness. Based on interview data, this study identifies dual strategy as the characteristic of strategic leadership in uncertain environments. Its model is S(2+1), where S denotes strategy, 2 signifies survival strategy dual-track system, and 1 represents development strategy.

The function of strategic leadership is to address the scientific nature and effectiveness of long-term survival and development within the universe's backdrop. For instance, the XY Company, a three-

generation family business with a 140-year top-level design, has consistently pursued the ultimate goal of prosperity, happiness, longevity, and intergenerational succession. Achieving this goal requires a strategic leadership approach that combines top-level design with bottom-up, differentiation, emergent order, emergent life, emergent wisdom, emergent future, collaborative evolution, potential development, innovation, resource integration, crisis resilience, and win-win outcomes.

UFL is a model comprising three models: dual strategy S(2+1), bionic organization B234, and quantum thinking Q13. These models can be quantified using numbers and structural functions, representing objective laws independent of human will. For instance, the dual-track system involves a survival strategy and a development strategy, while the quantum thinking structure combines psychological and environmental fields.

UFL is a management approach. It involves designing and managing bionic organizational structures for new companies and adapting established firms to the B234 organizational model.

Additionally, it entails selecting the right personnel during recruitment, evaluating company personnel post-recruitment, and conducting quantum leadership training. Learning and research-oriented organizations like XY Company have established a quantum leadership training center and a research institute for standardized training and theoretical exploration.

UFL is replicable. First, it pertains to the replicability of the research method, ensuring that different researchers using the same approach reach the same conclusions. Second, it refers to the replicability of research results, meaning that organizations can apply UFL framework to stimulate employee potential by leveraging the consistency mechanism of dual strategy, bionic organization, and quantum thinking - a path toward company vitality, employee creativity and organizational evolution (VCE).

### 7.1.2 Organizational Leadership

This study identifies three key components within organizational leadership: collective decision-making and execution, the influence of subordinates on superiors, and the impact of horizontal relationships. These components are interconnected, with organizational leadership being expressed initially through collective decision-making and execution, followed by the influence of subordinates on superiors, and ultimately, through horizontal influence. Leadership manifests in three directions - top-down, bottom-up, and horizontally. The direction and magnitude of force can be quantified, encompassing topological psychology and vector psychology (Lewin, 1935, 1936, 1948, 1951).

Traditional leadership theories predominantly emphasize individual decision-making and top-down leadership. The current trend in leadership theory leans towards emphasizing collective decision-making, combining top-down and bottom-up approaches, and incorporating horizontal leadership. Regarding collective decision-making and execution, Sulich et al. (2021) pointed out that management style influences decision-making, and pro-ecological strategies affect performance. Management style includes organizational types like Mintzberg authoritarianism, Weberian bureaucracy, and self-organizing management (Martela, 2019). This study asserts that managing organizations primarily revolves around managing people's hearts, and this entails quantum management. Quantum management, in turn, is self-organizing management, a manifestation of cosmic wisdom, which aligns with the Unified Field Leadership. The Unified Field Leadership constitutes a model and replicable approach rooted in the foundational principles of natural science. Niu et al. (2021) presented an optimized data management framework for business intelligence (BI) and big data analysis. However, this study proposes that UFL represents a big data-like cosmic wisdom management framework, aligning strategy-organization-people's hearts within the universe's backdrop. UFL embodies dual strategy  $S(2+1)$ , bionic organizational structure B234, and quantum thinking structure Q13, converging models and replicability to stimulate employee potential development and foster company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment. Attar et al. (2020) explored how agile leaders can transition to organizational agility (OA) but did not address the consistency between agile leadership, agile organizations, and agile people's hearts. UFL framework resolves this issue and achieves consistency within the triad of ultimate goal-source motivation-flexible path, or simply strategy-organization-people's hearts.

Concerning the influence of subordinates on superiors, Hee et al. (2019) highlighted that downward communication (DC) and lateral communication (HC) positively impact employee performance but did not elucidate how communication proceeds orderly in the three directions of Unified Field Leadership: downward, upward, and horizontal. The division and logical switching mechanism of the three worlds discovered in this study offer a solution to this challenge. For instance, XY Company implements mechanisms like one-on-one heart-to-heart talks with employees, roundtable meetings for collective decision-making, the co-evolution mechanism of the bionic organizational structure, and the top-level design of dual strategies to achieve consistency within an uncertain environment, effectively addressing this issue. Gigol (2020) emphasized that authentic leadership and sustainability are related not only to the environment but also to employee well-being. While authentic leadership relates to human motivations in the quantum world, connected to super time and space, and relevant to the sustainability of life, society, environment, and employee well-being, it does not address the model and replicability challenges posed by the Unified Field Leadership. UFL framework addresses these concerns. Rehman et al. (2021) explored the psychology of resistance to change and uncovered the psychological reasons behind this resistance, but they did



not synthesize psychology, quantum science, bionics, strategy, engineering, and other elements into a model of Unified Field Leadership with replicability. This study introduces UFL framework, offering a solution and significantly reducing or eliminating employee resistance to change.

Horizontal Influence. Hanna et al. (2021) proposed a unified framework for horizontal leadership or flat structure coherence at the macro-level. Cardona et al. (2019) introduced the concept of goal-driven shared leadership, while Han et al. (2019) pointed out that high-performance work systems require both vertical and horizontal leadership. The question arises: What are the models and replicable methodologies required for these forms of leadership - horizontal leadership and shared leadership? How does leadership transition occur across these diverse directions? This study proposes a solution based on the division and logical switching mechanism of the three worlds and the Unified Field Leadership framework (UFL) in an uncertain environment. These mechanisms stimulate employee potential development and address these issues.

The essence of organizational leadership is to view organizations as living entities (special organisms), design models of bionic structures. This approach fosters company vitality, encompassing the dual functions of reproduction and immunity. It represents cosmic wisdom in the context of reproductive immunity and immune reproduction, capable of preventing and mitigating various black swan event risks in uncertain environments. The model for bionic structure, identified in this study, is denoted as B234.

Characteristics of organizational leadership fall into three categories: bionic organizational structures, non-bionic organizational structures, and the imitation of organizational structures. Within bionic organizational structures, specific characteristics center around collective decision-making and execution, the influence of subordinates on superiors, and horizontal relationships. Bionic organizational structures, characterized by self-organizing management, exhibit collective decision-making, the collaborative evolution of four functional departments, and the continuous chain replication of amoeba organizations. Influence and leadership, manifested both vertically and horizontally, foster relationships of co-evolution and potential development among functional departments and amoeba organizations. In contrast, non-bionic organizational structures emphasize top-down execution, such as authoritarianism and bureaucracy, with limited bottom-up and horizontal influence and leadership. Bionic organizational structures represent top-level self-organizing management designed within the Unified Field Leadership framework (UFL).

Organizational leadership occupies a pivotal role within corporate life sciences, with structure dictating function. Enterprises desire vitality, and mechanisms resemble biotypes (Yan, 2011, 2013). The model for bionic structure, B234, serves both as an organizational environment that promotes employee potential development and creativity, as represented by the model Q13 of quantum thinking structure. Additionally, B234 functions as organizational support, giving rise to bottom-up

emergence of dual strategies, encapsulated by the model  $S(2+1)$ . These three models align within the three worlds and deduce long-termism within high-dimensional space, establishing consistency within psychology-behavior-destiny, or ultimate goal-source motivation-flexible path. This reflects the consistency mechanism and self-organizing capabilities of cosmic wisdom.

### 7.1.3 People's Hearts Leadership

This study identifies several aspects of people's hearts leadership, including attraction, cohesion, centripetal force, spiritual leadership, personal charisma, and the significance of communication. These components share an inherent logical connection. Firstly, leadership in the realm of human emotions manifests as three forces that impact people's hearts and human nature: attraction, cohesion, and centripetal force. Secondly, it materializes through a leader's spiritual guidance and personal charisma. Finally, it becomes evident in various aspects related to effective communication. Leadership of people's hearts, as the name implies, entails the ability to influence individuals emotionally, encompassing id, ego, superego, three natures, three links. Leadership inherently involves influence. Although human minds are inherently unpredictable, humans possess shared characteristics and empathy, fostering a unified field of interaction between psychological and environmental factors (Lewin, 1935, 1936, 1948, 1951). Leveraging the three worlds division and logical switching mechanism, we can comprehend and manage the human psyche and employ "quantum methods" not only to adapt to uncertainty but also to shape the future (Lord et al., 2015).

Regarding attraction, cohesion, and centripetal force, Bu et al. (2019) examined a five-force assessment model for corporate leadership within a hyper-competitive environment, incorporating factors like vision, cohesion, learning ability, decision-making skills, and sustainability, conducting an empirical study. Van (2020) proposed establishing corporate culture as the foundation for internal cohesion, promoting the alignment and correctness of the company's distinct business activities, including the leader's character, corporate mission, direction, and communication among members. Li et al. (2019) highlighted significant variations in organizational cultural climate, psychological capital, and organizational belonging based on education levels and job positions. The question arises: What is the multidimensional model of leadership, rooted in the fundamental principles of natural science, beyond the aforementioned five-force leadership assessment model, corporate culture, and organizational culture? What does the replicability? This study proposes that a Unified Field Leadership framework (UFL) in an uncertain environment addresses these questions, stimulating employee potential development through the consistent mechanism of dual strategy, bionic organization, and quantum thinking. This framework fosters company vitality and human creativity, embodying leadership model and replicability.

Regarding spiritual leadership and personal charisma, Carvalho et al. (2020) explored spiritual leaders' love from multiple disciplinary perspectives, such as humility, behaviors, individuals, or

structures intentionally promoting well-being, encompassing self-sacrifice, forgiveness, empathy, emotional control, and impartiality, resulting in a theoretical model with moderating effects that addresses current leadership theory limitations. However, this theoretical model remains grounded in Leader-Member Exchange Theory (LMX) and does not extend to shared leadership and the Unified Field Leadership. The Unified Field Leadership framework (UFL) unearthed in this study transforms the influence over key followers into shared leadership. Tokbaeva (2022) discussed the impact of organizational charisma on organizational leadership, asserting that charismatic leadership remains effective in organizations operating within chaotic economic and legal environments, citing examples like Elon Musk and Steve Jobs. However, rational scholars view charisma as a transient phenomenon and advocate further research to explore the effects and potential detrimental aspects of charismatic leadership. This study contends that the Unified Field Leadership framework (UFL) translates the personal charisma of spiritual leaders into organizational charisma, thereby rendering the Unified Field Leadership as scientific and moral leadership. Supratman et al. (2021) concluded, through quantitative analysis of questionnaires, that there exists a positive correlation between charismatic leadership, employee personality, and employee performance. The challenge here is differentiating between a study of correlation and models. Based on interview data, this study identifies a Unified Field Leadership framework (UFL) in an uncertain environment, based on the consistent mechanism of dual strategy, bionic organization, and quantum thinking, as a leadership model leaning toward the first principles of natural science, characterized by replicability.

Regarding the importance of communication, Meinecke et al. (2019) analyzed the increasing attention garnered by leader empathy in academia. Legal research indicates that a supervisor's empathetic communication style positively correlates with employees' intentions to change and their preference for the supervisor. Gozali (2022) employed a questionnaire survey to investigate the extensive sacrifices, encompassing emotional, physical, and spiritual aspects, made by workers to achieve accomplishments and goals. Martins (2020) proposed a strategic diversity leadership framework, emphasizing the role of senior managers in shaping employee diversity and inclusion within organizations, urging the development of strategic diversity leadership theory. But three questions arise:

First, what does empathy entail when viewed against the backdrop of the universe, amplified by a temporal and spatial context and subject to thorough anatomical analysis? Why should leadership harness empathy, and how should it be employed? This study employs the division and logical switching mechanism of the three worlds, tracing its essence to the quantum nature of life (Schrodinger, 1944) and the unity of quantum essence (De Broglie, 1943; Lewin, 1935, 1936, 1948, 1951). As Zohar posits, there exists a shared and profound collective consciousness rooted in a sacred, universal traumatic event in human history, fostering deep humility and gratitude in service (Zohar & Marshall, 2011). This is empathy, an expression of human nature embodied in id, ego,

superego, three natures, three links. The Unified Field Leadership uncovered in this study decrypts the natural science essence of empathy.

Second, what are the psychological motivation factors and models driving employee performance? This study resolves this issue. It represents a consistent mechanism between quantum thinking structure, bionic organizational structure, and dual strategic structure, realizing the consistency of strategy-organization-people's hearts.

Lastly, what is the model for senior managers to play a role in strategic diversity, organizational diversity, and employee diversity? This study offers a solution in the form of a Unified Field Leadership framework (UFL) in an uncertain environment, driven by the consistent mechanism of dual strategy, bionic organization, and quantum thinking, stimulating employee potential development and enabling company vitality and human creativity.

The essence of leadership pertaining to human emotions lies in the capacity to comprehend and control the quantum essence of human emotions. This study suggests that understanding the quantum nature of human emotions must be grounded in the Unified Field Leadership, which involves the interaction between the psychological field and the environmental field, akin to particles and waves. It necessitates the simultaneous management of particles and waves, embodied by quantum thinking structure and bionic organizational structure. The structure of quantum thinking embodies particle management or quantum management, utilizing the Q13 model. Meanwhile, the bionic organizational structure represents wave management or bionic management, employing the B234 model. Ultimately, the essence is intrinsic, and the secret is rooted in the environment.

The characteristics of leadership in human emotions are shaped by the quantum characteristics of human emotions, such as non-locality, uncertainty, entanglement, and superposition states (Zohar, 2011, 2016). Specifically:

The non-local and uncertain characteristics of human emotions indicate that human emotions evolve with changes in time, space, age, psychological and environmental factors. Assumptions in leadership regarding the inherent goodness or malevolence of human nature (Theory X and Theory Y) are fallacious and represent mechanistic thinking. In reality, human nature adapts to environmental changes. This study posits that XY Company's quantum thinking structure design and training, facilitated by the Quantum Leadership Training Center, are crucial. Dialectical thinking regarding the connection and development of human emotions is insightful but has limitations in time and space, falling short of the level of a unified field. The quantum hypothesis of human emotions, or the unified field hypothesis, provides a scientific, ethical, and truthful explanation of human emotions. Life is quantum, and so are human emotions (Schrodinger, 1944; Zohar, 2011).

The entangled characteristics of human emotions are manifested in the super-temporal and super-life connections between quantum states, ancestors, descendants within human consciousness and subconsciousness (Q13), genetic links for life reproduction (B234), and the link between survival strategy and development strategy  $S(2+1)$  in uncertain environments.

The superposition characteristics of human emotions are evident in the division and logical switching mechanism of the three worlds within the high-dimensional space overpass, as discovered in this study. This mechanism fosters consistency between the enterprise and its employees regarding strategy-organization-people's hearts, direction-motivation-path, or mission-vision-values. It allows each element to coexist harmoniously, contributing to sustainable development and shared prosperity.

The function of leadership in human emotions is based on the quantum function of human emotions (Planck, 1900; De Broglie, 1943; Schrodinger, 1944; Prigogine & Stengers, 1987). These functions encompass the Unified Field Leadership, crisis and innovation awareness, leapfrog development, and the law of attraction of ultimate goals. The leadership function of human emotions, as identified in this study, arises from three consistent mechanisms: dual strategy, bionic organization, and quantum thinking. The Unified Field Leadership in an uncertain environment stimulates employee potential development, facilitating a company vitality and individuals' creativity.

#### 7.1.4 A Consistent Leadership System Based on Strategy-Organization-People's Hearts

The consistent leadership system of strategy-organization-people's hearts encompasses three core components: the corporate culture system, the organizational system, and the people's hearts system, including heart-link management. These components share inherent logical connections. Firstly, the consistent leadership system of strategy-organization-people's hearts is reflected in the corporate culture system. Secondly, it is embodied in the organizational system. Finally, it manifests in the people's hearts system and heart-link management.

Regarding the corporate culture system, Metmally et al. (2019) pointed out that existing research on the role of ethical leadership in increasing employees' willingness to change is virtually non-existent. Their findings suggest that ethical leadership at middle and lower levels enhances employees' readiness for change, with this effect partly moderated by an effective organizational culture. Hartnell et al. (2019) conducted a study examining the correlation between organizational culture and organizational systems, which integrate four highly interdependent elements: strategy, structure, leadership, and high-performance work practices. Martela (2019) studied the comparison between self-organizing management and two other more established organizational types, namely Weberian bureaucracy and Mintzberg authoritarianism. They argue that self-organizing management represents a novel and ideal organizational form that can better explain certain real-life

organizational anomalies. This research posits that corporate culture refers to a company's way of survival, and the corporate culture system denotes the system governing a company's survival style. This system embodies a consistent unity of Direction-motivation-path that enables the sustainable development of life against the backdrop of the universe, amplified time and space, and in-depth anatomical analysis. It encompasses enterprises, employees, and extended stakeholders, including families, society, and the environment. This system operates as a field system, and its leadership is characterized by scientific, ethical, shared, and authentic leadership. It encourages the participation of all employees and the realization of their potential. Various forces, whether top-down, bottom-up, or horizontal, can flow smoothly, allowing each entity to follow its own path, leading to a Unified Field Leadership. The theoretical construction presented in this study addresses these issues through a Unified Field Leadership framework (UFL) in an uncertain environment. It stimulates the development of employee potential through the consistent mechanism of dual strategy, bionic organization, and quantum thinking. Employing the three worlds division and logical switching mechanism, it addresses the limitations found in prior research.

Regarding organizational systems, Grainger-Brown et al. (2019) reviewed tools organizations can use for Sustainable Development Goal (SDG) action and found a lack of tools substantively involved in strategy formulation. They suggest that future research explore strategic tools for organizations to unlock unexplored possibilities in SDG action. Dyck et al. (2019) explored the relationship between hierarchical culture and financially sustainable organizations, clan culture and socially sustainable organizations, and market culture and ecologically sustainable results through case surveys and performance standards. The study examined correlations between organizational culture and sustainability factors. The results indicated that organizational culture relates to sustainability in a predictable manner, and configuration theory aids in understanding this relationship. Clauss et al. (2021) employed a hybrid method of literature review and quantitative analysis to elucidate how exploration and development, combined with strategic agility, impact a company's competitive advantage. Special emphasis was placed on ambidexterity (strategic dual preparedness) and how strategic agility enhances this status. The questions arise: What are the strategic tools to promote sustainable development? What is the predictability of organizational culture in family businesses? This study resolves these issues based on interview findings. This is the Unified Field Leadership in an uncertain environment. It stimulates the development of employee potential through the consistent mechanism of dual strategy, bionic organization, and quantum thinking. It addresses the challenges related to company vitality and human creativity. The models involved are S(2+1), B234, and Q13, collectively forming a Unified Field Leadership framework (UFL).

Regarding the people's hearts system and heart-link management, Roy et al. (2020) employed force-field analysis and explored sustainable supply chain management's complexity and continuous nature during the transition from traditional supply chain management. They developed a theoretical framework for cultural efforts. Rey et al. (2019) introduced a new approach to building sustainable,

purpose-driven organizations. Their novel practical model aims to ensure that employees support the broader organizational purpose (beyond profit-focused objectives), while the company benefits from employees' sense of personal purpose. Yeo (2020), based on empirical research data and methods such as leadership anatomy and interviews, discovered that during the COVID-19 crisis, leaders tend to draw on their core through compassion rather than traditional wisdom in decision-making and problem-solving. They have the courage to acknowledge their vulnerability and recognize the value in others. This research contends that tradition and sustainability aren't necessarily antagonistic; rather, elements of sustainability draw from tradition. This research is founded on the division and logical switching mechanism of the three worlds and addresses future, history, and reality, the psychological field, the environmental field, long-termism, and the unity of nature and humanity. It tackles the problem of the Unified Field Leadership, exploring id, ego, superego, three natures, three links of the people's hearts. Based on interview data, this study posits that the Unified Field Leadership framework (UFL) in uncertain environments stimulates employee potential development. It achieves this through the consistent mechanism of dual strategy, bionic organization, and quantum thinking. This framework addresses the integration of supply chain management and heart-link management, the duality of force fields in sustainable supply chain management, the consistency of the sustainable ultimate goal-source motivation-flexible path, and the underlying mechanism beyond compassion.

The essence of the consistent leadership system based on strategy-organization-people's hearts lies in the wave-particle duality of the Unified Field Leadership. This duality extends to the wave-particle duality of the people's hearts, reflecting the interaction between the psychological field and the environmental field (De Broglie, 1943). It further extends to the wave-particle duality of the organization, signifying the interaction between the dual-track system and the triple code and four bases (Watson & Crick, 1953). This wave-particle duality of strategy emerges within the division and logical switching mechanism of the three worlds, creating a unified consistent leadership system of strategy-organization-people's hearts, i.e., a unified leadership framework.

The characteristics of a consistent leadership system based on strategy-organization-people's hearts encompass three core components: the corporate culture system, the organizational system, and the people's hearts system, including heart-link management. Within the Unified Field Leadership framework (UFL) uncovered in this study, the human nature hypothesis of leadership aligns with the unified field hypothesis. Consequently:

The corporate culture system constitutes a unified field cultural system, serving as a survival style system that harmonizes top-level design within the psychological and environmental fields. This entails coordinating aspects such as business and family, work and life, future and history, the

alignment of ultimate goal-source motivation-flexible path, corporate social responsibility (CSR) , environmental and social corporate governance (ESG), and the holistic development of individuals.

The organizational system involves the top-level design and application of the B234 model, representing a co-evolutionary system of ecological chains and ecosystems against the backdrop of the universe.

The people's hearts system and heart-link management encompass the top-level design and training of the quantum thinking structure, represented by the Q13 model. This system combines traceability thinking, ultimate goal thinking, and order thinking. It unifies supply chain management and heart-link management, knowledge and action, and the alignment of oneness and the unity of heaven and man.

The function of the consistent leadership system of strategy-organization-people's hearts centers on life's existence against the backdrop of the universe, amplifying the time and space dimensions, and conducting a comprehensive analysis of consistency and self-organization. This function facilitates the realization of the five consistencies within corporate leadership in an uncertain environment: consistency of the business model-management model-profit model, consistency of strategy-organization-people's hearts, consistency of direction-motivation-path, consistency of id-ego-superego, consistency of leading to conscience-unity of knowledge and action-unity of nature and humanity. This represents the path to company vitality and human creativity.

## Section Summary

The first theme uncovered in this study emphasizes the necessity of top-level design in leadership, encompassing strategic leadership, organizational leadership, people's hearts leadership, and the consistent leadership system of strategy-organization-people's hearts. This represents a comprehensive system of Unified Field Leadership designed for uncertain environments. It operates as an objective law independent of human will and embodies the wisdom of the universe. While humans can influence this process, they can also either promote or hinder it.

## **7.2 Organizational Structure Design Must Have a Scientific Basis**

### Section Overview

The second theme identified in this study underscores the importance of a scientific foundation for organizational structures. This theme encompasses three aspects: the robust vitality of bionic structures, the ordinary vitality of similar to bionic structures, and the weak vitality of non-bionic structures. From the literature review, it is evident that research on corporate organizational structure



lacks models and replicability rooted in the fundamental principles of natural science (Yan, 2011, 2013, 2022; Hutchinson et al., 2019; Cherepanov et al., 2019; Li et al., 2021).

### 7.2.1 Strong Vitality of Bionic Organizational Structure

The robust vitality of bionic organizational structures encompasses four key aspects: the dual-track system and rotating general manager, the efficiency of the four functional departments, the continuous chain replication of the amoeba organization, and the inherent strength of the bionic organizational structure. These elements are interconnected, with the robust vitality of the bionic organizational structure manifesting first in the dual-track system and rotating general manager, followed by the efficiency of the four functional departments, the continuous chain replication of the amoeba organization, and ultimately, the inherent strength of bionic structures.

The term bionic organizational structure refers to the approach of treating an enterprise as a living organism and designing its structure and functions in strict accordance with biological principles. This approach, rooted in the wisdom of the universe, enables enterprises to replicate and function with remarkable resilience, akin to living organisms. In contrast, many enterprises with non-bionic organizational structures often struggle to achieve longevity comparable to that of living organisms (Yan, 2011, 2013; Hutchinson et al., 2019; Cherepanov et al., 2019; Li et al., 2021).

Hutchinson et al. (2019) highlighted that the true potential of bionic companies lies in unlocking human creativity further. Machines serve as enablers, and companies are transitioning from systems driven solely by human decisions to systems where humans and AI collaborate in decision-making. To harness the power of technology effectively, companies require four key enablers: data, technology (including AI), talent, and organizational adaptation. Cherepanov et al. (2019) explored bionic organizations in the context of production enterprises, outlining their main characteristics. They noted a trend toward an intermediate stage where machines and digital technology, including AI, increasingly replace human functions, emphasizing the integration of digital systems and management processes. Li et al. (2021) proposed the concept of digital twin bionics (DTB), combining bionics and digital twins, to enhance product development and manufacturing efficiency. This study combines enterprise bionics with quantum management, which can be understood as bionics and digital twins. Quantum is digitizable and computerized. While Yan (2011, 2013) introduced the model for bionic organizational structures, addressing the vitality of companies to some extent, it didn't fully address the issue of human creativity. Based on interview findings, this study has undertaken a theoretical framework, the Unified Field Leadership framework (UFL), designed for uncertain environments. This framework leverages the three consistent mechanisms of dual strategy, bionic organization, and quantum thinking to stimulate employee potential development. It offers a model of leadership grounded in the first principles of natural science and replicability. This framework not only promotes human creativity but also facilitates the alignment of

strategy, organization, and human aspects within an uncertain environment, achieving consistency and self-organization - addressing limitations in prior research.

The essence of the robust vitality of bionic structures lies in the life science of enterprise organizational structure design. This concept originates from the wisdom of the universe beyond human wisdom. It recognizes that an organization's DNA exists prior to its establishment, and it is a product of nature's evolution. It's important to note that the model B234 for bionic structures can be seen more as a model for life tissues than mere bionic structures. It emphasizes the wisdom of the universe rather than human intellect (Watson & Crick, 1953; Darwin, 1859; Lamarck, 1809).

The robust vitality of bionic structures is embodied in the model B234 for bionic structures. B234 breaks down as follows: B for bionic mechanism, 2 for the dual-track marketing and operational system, similar to the DNA's dual-track system involving the manager and deputy manager's strict division of labor, 3 for the joint training of assistants by the manager and deputy manager, akin to messenger RNA, and 4 for the inclusion of just four functional departments: marketing, operations management, human resources, and financial audit. These four departments correspond to the four bases of genetic genes: adenine, thymine, guanine, and cytosine. Below is the Bionic Mechanism B234 (Table 7).

**Table 7 The Bionic Mechanism B234**

Name	Content
<b>B: Bionic mechanism</b>	B234
<b>2: DNA dual track system</b>	Dual-track system is a life mechanism, such as department manager in charge of marketing, deputy manager is in charge of operations. This is a survival mechanism
<b>3: Triple codes, ie DNA dual-track+messenger RNA</b>	Department manager and deputy manager jointly train the assistant (messenger RNA), which has the role of carrying DNA genetic information in chain replication. This follows the three laws of genetics (law of separation, law of combination, and law of interchange), which is the mechanism of reproduction and immunity
<b>4: Four bases of DNA: adenine, thymine, guanine, cytosine</b>	There are only four functional departments: marketing department, operation management department, human resources department, and financial audit department. This is the department that refines, produces, and guides genetic instructions. This is life science, evolution, and chain replication as well as the essence of natural economics

Source: Yan, 2011

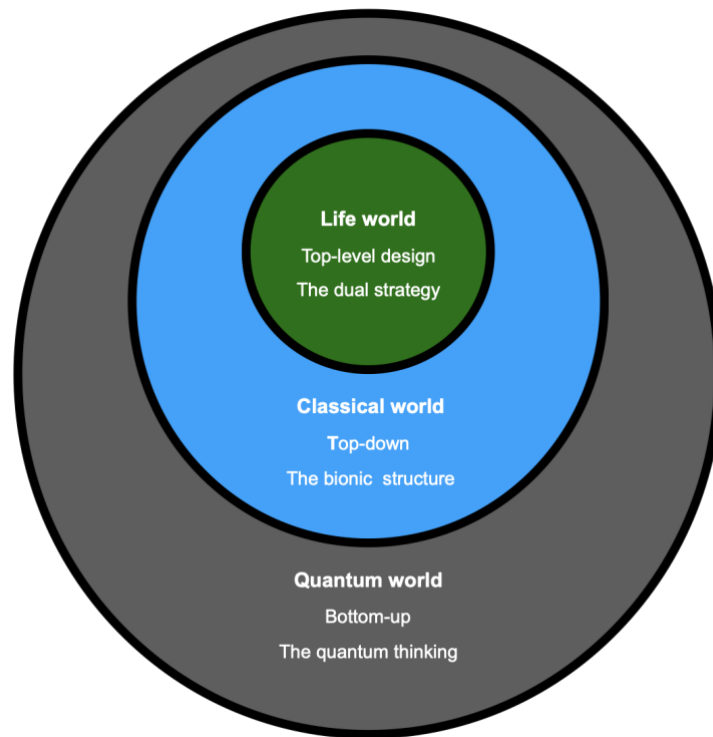
The primary function of the bionic organizational structure lies in its capacity to prevent and withstand various uncertain risks. On one hand, the bionic organizational structure, with its mere four functional departments and the continuous replication of the amoeba organization in a chain, establishes a dual strategy that inherently serves as both a strategic and organizational means to prevent and withstand various uncertain risks, ultimately achieving organizational vitality. On the other hand, the synergy between the rigorous science of the bionic organizational structure and the nuanced science of quantum thinking structure can foster employee potential development, facilitate human creativity, and even leverage uncertainty to adapt to dynamic environments within an uncertain landscape, thereby shaping the future.

### 7.2.2 Ordinary Vitality of Similar to Bionic Organizational Structure

The ordinary vitality (average life expectancy of enterprises) of similar to bionic organizational structures encompasses three key facets: similar to four functional departments, the amoeba-like organizational structure, and ordinary vitality of similar to bionic organizational structures. The term similar to bionic organizational structure denotes an enterprise's organizational arrangement that closely the bionic organizational structure in its design of functional departments. While it may not attain the robust vitality of the bionic structure, it lies closer to the bionic structure than the non-bionic structure, thereby surpassing the weak vitality characteristic of the latter.

Baskin (2001) introduced concepts such as market ecology, organic companies, and collaborative evolution, advocating for a shift in enterprise organizational structures from a mechanical mode to an organic one. Tang (2002) emphasized that an enterprise's life cycle, akin to an organism, depends not only on inherent factors but also on co-evolution with the external social and economic environment, particularly when examining corporate social responsibility (CSR) through a life perspective. Li (2007) adopted a genetic perspective to analyze the evolutionary process of enterprises, highlighting the role of genetic self-organization mechanisms as fundamental drivers of enterprise evolution. Qian (2008) explored the co-evolution of enterprise niches and their environments, asserting that enterprise innovation mechanisms and environmental selection mechanisms are the primary forces behind enterprise evolution - a blend of material and spiritual factors. Chen (2009) conducted a comprehensive comparative analysis between enterprises and the human body, drawing parallels between the two and identifying nine systems that correspond between the human body and enterprises. While these studies provide insights into the characteristics of bionic enterprises and corporate life from various perspectives, including organic organizational structures, the co-evolution of corporate life essence and the environment, the self-organizing mechanisms of corporate genes, innovation dynamics from an ecological niche viewpoint, and systematic comparisons between enterprises and the human body, they notably lack the development of models and replicability concerning bionic organizational structures or corporate life sciences. In other words, these theories are still only similar to the structural properties of bionic structures.

This study addresses the above limitations based on interview findings. Leveraging the cognitive framework of the Unified Field Leadership, specifically the three worlds division and logical switching mechanism (Figure 8), as well as the life quantum space-time cross-coordinate system rooted in the universe's backdrop, and the cognitive tool of corporate life science - the bionic organizational structure chart, it transforms the conventional organizational structure into a bionic one. This transformation not only resolves issues related to organizational vitality but also tackles the challenge of fostering human creativity.

**Figure 8 Logical Switch Mechanism of the Three Worlds**

Note:

1) The three worlds refer to the quantum world, the classical world, and the wisdom world. These represent the three dimensions of human and corporate life: the quantum dimension, the molecular dimension, and the destiny dimension. In essence, they signify the long-term deductive evolution of psychology-behavior-destiny.

2) The scientific nature and regularity of the quantum world are manifested in the leadership approach that starts from the bottom-up, begins with the end in mind, focuses on the ultimate goal, and stimulates the source of motivation. It progresses from function to structure to people's hearts, giving precedence to ideas over actions. This approach is rooted in the heart, and the structure in this context represents the unified field encompassing the psychological field and the environmental field.

3) The scientific nature and regularity of the classical world are evident in the leadership direction that flows from top-down, moving from collective decision-making to execution, and from structure to function to personnel. It first involves the bionic organizational structure, followed by the duality of reproduction and immunity function.

4) The scientific nature and regularity of the life world are exemplified in the top-level design of Unified Field Leadership, which harmonizes the quantum world and the classical world, reconciles

bottom-up and top-down approaches, and integrates the psychological field and the environmental field. This encompasses life, structure, and function, with life encompassing the Unified Field Leadership framework (UFL). This framework stimulates the development of employee potential through the consistent mechanism of dual strategy, bionic organization, and quantum thinking, providing a path to company vitality, employee creativity, and organizational evolution (VCE). The following diagram Life Quantum Space-Time Cross Coordinate System helps us understand the regularity of the birth and deduction of life in space-time (Figure 9). A sketch of it is shown in Appendix 2.

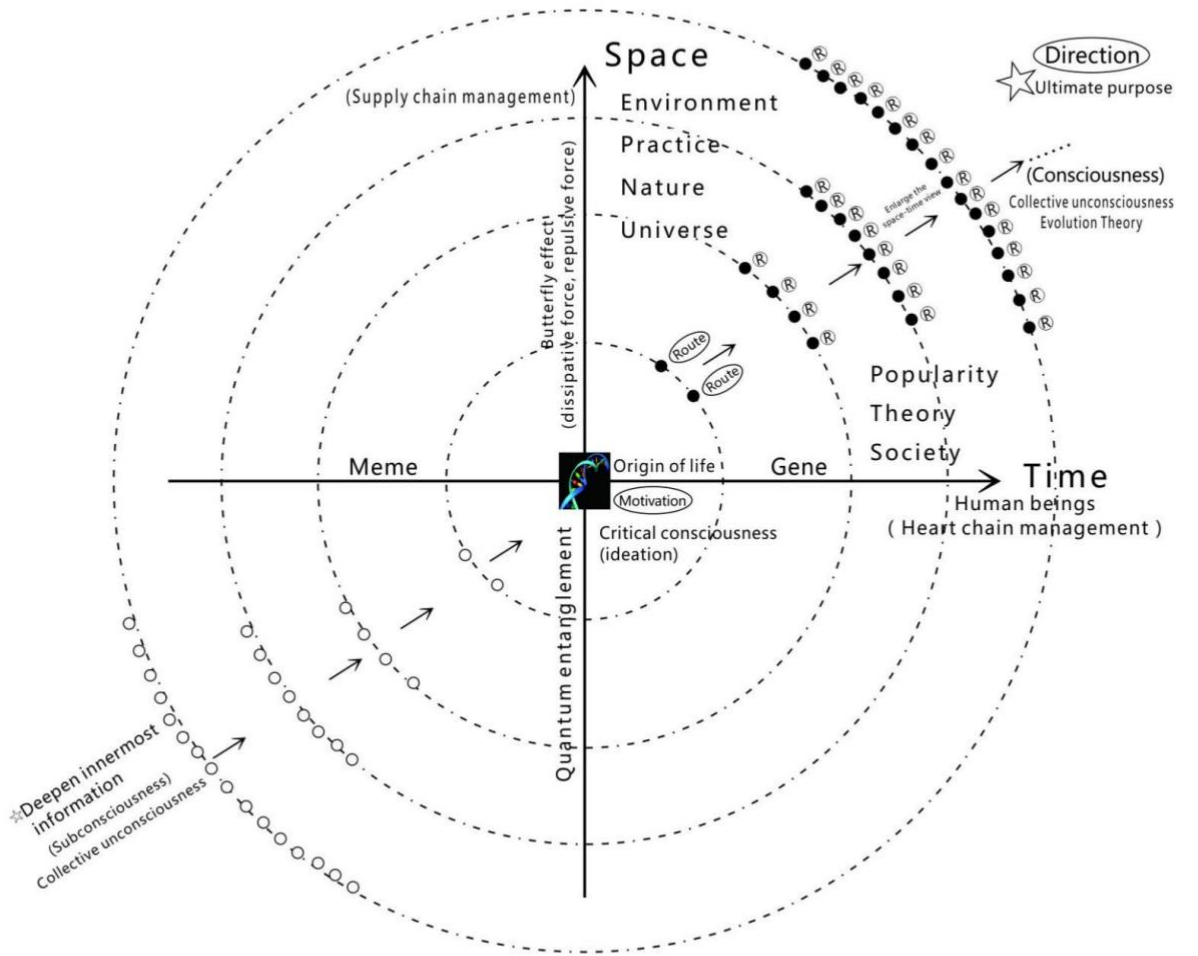
Figure 9 Life Quantum Space-Time Cross Coordinate System

# Life Quantum Space-time Coordinate

"Two connections"(connection to nature + connection to people)

"Two chains"(supply chain + heart chain)

"Direction-motivation-method"(self-consistency)



Life is about quantum (trace to the source)   
 ☆Quantum world view   
 ☆Quantum methodology

- Enlarge the space-time view
- Deepen innermost information
- Two connections (connection to nature + connection to people)
- Two chains (supply chain + heart chain)

Bin Yan  
 London, 19 Oct 2017

Note:

1) The existence of both people and enterprises unfolds through time and space, transitioning from the intangible to the tangible. In the time and space coordinate system, where life is framed against the backdrop of the universe, this evolution progresses from the third quadrant (comprising the subconscious mind and the nature of the mind) to the first quadrant (encompassing consciousness and evolution). All the codes of life lie concealed at the core of life, within the collective subconscious, intricately connected to time and space, devoid of absolute boundaries. Quantum and genetic methods, along with thorough anatomical analysis (Lord et al., 2015; Watson & Crick, 1953), can be employed to unveil these life codes.

2) The tangibility of human and corporate life structures, represented by the molecular structure of bionic tissue, finds its traceability in genes (Watson & Crick, 1953; Yan, 2011, 2013). In contrast, the intangible structure, symbolized by the quantum structure of quantum thinking, can be traced back to memes (Dawkins, 1976) - entities higher in dimension compared to molecules. Through thorough anatomical analysis, it becomes apparent that life, encompassing the body, mind, and soul (id, ego, superego, three natures, three links), is fundamentally quantum. Quantum principles govern the mutual interplay of psychology-behavior-destiny.

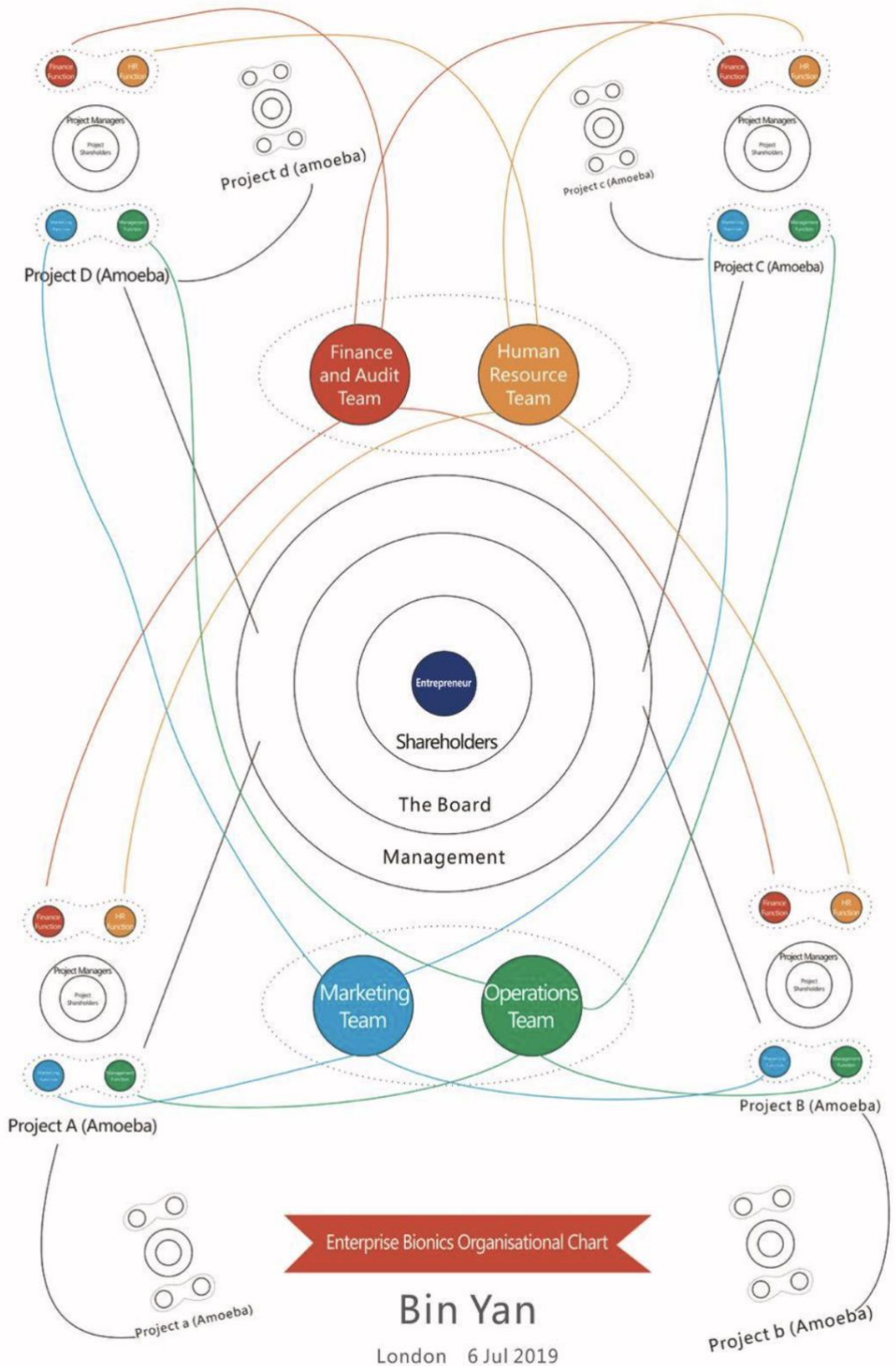
3) Evolution from inanimate to animate nature and onwards to life reveals the presence of consistent and self-organized structures and functions. The direction-motivation-path consistent mechanism embodies the wisdom of the universe, surpassing human wisdom. This discovery underpins the value of top-level design for the self-organizing structure and function of the Unified Field Leadership. It is also why corporate leaders and entrepreneurs find common ground - a natural scientific foundation.

4) This coordinate system primarily addresses three practical challenges: Firstly, the two connections (grounding + popularity). Grounding pertains to adapting to the environment for survival, while popularity involves meeting the people's hearts needs to generate quantum attraction - a key aspect of quantum leadership. Secondly, the two chains (supply chain management and heart chain management). Failing to address the heart's needs up and down the supply chain hampers effective supply chain management. Consequently, double-chain management involving both supply chain and heart-link management must be concurrently pursued to ensure seamless logistics and heart-flow. Lastly, the consistent direction-motivation-path law, based on the quantum thinking structure model of the life quantum space-time cross coordinate system, is an important conclusion deduced and substantiated through interviews and empirical research. It underscores that the direction should be the ultimate goal, motivation should serve as the source of motivation, and the path should remain flexible and adaptable. This is the key to consistency in direction-motivation-path, aligning with both science and morality, as well as the principles of truth. These cosmic principles are embodied in the

bionic organizational structure through the bottom-up force from the quantum to the molecular, and below is the bionic organizational structure diagram (Figure 10).



Figure 10 Bionic Organizational Structure Chart



Note:

1) The bionic organizational structure chart is constructed based on the bionic organizational structure model B234. The central concept is that the management department has four and only four functional departments - marketing, operations management, human resources, financial audit, and business units are continuously replicated according to the amoeba organization. This achieves the dual functions of reproduction and immunity through the interplay of reproductive immunity and immune reproduction.

2) Why are there only four functional departments in the bionic organizational structure, rather than three or five? This is a matter of cosmic wisdom, transcending human understanding. The wisdom of the universe consistently favors simplicity, efficiency, effectiveness, and risk mitigation. The four bases of biological genetic genes effectively constitute a dual-double track system, ensuring double insurance (Mendel, 1856-1864; Watson & Crick, 1953). Similarly, the bionic organizational structure features only four functional departments and operates as a dual-track system, thus ensuring double insurance (Yan, 2011, 2013). The model B234 of the bionic organizational structure represents a "sequential parameter" in the co-evolution of life against the backdrop of the universe - a dual-track system governing the marketing and operation of manager and deputy manager (DNA), joint training of assistants in preparation for chain replication (RNA), and the presence of only four functional departments (four bases) to carry genetic genes guiding the continuous chain replication of amoebic organizations (Haken, 1986; Yan, 2011, 2013).

3) What if there are more than four functional departments? This researcher proposes that companies should follow the wisdom of the universe, as reflected in the model B234 of the biomimetic organizational structure. In the event of an excess of functional departments, a sequential reform process can be initiated. This involves merging similar items and consolidating functional departments related to marketing under the marketing department, while grouping together the operations and management-related functional departments under the operations management department. Likewise, functional departments related to human resources should be integrated under the human resources department, and those related to financial audit under the financial audit department. Ultimately, the headquarters should retain only these four departments - Marketing, Operations Management, Human Resources, and Financial Audit. These are the genetic departments responsible for the dual functions of reproduction and immunity.

4) What if there are fewer than four functional departments? This researcher contends that, regardless of the company's size or stage of development, the functions outlined in the model B234 of the bionic organizational structure, inspired by the wisdom of the universe, are indispensable. In cases where the company is too small and the establishment of all four functional departments is financially challenging, personnel can initially work on a part-time basis. As conditions mature, such

as when the company experiences growth and scale expansion, resources can be allocated to enhance these four bionic functional departments, guiding the amoeba organization in continued chain replication.

In the corporate world, whether in interviews or in society, most companies lack an understanding of the principles, value, design, and application of bionic organizational structures. Consequently, both multinational corporations and small and medium-sized enterprises often have shorter lifespans compared to long-lived organisms. The root cause of this issue can be traced back to the unscientific design of organizational structures.

The essence of similar to bionic organizational structures lies in the fact that these enterprises' organizational structures closely resemble the bionic organizational structure, but they are not complete replicas of it. The reason behind this is their lack of knowledge or belief in the scientific and practical value of the bionic organizational structure. Additionally, they are unaware of the significant impact that the bionic organizational structure has on thinking patterns, strategic design, and overall company vitality.

The characteristic of similar to bionic organizational structures is their resemblance to the functional department design of the bionic organizational structure. However, they do not fully adopt these four departments. In terms of business department structure, they exhibit similarities to amoeba organization but do not strictly adhere to a bionic amoeba organization. This is due to their lack of knowledge or belief in the scientific application of bionic amoeba organization.

The function of similar to bionic organizational structure, in general terms, is to possess ordinary vitality. This level of vitality falls between the strong vitality of the complete bionic organizational structure and the weak vitality of non-bionic organizational structures. In other words, it allows companies to achieve an average lifespan but does not enable them to become long-lasting enterprises. Becoming a long-lasting or intergenerational succession enterprise remains challenging. Even long-lasting enterprises with intergenerational succession may experience issues with their business and the quality of life for entrepreneurs. For instance, entrepreneurs may find it difficult to relinquish control over their businesses and fail to reach a higher level of personal fulfillment, transitioning from a realm of necessity to one of freedom.

### 7.2.3 The Weak Vitality of Non-Bionic Organizational Structure

The weak vitality of non-bionic organizational structures encompasses three aspects: the low efficiency of non-four functional departments, the inefficiency of chain replication in non-amoeba organizations, and the overall weak vitality of these non-bionic organizational structures. These three aspects are internally interconnected. The weakness of non-bionic organizational structures is first

evident in the inefficiency of non-four functional departments. Subsequently, it is evident in the inefficient replication of non-amoeba organizations, ultimately resulting in the overall weak vitality of non-bionic organizational structures.

Non-bionic organizational structures are those that do not conform to the principles of bionic or similar to bionic organizational structures. All enterprises, apart from bionic and similar to bionic organizational structures, fall into the category of non-bionic organizational structures. Unlike bionic structures, which can be precisely defined, non-bionic structures and similar to bionic structures are challenging to define. We can say that non-bionic structures are far from the model B234 of bionic structures, while similar to bionic structures are closer to this model.

In theory, all corporate organizational structure literature that falls outside the scope of bionic and bionic-like organizational structures belongs to the non-bionic category. This literature includes mechanistic models (Baskin, 2001), Mintzberg's theories (Martela, 2019), Weber's bureaucracy, and more. The issue with this literature lies in its failure to uncover the underlying roots of these non-bionic organizational structures, including ontological, epistemological, and axiological foundations. Naturally, these works do not propose models or replicability principles based on the background of life with the universe as a backdrop. This study addresses these concerns through interview findings. It not only analyzes the three primary causes behind non-bionic structures but also introduces models and replicability to rectify these structures. This approach aligns with the principles of natural science, natural philosophy, and scientific methodology, encapsulating the wisdom of the universe.

The essence of non-bionic organizational structures is rooted in the cognitive dimension of these entrepreneurs. They do not view their enterprises as living organisms and fail to acknowledge that the life of both individuals and organizations takes place within the backdrop of the universe. They do not magnify the time and space dimensions or conduct thorough anatomical analysis based on the model of the bionic organizational structure. Instead, their organizational structure decisions are subjective and arbitrary, contradicting the Tao Te Ching and bionic principles. This discrepancy is evident in their functional departments and business units. This study contends that the subjective decisions of leaders represent human calculations (short-term, limited thinking), while the model B234 of bionic organizational structures represents cosmic wisdom (long-term, holistic thinking). In uncertain environments, human calculations often fall short of cosmic wisdom. This is the primary reason for the short lifespan of non-bionic organizational structures.

The characteristic of non-bionic organizational structures lies in their functional department designs. These structures deviate significantly from the bionic organizational structure. Furthermore, their business department designs diverge from bionic amoeba organizations. They lack a dual-track system marketing and operation by manager and deputy manager, do not jointly train assistants for chain replication, and fail to incorporate only four functional department functions (corresponding to

the four genetic bases). Consequently, they cannot guide continuous chain replication based on genetic codes.

The primary function of non-bionic organizational structures is their inherent lack of vitality, resulting in weak vitality. These companies often fall into two extremes: chaos or stagnation. They struggle to achieve a dynamic balance between reproduction and immunity because their organizational structure design is unscientific and deviates from bionic principles. The universe's first law is balance, expressed as the unity of opposites in philosophy, the yin-yang embrace in the Tao Te Ching, the self-destruction and reunification mechanism in quantum science (Higgs, 1964), and the DNA dual-track system in molecular science (Watson & Crick, 1953). This same balance extends to dual strategy, encompassing quantum to molecular to strategic levels, aligning with cosmic wisdom. Understanding and mastering these principles leans towards natural sciences, scientific organizational structure design, and moral top-level design, ultimately striving for prosperity, happiness, longevity, and intergenerational succession.

#### Section Summary

The second theme identified in this study pertains to the necessity of having a scientific foundation for organizational structure design, encompassing the strong vitality of bionic organizational structures, the ordinary vitality of similar to bionic organizational structures, and the weak vitality of non-bionic organizational structures. Among the 9 companies interviewed, these three types of companies were present, signifying the representativeness of the interviewed companies to a certain extent. The limitation in existing literature lies in the absence of models and replicability principles that align with the principles of natural science for organizational structures outside the scope of bionic and bionic-like organizational structures. This study addresses these gaps by formulating a model of bionic organizational structure, known as B234, which becomes an integral part of the Unified Field Leadership framework (UFL) in uncertain environments, contributing significantly to the top-level design of bionic organizational structures. It also offers specific recommendations regarding models and replicability for organizations transitioning from non-bionic structures to bionic structures.

### **7.3 Thinking Structure Requires Amplified Time and Space Background and Thorough Anatomical Analysis**

#### Section Overview

The need for an amplified spatiotemporal context and thorough anatomical analysis of mental structures constitutes the third theme discovered in this study. This includes the magnification of the time and space background to identify direction, thorough dissection and analysis to identify motivation, choosing a path between direction and motivation, and the consistency of direction-

motivation-path. An observation from the literature review is the scarcity of discussions on models and replicability grounded in the first principles of natural science (Zu, 2019; Franco et al., 2020; Klempe, 2020; Ivanov, 2022).

### 7.3.1 Zooming in on the Spatiotemporal Background to Find Direction

Zooming in on the time and space background to find direction involves ultimate goal thinking, the comparison of relatives and friends, roundtable meetings, the heart-to-heart talk mechanism, and altruistic thinking. These three aspects are internally interconnected, with the magnification of the time and space background contributing to the ultimate goal thinking, comparisons among relatives and friends, and ultimately, roundtable meetings, heart-to-heart talk mechanisms, and altruistic thinking. In this context, direction refers to the ultimate goal, which entails life, using the universe as a backdrop, to identify one's long-term life goal or a family business's goal of intergenerational succession, as opposed to short or medium-term objectives spanning three to five years.

#### Regarding Ultimate Goal Thinking

Cooper et al. (2019) introduced a design approach for transforming organic chemistry courses, emphasizing biologically significant mechanisms and causal mechanism reasoning. The question is, how does one deduce the three mechanisms of psychology-behavior-destiny and the three-part consistent mechanism of ultimate goal-source motivation-flexible path with the universe as the backdrop? This study addresses this query. Based on interview data and the division and logical transition mechanism of the three worlds, it uncovers a shift from the quantum dual-track system (Higgs, 1964) to the organizational dual-track system (Watson & Crick, 1953), aligning with strategic dual-track systems. This constitutes a Unified Field Leadership framework (UFL) that adapts to the environment and shapes the future in an uncertain environment. It is a pathway for the vitality of companies and human creativity.

Jasanoff (2020) asserts that developments in earth and planetary science have demoted humanity from its claimed superiority to a status on par with other systemic forces shaping the planet. Nobel Prize laureate Paul Crutzen introduced the concept of "The Anthropocene" in 2000, highlighting the profound impact of human activities on the earth system. The question is, how do systems rooted in life as the backdrop of the universe, including corporate life systems, incorporate Unified Field Leadership models and replicability? This study addresses this concern. This is the Unified Field Leadership framework (UFL) in an uncertain environment: founded on the consistent mechanism of dual strategy, bionic organization, and quantum thinking, it stimulates employee potential development and achieves vitality and creativity. The concept of the Anthropocene emerged in geology in 2000, and in leadership or management science, the Unified Field Leadership framework (UFL) was born today. We through UFL, top-level leadership design can be executed in an uncertain

environment, based on the unified field of life with the universe as the backdrop. This leads to consistency in strategy-organization-people's hearts and broader the five consistencies, encompassing the overall consistency of the unity of nature and humanity.

Zu (2019) explored goal-driven leadership from a Taoist perspective, emphasizing the revolutionary significance and motivation of goal. The question is, what is the model for goal-driven leadership from a Taoist standpoint? This study addresses this issue and unveils the code of natural science inherent in Taoism. Taoism's connection to the Unified Field Leadership framework (UFL) is as follows:

1) Tao represents the model of quantum thinking structure Q13. It encompasses the unity of knowledge and action, the unity of nature and humanity, heart-centeredness, and consistency in traceability thinking, ultimate goal thinking, and order thinking. This is the fundamental principle of all things, an objective law independent of human will, although humans can influence this process positively or negatively. Tao reveals the relationship between humans and nature, with the underlying particles of all life being quantum (Schrödinger, 1944). Quantum thinking structure unveils the true essence of all life - the origin of uncertainty - and fosters creativity through employee potential development. This interdisciplinary field is known as quantum management.

2) Te pertains to the model B234 of bionic structures. It encompasses a dual-track system, triple code, and the four bases of biology. Corresponding bionic structures feature a dual-track system of marketing and operation by manager and deputy manager, joint training of assistants to prepare for chain replication, and four functional departments - these structures continue replicating in a chain. This constitutes the primary principle of life, with DNA genes' structure and function being the outcome of natural selection and evolution. It represents the wisdom of the universe, surpassing human wisdom. Te (Morality) uncovers the relationship between people and society, fostering vitality through collaborative evolution. This interdisciplinary field is known as corporate bionics.

3) Ching signifies order. In this context, it refers to the high-dimensional spatial order of life with the universe as the backdrop, encompassing psychological order, behavioral order, destiny order, direction-motivation-path, or strategy-organization-people's hearts. These orders originate from the quantum world's order, manifesting as Tao - the model of quantum thinking structure Q13. They then manifest as the order of the classical world, represented as morality - the model of bionic organizational structure B234. Lastly, they manifest as the life world's order, denoted as Ching - the model of dual strategy S(2+1). Tao + Te + Ching corresponding to Quantum Thinking + Bionic Organization + Dual Strategy, or Q13+B234+S(2+1), That is UFL (Unified Field Leadership framework), abbreviated as Theory U. This framework addresses the three critical aspects of vitality, creativity, and organizational evolution (VCE). It is a combination of quantum management

science, corporate bionics, and dual strategy, known as the Unified Field Leadership framework (UFL). This framework embodies "order in chaos" in an uncertain environment (Kelly, 2014), serves as the "order parameters" for life's co-evolution and potential development with the universe as the backdrop (Haken, 1986), and mirrors the "three-ring model" for family businesses (Aronoff & Baskin, 2017), offering models and replicable solutions for Family, Business, and Ownership.

Jeffery et al. (2019) conducted a study on the statistical basis of life, presenting a view contrary to common belief. They argued that entropy is not synonymous with disorder; instead, an increase in entropy can be accompanied by an increase in macroscopic order. In the realm of thermodynamics, biological metabolism, or negative entropy, is driven by the microscopic variables in accordance with the second law. Simultaneously, they consider macroscopic variables like structure, complexity, and steady state as mechanisms favored by entropy, providing channels for entropy growth through metabolism. Their work emphasizes the role of structure in metabolism, and how structure extends over time, allowing generations to retain information, particularly in the genetic code and human culture. The problem is the statistical basis of this life - the quantum probability theory of creativity and the probability theory of amoeba chain replication success (Lord et al., 2015; Yan, 2011, 2013), the model of life origin and evolution of negative entropy metabolism under entropy macrostructure and replicability (Prigogine & Stengers, 1987). This study solves this problem. Based on interview data, it found a Unified Field Leadership framework (UFL) in an uncertain environment: stimulating employee potential development based on the consistent mechanism of dual strategy, bionic organization and quantum thinking. This is a long-term way to realize the company vitality, human creativity, and human and corporate life through an uncertain environment.

It's noteworthy that this research is built upon logical reasoning. While exploring the dual-track system of the universe, it also presents the possibility of the existence of quantum third particles. This suggests a logical relationship encompassing the dual-track system, third particles, four bases, and the evolution of life, all governed by the wisdom of the universe or the regularity of nature.

At the enterprise level, drawing from the scientific nature of quantum thinking structures and bionic organizational structures, a scientific foundation for dual strategic structures emerges. This bottom-up, coherent, cosmic wisdom-driven, logically necessary evolution is crucial for corporate life. It begins with the dual-track system (DNA), moves on to the third echelon (akin to the third particle, RNA) involving joint assistant training for chain replication, followed by the four bases represented by the amoeba organization under the guidance of the four functional departments, ultimately leading to life's evolution, such as the intergenerational succession of a family business. Without the dual-track system, there would be no third echelon; without both the dual-track system and the third echelon, there would be no life evolution. This illustrates the interconnectedness of particle self-destruction and reunion in inanimate nature (Higgs, 1964) and the concept of the third particle,



possibly unexplored in quantum physics. In the molecular or classical world, you have the DNA dual-track system and messenger RNA in the natural world of life, equivalent to the bionic structure serving as the third echelon for chain replication (acting as assistants to both the manager and deputy manager). This eventually leads to the dual strategic model S(2+1) in the intellectual world, where 2 signifies dual-track survival strategy, and 1 represents development strategy. This progression, from bottom to top, follows a consistent pattern rooted in cosmic wisdom, logical necessity, and data support. It represents the only path for corporate life evolution.

#### Regarding Comparisons Involving Friends and Family

This section addresses the importance of corporate leadership in amplifying the time and space context to connect and compare with employees' relatives and friends. It is particularly relevant in handling conflicts between the company and family, as well as work and life. Seltzer (2019) points out that changes in family structure, such as increased life expectancy, divorce rates, cohabitation, and stepfamily interactions, have an impact on employees' relationships with their families and work-life balance. Viertio et al. (2021) emphasize the significance of employees being able to successfully balance satisfying work and family life, as it contributes to their mental health. Among the variables studied, loneliness, job dissatisfaction, and psychological stress are closely related to psychological well-being, with potential bidirectional effects between job dissatisfaction and psychological stress. Robertson et al. (2019) highlight that mental labor, a component of family work, disproportionately falls on mothers compared to fathers, describing it as important and demanding. Quoidbach et al. (2019) find that social interaction patterns conform to the pleasure-flexibility principle and can lead to long-term rewards in the context of happiness and social relationships.

The challenge lies in integrating the numerous contradictions that exist between enterprises and families, encompassing the impact of changing family structures on employee-familial relationships, psychological interventions in the workplace to mediate work-family conflicts, reducing mental labor for mothers at home, and enhancing happiness through interactions between family and society. The investigators found based on interview data, these issues can be addressed through the framework of a Unified Field Leadership. This study offers solutions based on interview findings and presents a Unified Field Leadership framework (UFL) tailored for uncertain environments. This framework aims to stimulate employee potential development through a consistent mechanism involving dual strategy, bionic organization, and quantum thinking. The Unified Field Leadership, as described here, takes into account the coordination between individuals and enterprises, enterprises and families, work and life, the psychological and environmental realms, humanization, and institutionalization. It achieves this through one-on-one heart-to-heart conversations between enterprises and employees, roundtable meetings for collective decision-making, and the continuous chain replication of amoeba organizations. These mechanisms reflect humanization and flexibility,

alleviating conflicts between enterprises and families and highlighting the advantages of a Unified Field Leadership approach when comparing with friends and family.

#### Regarding Roundtable Meetings, Heart-to-Heart Talks, and Altruistic Thinking

This section examines the significance of roundtable meetings, heart-to-heart conversations, and altruistic thinking in the context of leadership. Franco et al. (2020) identified nine dimensions associated with servant leadership, which include empowerment, fostering followers' growth and success, prioritizing followers' needs, ethical behavior, commitment to altruistic missions, wisdom or vision, effective organizational management, fostering a familial climate, and fostering identification with the leader. They established an analytical framework for servant leadership based on these dimensions. Additionally, Jia et al. (2022) analyzed the stakeholders involved in corporate social responsibility among Chinese investors operating overseas in the context of globalization, particularly focusing on the Belt and Road Initiative. The stakeholders encompassed customers, employees, local communities, competitors, the environment, and China itself. These stakeholders were influenced by factors such as profits, beliefs, and, notably, Chinese pragmatism (a non-Confucian ideology). Furthermore, Zhang et al. (2019) conducted research on the consensus efficiency of group decision-making through simulation experiments. They discovered that a consensus process based on multi-stage optimization generally achieved superior consensus efficiency in various group decision scenarios.

The core question is how to integrate the analytical framework consisting of the nine dimensions of servant leadership, the concept of Chinese pragmatism as a factor influencing stakeholders in the context of corporate social responsibility among Chinese overseas investors, and the use of multi-stage optimization in enhancing consensus efficiency within different group decision-making processes. Is there a solution that can unify these aspects through models and replicability? Based on the findings from interviews, this study addresses these questions by presenting a Unified Field Leadership framework (UFL) tailored for uncertain environments. This framework is rooted in the consistent mechanism of dual strategy, bionic organization, and quantum thinking, with a primary focus on stimulating employee potential development.

The researcher posits that the concept of servant leadership may not be applicable within autocratic and bureaucratic organizations since servant is a relative term to master, and a servant cannot lead a master. It is more feasible within self-organized organizations that embrace bottom-up leadership. UFL is distinct from servant leadership as it represents a scientific, ethical, and shared leadership framework that combines top-level design with elements from the three worlds and offers a framework for logical switching. The Unified Field Leadership, grounded in the consistent mechanism of dual strategy, bionic organization, and quantum thinking, aims to benefit a broad range of stakeholders, including enterprises and families, corporate social responsibility, environmental and

social corporate governance, among others. It utilizes a multi-stage model for optimizing the consensus process, improving consensus efficiency in diverse group decision-making scenarios. This approach integrates one-on-one heart-to-heart conversations between enterprises and employees, roundtable meetings for collective decision-making, and the diligent work of bionic organizations and quantum thinking - bridging the gap between hard and soft sciences.

The essence of magnifying the time and space context to find direction is to discover the ultimate goal in the quantum realm of life. This ultimate goal encompasses an individual's life objectives or the intergenerational succession goals of a family business. The quantum attributes of this ultimate goal's hyper-space-time and hyper-life connection can be directly linked to the source of motivation. As long as the path remains highly flexible and adaptable, it can ensure the consistency of direction-motivation-path, which translates to strategy-organization-people's hearts, or mission-vision-values. This serves as a unified leadership framework in an uncertain environment, offering a path towards company vitality and human creativity.

The characteristics of magnifying the space-time context to find direction align with the quantum attributes of the ultimate goal. These include non-locality, uncertainty, entanglement, and superposition states (Planck, 1900; Zohar, 2016). Non-locality is evident in the global scope of individuals and enterprises, extending beyond geographical limitations. This broad perspective helps mitigate long-term risks associated with confinement to a single location, even though globalization itself carries risks. Uncertainty attributes relate to the unpredictability of both internal and external environments, emphasizing the need for a flexible and adaptable path that can remain connected to the ultimate goal and source of motivation. The consistency of direction-motivation-path is essential. The entanglement characteristics mirror the super-space-time and super-life connections facilitated by quantum psychology, enabling a scientific approach to achieving personal life goals and the intergenerational succession objectives of family businesses. Superposition state characteristics are exemplified by the division and logical switching mechanism inherent in the three worlds. The Unified Field Leadership fosters the unification of bottom-up decision-making and top-down execution through top-level design. It harmonizes enterprise and family leadership, the leadership of the psychological realm and the environmental realm, and the leadership of comprehensive human development, corporate social responsibility, and environmental and social corporate governance. In essence, it allows for the simultaneous enjoyment of multiple benefits.

The function of magnifying the time and space context to find direction is to establish the scientific essence of an individual's life goal or a family business's objective for intergenerational succession. This goal represents the ultimate aim of long-term vision. Its scientific essence is rooted in quantum thinking, bionic organization, and dual strategy. These three elements are inherently consistent and originate from the same source - the wisdom of the universe. The first aspect pertains to the ultimate goal within the quantum realm, which can achieve consistency with the source motivation and the

path of the quantum world. This results in the consistency of the three facets: direction-motivation-path. This consistency embodies elements of science, morality, and truth. The second aspect involves life being founded upon the backdrop of the universe, forming a unified field of leadership that combines an amplified time and space background with comprehensive anatomical analysis. This synergy achieves the five consistencies: 1) Business model-management model-profit model consistency ; 2) Strategy-organization-people's hearts consistency ; 3) Direction-motivation-path consistency ; 4) Id-ego-superego consistency ; 5) Conscience-the unity of knowledge and action-the unity of nature and humanity consistency.

### 7.3.2 Thorough Dissection and Analysis to Find Motivation

Thorough dissection and analysis to find motivation encompass three key aspects: traceability thinking to identify the essence and source, connection with the immediate family, and connection with the extended family. There exists an inherent logical connection between these three facets. Firstly, an in-depth dissection and analysis to discover the driving force manifest in traceability thinking aimed at discerning the essence and source. Secondly, this is demonstrated through the linkage with the immediate family, and lastly, it is reflected in the connection with the extended family. In this context, the motivation refers to the wellspring of life, which encompasses information and energy at the subconscious level of needs. This extends to physiological needs, psychological needs, and life history-based needs (Maslow, 1943, 2017; Kenrick, 2010; Lewin, 1935, 1936, 1948, 1951; Buss, 2019).

#### Regarding Traceability Thinking to Find the Essence and Source

Klempe (2020), in exploring the emergence of psychology, stated: "As long as humans reflect on themselves, psychological wisdom and knowledge will remain in popular culture. Psychology emerged as a part of philosophy in 1600 AD, the most important elements of which were humanism and the Reformation, exploring the nature of human nature and our understanding of the world's significance." Erdogan et al. (2020) conducted an abductive analysis of eight well-established family companies in Turkey, adopting a family imprinting perspective to theorize the long-term legacies of previous generations and the impact on the current family generation. This innovative and traditional approach combines retrospection and forward-looking elements, bridging the gap between tradition and innovation. It underscores the pivotal role of preserving past traditions while propelling future innovation. The question is how psychology's exploration of human nature and our significance in the world, along with the family business's "family imprint perspective" that blends tradition and future for innovation and creativity, can be aligned with models rooted in the principles of natural science and replicability?

This study, based on interview findings, provides answers to these inquiries through a Unified Field Leadership framework (UFL) in an uncertain environment. This framework is anchored in the consistent mechanism of dual strategy, bionic organization, and quantum thinking, driving employee potential development. It serves as a pathway for enhancing company vitality and fostering human creativity. The Unified Field Leadership, as a leadership theory, is founded on the unified field hypothesis of human nature, forming a unified field where the psychological field and environmental field interact (Lewin, 1935, 1936, 1948, 1951). The essence of human nature or the human psyche comprises id, ego, superego, three natures, three links, the unity of biological nature, sociality, and spirituality (Zohar, 2011), and the unity of genetic connection, social connection, and temporal-spatial connection (Kenrick, 2010).

Our significance in the world lies in our active role as creators rather than passive observers of the times. Through the Unified Field Leadership framework (UFL), we can craft our history (Zohar, 2011). According to the Unified Field Leadership framework (UFL), we can not only adapt to the environment but also shape the future (Lord et al., 2015), achieving holistic human development and the ultimate goal of intergenerational succession in family businesses (Kenrick, 2010). The Unified Field Leadership framework (UFL) is grounded in the unity of knowledge and action, the unity of nature and humanity, heart-centeredness, and the quantum thinking structure comprising traceability thinking, ultimate goal thinking, and order thinking. It encompasses the dual-track marketing and operation system involving manager and deputy manager, joint training of assistants for chain replication, and the efficient functionality of only four functional departments guiding the bionic organizational structure for continuous genetic gene replication and amoeba organization replication. It also includes the dual strategic structure of the dual-track system, encompassing survival strategy and development strategy, and a dual-track system of survival strategy.

Beyond the "family imprint perspective," future innovation grounded in tradition and creativity, within the backdrop of the universe, has evolved into models and replicability mechanisms for the longevity and intergenerational succession of family businesses. Zheng (2021) emphasized that replication is typically considered the gold standard for validating scientific research. The replicability of the research process pertains to validating the data analysis methods of a study rather than the study's conclusions. In simpler terms, a researcher outlines a research method in such detail that a third party can readily and conveniently obtain the same results reported in their paper. This study successfully replicates both the research process and research conclusions, which has received validation from multiple interviewed companies, such as XY Company, JY Company, JX Company, etc.

Regarding About Links to Small and Extended Families

Purwanto (2020) focuses on measuring the impact of work-family conflict on job satisfaction and employee performance. Research indicates that work-family conflict significantly and negatively affects job satisfaction. Arregle et al. (2019) proposed a new mechanism for examining the relationship between family structure and family business internationalization, offering a fresh perspective on this area of research. Venusita et al. (2021) found that family majority shareholding does not have an impact on corporate value. There's no discernible difference in corporate value between family businesses led by family members and those managed by non-family members. However, Aronoff & Baskin (2017) suggest that family businesses possess a unique form of credit, extending beyond corporate credit to family credit.

The question arises: what models and replicability methods can be employed to address complex issues such as work-family conflicts, family structure, new mechanisms for family business internationalization, majority ownership of family shares, and management by non-family members? This study, informed by interview findings, aims to tackle these questions through a Unified Field Leadership framework (UFL) in an uncertain environment. This framework is built on the consistent principles of dual strategy, bionic organization, and quantum thinking, designed to stimulate the development of employee potential. It provides solutions to psychological and organizational conflicts in the workplace related to family, work, and life through mechanisms such as one-on-one heart-to-heart conversations, roundtable collective decision-making, and the continuous chain replication employed by amoeba organizations.

The Unified Field Leadership framework (UFL) is characterized by a top-level design rooted in scientific, ethical, and shared models and replicability methods that pertain to issues like family structure, globalization of family businesses, family majority ownership, and non-family member management. This framework's effectiveness is attributed to its quantum thinking structure, which enables holistic thinking. The bionic organizational structure, comprising only four functional departments and continuous chain replication, paves the way for the globalization and governance structure.

The essence of searching for motivation through thorough dissection and analysis is to uncover the quantum source of life, with the universe serving as the backdrop (Schrödinger, 1944). This primarily involves stimulating the information and energy within everyone's subconscious mind. But what exactly is the subconscious mind? It aligns with Freud's concept of the superego - ancestral and future information linked to super-time, space, and super-life, alongside the hierarchy of needs based on life history (Freud, 1920, 1923; Kenrick, 2010). Expectations for future generations profoundly impact our psychology, behavior, and destiny. Wang Yangming contends that the subconscious mind embodies the "natural principle of the mind" (Chan, 2013). The mind represents the people's hearts and human nature, encapsulating the notions of id, ego, superego, three natures, three links. The heavenly principles stem from nature's laws and the wisdom of the universe.

The origin of mind nature emanates from these heavenly principles, natural laws, and universal wisdom. Human wisdom, a collective form, is an integral part of the universal wisdom. The Unified Field Leadership framework (UFL) is less about human wisdom and more about the wisdom of the universe. It entails a dual-track thinking system, a dual-track organizational system, and a dual-track strategic system. It's rooted in bottom-up principles, inheriting from a common source, maintaining consistency across time and space, and transcending uncertainty. The term dual-track thinking here refers not only to the "particle self-destruction and reunification mechanism" of quantum thinking (Higgs, 1964) but also encompasses the dual-process theory of thinking, involving both conscious and subconscious thinking processes, leveraging the actuarial calculations of consciousness and the inspiration from the subconscious, thereby playing dual roles in "fast and slow thinking" (Kahneman, 2002).

Thorough dissection and analysis seek to unearth the characteristics of motivation, the quantum attributes of life's source motivation. Life, with the universe as its backdrop, extends its scope to magnify space and time. This process of in-depth analysis maintains consistency. When examining things more closely, under the division and logical switching mechanism of the three worlds, it moves from the tangible to the intangible. It traverses through the three-tier structure of body, mind, and soul, ultimately identifying the subconscious quantum carrier. At this juncture, quantum characteristics become subconscious traits, manifesting as non-locality, uncertainty, entanglement, superposition state, among others. When applied within the context of the Unified Field Leadership, this transforms into a theoretical construct. It becomes the Unified Field Leadership framework (UFL) in an uncertain environment - one founded on the consistent principles of dual strategy, bionic organization, and quantum thinking, geared towards unleashing employee potential and charting a course for company vitality, employee creativity, and organizational evolution (VCE).

Thorough dissection and analysis to discover motivation's function entails finding the source motivation of life, with the universe as its backdrop. It revolves around the function of the subconscious mind and nature. This includes three key aspects:

- 1) Traceability thinking, connecting one's life with ancestors: Ancestors serve as the foundation of our existence, with their survival strategies harboring the wisdom of thriving and evolving in an unpredictable environment. Remembering our origins stimulates subconscious information and energy, enabling adaptation to the environment, crisis resolution, top-level planning, and future creation.

- 2) Discovering the ultimate goal: Often, when source motivation is found, the ultimate goal becomes evident. Source motivation implies the ultimate goal, and vice versa. Life and the universe constitute a unified field, rooted in quantum principles, devoid of boundaries, and transcending time and space. This connection extends to super-life.

3) Achieving consistency between source motivation and the ultimate goal: Grounded in order thinking (as opposed to tumultuous revolutions), it involves co-evolution of bionic organizational structures and the employee potential development of quantum thinking structures. With a highly adaptable and flexible path, consistency between the ultimate goal-source motivation-flexible path is achieved, effectively self-organizing. This encapsulates the essence of the Unified Field Leadership framework (UFL).

### 7.3.3 Choosing Paths Between Direction and Motivation

Choosing paths between direction and motivation means linking the ultimate goal and the source of motivation. The ultimate goal and the source of motivation are deterministic, while only the path remains uncertain due to the unpredictability of the internal and external environment. Achieving consistency in the direction-motivation-path triad is contingent on maintaining a flexible and adaptable path. This embodies the essence of cosmic wisdom, emphasizing consistency, self-organization, and the synergy between "doing the right thing" and "doing things right" (Bennis & Nanus, 1985).

Selecting a path between direction and motivation comprises three key components: co-evolution and order thinking, knowledge and practice, and risk awareness. These three elements are internally interconnected:

1) The path as a value: The choice of path involves evaluating its inherent value. Can the path chosen align direction-motivation-path in a consistent manner? The path is relative to direction and motivation, while values are linked to vision and mission. The guiding ideology behind path selection is co-evolution, grounded in the principles of orderly thinking. This is manifested in the inward integration of knowledge and action, the harmonization of body, mind, and soul, the fusion of life and nature, and the pursuit of common interests among a company's broad stakeholders, including corporate social responsibility. Co-evolution, both internally and externally, is a highly complex system, involving life against the backdrop of the universe, amplification of the temporal and spatial context, and in-depth anatomical analysis. Only the Unified Field Leadership framework (UFL), centered on employee potential development, can accomplish this. Co-evolution emphasizes maintaining order and introducing gradual changes, based on orderly thinking (Taylor, 2017). It seeks to reconcile the inherent contradictions between businesses and families, work and life, and the three-ring model of family enterprises, without advocating radical, life-and-death corporate revolutions.

2) The role of knowledge and diligence: Path selection demands knowledge and hard work. Learning organizations play a pivotal role. Companies should establish their own quantum leadership train centers (essentially the Unified Field Leadership train center). Companies with the necessary



resources should also transform into research-based organizations to delve into the scientific nature of organizational structure design and employee potential development. This entails comprehending the science behind corporate strategy and mastering the code and principles of the Unified Field Leadership framework (UFL). The goal is to achieve consistency and self-organization within the three realms of strategy-organization-people's hearts, ensuring that the company remains steady and entrepreneurs maintain leadership.

3) Embracing risk awareness: Perpetual awareness of risk is essential. From the perspective of quantum thinking within the context of life against the backdrop of the universe and a long-term perspective, drawing this conclusion isn't particularly challenging. However, the true difficulty lies in implementation. The theoretical framework presented in this thesis, the Unified Field Leadership framework (UFL) in an uncertain environment, based on the three consistent mechanisms of dual strategy, bionic organization, and quantum thinking, addresses this challenge by stimulating employee potential. This framework represents the path to a company vitality and human creativity, built upon models and replicability that can achieve both innovation and certainty. It's a system based on probability and mechanism.

Cunha et al. (2020) explored the relationship between human resource management theory, strategic agility, paradox theory, and improvisation. Their work introduced an intersection between human resources management and strategic agility and proposed six illustrative factors to resolve the contradictions between human resource management and strategic agility. Ivanov (2022) introduced a novel conceptual model, the Viable Supply Chain (VSC), which spans three perspectives (agility, resilience, and sustainability) for adaptively structured supply chain design. This includes organizational, information, process functions, technology, and financial structures, providing guidance for corporate supply chain recovery and reconstruction decisions following prolonged global crises, such as the COVID-19 pandemic.

The challenge arises in reconciling human resource management with strategic agility, as well as addressing issues in supply chain management concerning agility, recovery, and sustainability. What models and replicability strategies can resolve these contradictions? This study, informed by interview findings, seeks to resolve these issues through a Unified Field Leadership framework (UFL) in an uncertain environment. This framework, built upon dyadic strategies and the three consistent mechanisms of bionic organization and quantum thinking, stimulates employee potential. It relies on these mechanisms to ensure the consistency and self-organization of strategy-organization-people's hearts, thereby navigating uncertainty, adapting to the environment, and shaping the future. The Unified Field Leadership framework (UFL) is also equipped to scientifically and effectively address challenges in agility, recovery, and sustainability within supply chain management. Its dual-chain management mechanism, combining supply chain management with heart-link management, and

the structural assurance provided by bionic organizational and quantum thinking structures, present a comprehensive solution to the challenges posed by uncertainty on a higher dimensional scale.

The essence of choosing a path between direction and motivation is to opt for a quantum path that maintains consistency among ultimate goal-source motivation-flexible path. This represents the quantum realm's trajectory under the framework of the three worlds, forming a consistent path of strategy-organization-people's hearts within the Unified Field Leadership framework (UFL).

Choosing a path between direction and motivation is distinguished by its path's flexibility and adaptability within uncertain internal and external environments. The root of uncertainty lies in the quantum particles that underlie the traceability of all things, including the quantum particles that underlie the traceability of people's hearts. The path's flexibility and adaptability draw upon the malleability of the human mind's quantum particles, evident through non-locality, uncertainty, entanglement, superposition states, and more. The Unified Field Leadership framework (UFL), rooted in the consistent mechanisms of dual strategy, bionic organization, and quantum thinking, harnesses these traits to emerge as a scientific, ethical, and shared leadership approach in uncertain circumstances.

Selecting a path between direction and motivation serves several functions:

1) Long-term perspective: It encompasses long-term thinking because the path connecting the ultimate goal and the source of motivation can span from an individual's lifetime goal to the multi-generational objective of a family business. This path may unfold over decades or even centuries, intricately tied to a realm beyond ordinary time and space. For instance, XY Company's ultimate goal is a 140-year intergenerational aspiration, entailing coordinated top-level design across three generations to achieve prosperity, happiness, longevity, intergenerational succession. This exemplifies the function of the model based on quantum thinking.

2) Dual-track organizational structure: This involves a dual-track system within the organizational structure. It encompasses the dual-track marketing and operation by manager and deputy manager, collaborative assistant training for chain replication preparation, and the streamlining of four functional departments to guide the amoeba organization's continuous chaining replication. This serves as the function of the model grounded in bionic organizational structure.

3) Dual-track strategic structure: The strategic structure entails a dual-track system encompassing survival and development strategies, and a dual-track system of survival strategy. It further encompasses industry-specific and globalization. These strategies epitomize the concentration and dispersion of cosmic wisdom, aiming for the simplest, most economical methods to prevent and

resist diverse uncertain risks. This illustrates the function of the model rooted in dual strategic structure.

#### 7.3.4 Direction-Motivation-Path Consistency

The concept of direction-motivation-path explored in this study embodies consistency, consisting of three key aspects: the direction must align with the ultimate goal, the motivation must derive from the source of motivation, and the path must be exceptionally flexible and adaptable. These three facets are internally interconnected. Firstly, the consistency of direction-motivation-path necessitates that the direction aligns with the ultimate goal. Secondly, the motivation must genuinely stem from the source of motivation. Finally, the path must exhibit remarkable flexibility and adaptability. Grounded in these direction-motivation-path attains consistency. This consistency is unequivocally established within the context of life's backdrop, characterized by long-termism and high-dimensional space, including psychological and temporal dimensions. It aligns with the quantum world's essential sense rather than being confined to mere appearances.

Zhou (2023) delved into Husserl's text to reconstruct implicit clues and fundamental characteristics of his phenomenal theology, closely related to Xiang Xue's persistent essentialism. A teleological analysis revealed that genuine teleology ultimately leans on moral methods. Essentialism seeks to harmonize and reconstruct Husserl's fragmented narrative into a consistent system. Charlesworth's (2019) study cited a foundational principle motivating animal behavior in general and collective movement in particular. This principle entails "agents" striving to increase the range of future encounters, conferring evolutionary adaptability. Psychological cohesion, coherence, and collision avoidance all stem naturally from this principle, although none of these aspects are explicitly encoded within it. Messick et al. (2023) examined structural relationships across cognition, personality, and personality traits, asserting that intellectual abilities essentially constitute part of personality traits. The problem lies in dissecting Husserl's fragmented phenomenology into a consistent system of essentialist moral harmony, connecting human cohesion to animal evolutionary psychology, cohesion, and collision avoidance, as well as establishing cognitive abilities as a subset of personality traits. This inquiry leans toward the natural sciences. What are the foundational models and replicability? Drawing on interview findings, this study addresses these inquiries.

Based on the tripartite division and logical switching mechanism of the three worlds, human and corporate life, employing the universe as their backdrop, magnify the spatiotemporal context and engage in thorough anatomical analysis. This process allows them to unveil the essence beneath the surface, achieving consistency in ultimate goal-source motivation-flexible path. Building upon this consistency, a theoretical framework is constructed - the Unified Field Leadership framework (UFL) - in an uncertain environment. This framework, founded on the consistent mechanisms of dual strategy, bionic organization, and quantum thinking, stimulates employee potential development. It

represents a fusion of company vitality and human innovation, providing a path to ethical, shared leadership steeped in scientific principles.

The Unified Field Leadership framework (UFL) encompasses the interplay between human origins, animal psychology, and behavior. The id, ego, superego, three natures, three links within the people's hearts and human nature all trace their origins back to biology, specifically animal psychology and behavior. Human nature remains inextricably linked to biology, constituting an innate aspect of life. The Unified Field Leadership's comprehension extends beyond and transcends the evolutionary psychology and behavior of animals. It manifests itself within the B234 model, defining bionic organizational structure and facilitating continuous amoeba organization replication in response to changing environments, thereby fostering evolution. The underlying logic is genetic replication. It encapsulates the notion that from top-level design, emerging from the bottom up, diversity yields difference, order emerges, life unfolds, wisdom blossoms, and the future takes shape. These are the laws of Unified Field Leadership. The Q13 model of the quantum thinking structure, superior in dimensionality to the bionic organizational structure, ensures the path between the ultimate goal and source motivation remains exceptionally flexible and adaptable, embodying the scientific nature of human evolutionary psychology centered on unity, cohesion, and collision avoidance.

The Unified Field Leadership, driven by the tripartite division and logical switching mechanism of the three worlds, rests upon the wisdom of the universe. It transcends the confines of human cognition and personality structures, delving into inanimate aspects (such as quantum thinking structure) and embracing the consistent and self-organizing facets of living nature (like bionic organizational structure), ultimately ascending into the realm of human evolutionary (such as dual strategic structure). Its overall function is to co-evolution, potential development, create ex nihilo, resource integration, transcend crisis, and achieve win-win results. These are the overall function of Unified Field Leadership. So far, the Unified Field Leadership has three functions, one is a narrow function (VCE), the other is a general function (Five Consistency), and the third is overall function.

The inherent quality of direction-motivation-path must be consistent in nature. This consistency mirrors the top-level design within the quantum world, an integral aspect of the Unified Field Leadership framework (UFL). Within this framework, direction represents the ultimate goal within the quantum world, motivation embodies the source of the quantum world, and path signifies the flexible path of the quantum world. This consistency resonates with the quantum world's profound nature. The term quantum world alludes to a high-dimensional realm encompassing life's psychological and temporal dimensions, employing the universe as its canvas. It interprets psychology-behavior-destiny within the context of enduring time, serving as the catalyst for uncertainty, vitality, creativity, and challenges.

The need for consistency within direction-motivation-path is expressed across three dimensions:

- 1) Individual consistency: The direction-motivation-path of the individual must exhibit consistency. In other words, an individual's ultimate goal-source motivation-flexible path should align cohesively.
- 2) Organizational consistency: Similarly, an organization's direction-motivation-path must be internally consistent, ensuring that the organization's ultimate goal-source motivation-flexible path harmoniously coexists.
- 3) Individual and organizational consistency: The direction-motivation-path of individuals and the organization should converge cohesively, ensuring that the individual's path aligns with the organization's ultimate goal, source of motivation, and flexible path, thereby achieving congruence between individual and organizational objectives.

The consistency of direction-motivation-path serves four primary functions:

- 1) Long-term perspective: It guarantees the long-term dimension and foresight of the ultimate goal. For instance, the top-level design of intergenerational leadership within family businesses, linking future generations, exemplifies this function. It secures continuity and enduring purpose.
- 2) Source of motivation: It ensures that the source of motivation remains unwavering and retains the essence of the mind. This entails forging a connection between an individual and their ancestors or an organization and its historical context. It sustains the drive for original intentions and perpetuates the essence of the mind.
- 3) Path flexibility: The path must exhibit flexibility, adapting seamlessly to changes. This involves implementing a dual-track organizational structure and dual strategy, enabling organizations to navigate evolving circumstances with agility.
- 4) Scientific ethical leadership: The direction-motivation-path should be grounded in the consistency of science, ethics, and shared leadership. This is achieved through the tripartite division and logical switching mechanism of the three worlds. It embodies the wisdom of the universe.

### Section Summary

The necessity for amplifying spatiotemporal context and conducting in-depth anatomical analyses of mental structures emerges as the third theme within this study. It assumes a pivotal role in the four facets of Unified Field Leadership. The thinking structure in the Unified Field Leadership framework (UFL) is encapsulated in the Q13 model of quantum thinking structure. Without this quantum thinking structure, the Unified Field Leadership would remain incomplete.

**7.4 Employee Potential Development Requires the Unified Field Leadership**

Section Overview

The theme of employee potential development requires the Unified Field Leadership emerges as the fourth theme within this study. It encompasses four key components: strategic potential development, organizational potential development, employee potential development, and the nexus among company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment. The existing literature lacks models and replicability concerning employee potential development (Fuertes et al., 2020; Bruton et al., 2021; Hanna et al., 2021; Wang et al., 2021).

This thesis explores the influencing factors between leadership and employee potential development. The initial theme discovered in the interviews comprises four components: strategic leadership, organizational leadership, leadership of the people’s hearts, and consistency predicated on strategy-organization-people’s hearts. The leadership framework aligns with the four facets of the fourth theme - strategic potential development, organizational potential development, employee potential development, and the interplay company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment. This correspondence indicates that these four dimensions of leadership also contribute to employee potential development. Leadership fosters employee potential development in these four realms, while employee potential development, in turn, enhances leadership. A comparative table of the first and fourth themes identified during the interviews is presented below (Table 8):

**Table 8 Comparison Table of the First and Fourth Themes Identified in the Interviews**

Content	The First Theme	The Fourth Theme	The Model
Content 1	Strategic leadership	Strategic potential development	S(2+1)
Content 2	Organizational leadership	Organizational potential development	B234
Content 3	People's hearts leadership	Employee potential development	Q13
Content 4	A consistent leadership system based on strategy-organization-people’s hearts	Company vitality, employee creativity, and organizational evolution in an uncertain environment	UFL: S(2+1)+B234+Q13

7.4.1 Development of Strategic Potential

The development of strategic potential encompasses three key components: diversified strategy, dynamic strategy, and the consistency of strategy-organization-people’s hearts. An inherent logical connection exists among these three facets. Firstly, the development of strategic potential manifests in diversified strategies. Secondly, it encompasses dynamic strategies, and finally, it culminates in the consistency of strategy-organization-people’s hearts. Diversification strategy, as revealed in the

interviews, refers to the dual strategic structure, with its model denoted as S(2+1). Here, S stands for the abbreviation of the English word strategy; 2 denotes the dual-track survival strategy - examples include XY Company's logistics strategy and investment strategy, and China strategy and globalization strategy. 1 represents development strategy. For instance, XY Company links its logistics industry and manufacturing industry to create a joint venture company, allowing for replication in the manufacturing sector, thereby strengthening its presence.

Why is strategic potential development divided into survival strategies and development strategies? Why opt for a dual strategy rather than a unidimensional or blind diversification strategy? This distinction arises from several factors:

1) A one-dimensional strategy, from a long-term perspective, carries excessive risk. Human calculations are often not as good as divine calculations. Blind diversification, when viewed over the long term, tends to dissipate focus on various resources, thus failing to establish a competitive advantage. Dual strategy helps mitigate risks while concentrating resources. The progression from the quantum dual-track system (Higgs, 1964) to the organizational dual-track system (Watson & Crick, 1953) and subsequently to the strategic dual-track system represents a bottom-up, coherent evolution. The strategic dual-track system, a facet of universal wisdom, surpasses human wisdom.

2) A dual-track survival strategy underpins the strategic dual-track system. Concurrently, a top-down approach shapes a development strategy, capitalizing on the resource advantages conferred by the dual-track strategy to nurture development strategies. If the dual-track system of survival strategy represents a parent generation strategy, development strategy symbolizes a child generation strategy. Both survival and development strategies adopt a dynamic approach. Survival strategies are inherently dual-track, allowing for adaptability to various industries and countries in response to environmental shifts, retaining their dual-track strategic essence. The same applies to development strategies, making them dynamic strategies when viewed from a long-term perspective.

3) Fuertes et al. (2020) conducted a comprehensive review of the literature on strategic management and discerned that although the literature illuminated the impact of strategic management on organizational performance, it fell short in certain aspects. Bruton et al. (2021) emphasized that scholars should not merely apply existing management theories developed in the United States and Europe but should cultivate indigenous theories rooted in the distinctive local context. This approach can foster innovation in research methodologies and enhance the rigor and relevance of research outcomes. Chen Xiaoping, an academician of the American Academy of Management, an academician of the American Psychological Association, the founding and current editor-in-chief of *Management Perspectives*, and the president of the International Society for Chinese Management Studies, underscored the need for future Chinese management research to concentrate on comprehending and elucidating critical issues confronted by contemporary Chinese enterprises. This

should be approached by sourcing knowledge from phenomena, as opposed to relying solely on prior literature, as it enhances both academic theory and management practices (Chen & Shen, 2018, p. 37). Malnight et al.'s (2019) research shifted the focus from the periphery to the core of strategy, advocating committed leadership and financial investments to attain sustained profitable growth at the core. This approach helps companies remain pertinent in a swiftly evolving world, deepen their stakeholder engagement, and reconfigure value propositions. Purpose assumes a vital strategic role in aiding firms in redefining the competitive landscape and reshaping value propositions, thereby surmounting challenges related to slowing growth and declining profitability.

4) The challenge lies in addressing the impact of strategic management on organizational performance, cultivating localized theories that tackle the pressing management issues faced by contemporary Chinese enterprises, and repositioning objectives from the periphery to the strategic core. This necessitates leadership that aligns with first principles of natural sciences. The following query arises: What are the foundational models and replicability solutions? Based on findings from interviews, this study addresses these issues. A Unified Field Leadership framework (UFL) in an uncertain environment is constructed, based on the three consistent mechanisms of dual strategy, bionic organization, and quantum thinking to catalyze employee potential development. This represents a model and replicable solution. The research findings suggest that not only does strategy impact organizations, but organizations also wield significant influence over strategy. This symbiotic relationship, grounded in the principles of natural sciences, calls for a cohesive model and replicable solution - elements that can be harnessed to address the critical management issues facing contemporary Chinese enterprises.

5) The Unified Field Leadership framework (UFL) addresses issues related to modelling and replicability, shifting objectives from the periphery to the core of strategy. Within the Unified Field Leadership framework (UFL), the goal becomes synonymous with strategy, and strategy is equated with the goal. This alignment occurs because the goal represents the ultimate aim, be it an individual's life goal or the multi-generational succession goal of a family business. In essence, the ultimate goal is, by definition, a strategic one. In the Unified Field Leadership framework (UFL), strategy-organization-people's hearts exhibit consistency. In other words, ultimate goal-source motivation-flexible path display consistency and self-organization, with the ultimate goal inherently implying a source of motivation, and conversely, the source of motivation implying the ultimate goal. Life operates within the vast universe, amid an amplified backdrop of time and space, and under comprehensive anatomical scrutiny. The Unified Field Leadership framework (UFL), founded on dual strategy, bionic organization, and quantum thinking, harnesses a three-part consistent mechanism to address collaborative evolution and employee potential development, ultimately realizing company vitality , employee creativity , and organizational evolution in an uncertain environment (VCE).



The crux of developing strategic potential lies in the intimate connection between strategy and leadership, where strategy assumes a leadership role in the broader context. Anchored in life's existence within the backdrop of the universe, extended through amplified spatiotemporal dimensions, and scrutinized through thorough anatomical analysis, the consistency of strategy-organization-people's hearts is revealed. This consistency extends to direction-motivation-path or mission-vision-values, encapsulating the essence of strategic and leadership potential development. This consistency mirrors the intrinsic nature of the division and logical switching mechanism operating within the three worlds and epitomizes the enduring consistency encompassed in psychology-behavior-destiny. This is akin to the quantum consistency manifested within the quantum world, constituting unified field consistency. Consequently, strategic leadership can also be regarded as a form of Unified Field Leadership in a narrower context.

The characteristics of strategic potential development includes: Firstly, long-termism prevails, where objectives span an individual's lifetime or endure across generations in family businesses, transcending short-term horizons of three to five years or even a decade or two. Secondly, life extends beyond temporal and spatial boundaries, with the universe as the backdrop. This superlife bridges the chasm between future aspirations and historical legacies, surpassing mere pragmatism that links the present to the nation and society. This necessitates harmonious alignment among individuals and enterprises, enterprises and families, individuals and their inner selves (embodying the unity of knowledge and action), and the harmonization of humanity and nature, coupled with the assumption of corporate social responsibilities and the convergence of environmental and social corporate governance. Thirdly, the model for strategic potential development is  $S(2+1)$ , which adopts a dual-track approach combining survival strategy with development strategy. This approach balances risk mitigation with focus, taking into account the wisdom required for the future. This method not only seizes the opportunities of the present and the future, but also reduces the risks of the present and the future.

Strategic potential development serves several functions, including: Firstly, ensuring the scientific rigor and effectiveness of top-level strategic design within an uncertain environment, facilitating the achievement of long-term win-win objectives for individuals, enterprises, society, and nature. Secondly, it fosters the consistent and self-organizing capabilities of the ultimate goal-source motivation-flexible path triad, thereby enabling scientific, ethical, and collaborative leadership. Thirdly, it guarantees the Unified Field Leadership framework's functionality. Grounded in the consistent mechanisms of dual strategy, bionic organization, and quantum thinking, this framework stimulates employee potential development, leading to increased company vitality and human creativity.

#### 7.4.2 Development of Organizational Potential

Organizational potential development comprises three aspects: organizational flattening, the impact of organizational atmosphere on employees, and the cultivation of learning and research-oriented organizations. These three aspects exhibit inherent logical connections. Firstly, the development of organizational potential is demonstrated through organizational flattening. Secondly, the organizational atmosphere significantly influences employees. Lastly, it is manifested in fostering learning and research-oriented organizations. While flatness serves as a guiding principle, addressing the modeling and replicability challenges of organizational structure design is more pertinent in both theory and practice.

Hanna et al. (2021) examines the expanding phenomenon of emergent leadership and propose a comprehensive research framework for emergent leadership that encompasses cross-cultural motivational differences, diversity, dark side factors, and the potential of person-situation interactions. Sharma et al. (2019) presents a unified model of organizational effectiveness by introducing the concept of fundamental synergies, offering a framework that can guide future research on organizational effectiveness as a comprehensive yet contextual paradigm. Werdhiastutie et al. (2020) reveal that personal motivation, based on individual needs and desires, plays a crucial role in personal performance improvements when embedded within the work system. Duchek (2020) explores organizational resilience in responding effectively to unexpected events, conceptualizing resilience as a meta-capability, and breaking it down into three sequential stages (anticipation, response, and adaptation), outlining the potential for joint formation of organizational resilience.

The issue at hand is creating a unified research framework for emergent leadership, addressing the expanding diversity described earlier, proposing a unified model of organizational effectiveness, exploring achievement motivation embedded in work systems, and addressing three sequential stages of organizational resilience (anticipation, response, and adaptation). These issues pertain to modeling and replicability. Based on interview findings, this study presents the Unified Field Leadership framework (UFL) in an uncertain environment. Grounded in the consistent mechanism of dual strategy, bionic organization, and quantum thinking, UFL stimulates employee potential development. It provides a path for company vitality and human creativity while addressing models and replicability. Within the Unified Field Leadership framework (UFL), the horizontal relationship between influence and leadership is resolved through the bionic organizational structure, which includes only four functional departments and continuous chain replication of the amoeba organization. The embedding of achievement motivation within the work system is addressed through the quantum thinking structure and the bionic organizational structure. In terms of organizational resilience, an additional stage, creation, is proposed alongside the existing stages of anticipation, response, and adaptation. While adaptation inherently implies creativity, focusing on adaptability in the present and creativity in the future represents two distinct concepts. Organizational resilience and creativity are addressed within the Unified Field Leadership framework (UFL), which

stimulates employee potential development through a consistent mechanism of dual strategy, bionic organization, and quantum thinking.

The essence of organizational potential development lies in the biological hypothesis regarding the nature of enterprises and the scientific nature of bionic organizational structure design. While many studies consider enterprises as living entities (Baskin, 2001; Tang, 2002; Li, 2007; Chen, 2009), they have not elucidated the inclination of these living entities to adhere to the first principles of natural science, akin to a DNA code. This researcher posits that enterprises fundamentally represent a distinct species and offer a common mode of survival for all stakeholders, including business owners. This conclusion arises from an analysis grounded in a universe-centric perspective, the amplification of spatiotemporal dimensions, and thorough anatomical scrutiny. This research has uncovered the model of the bionic organizational structure (B234), along with replicability, elucidating the code and patterns of corporate life science within an uncertain environment. This approach ensures company vitality and lays the foundation for the enduring multi-generational succession of family businesses.

The distinctive features of organizational potential development are encapsulated in the model B234 of the bionic organizational structure. This model embodies a dual-track system of marketing and operation overseen by manager and deputy manager. Jointly training assistants in preparation for chain replication, the model comprises merely four functional departments and the amoeba organization, characterized by continuous chain replication and the reproductive style. This replication strategy is akin to immunity, safeguarding against the uncertainty of individual amoeba organizations' survival while ensuring the overall vitality of the company. From the interview data, it is evident that few individuals in real-life scenarios can answer questions regarding the scientific foundation and model underpinning the design of corporate organizational structures aligned with the first principles of natural science. The reasons for this knowledge gap, and how to address it, are addressed by XY Company. Since the inception of the bionic organizational structure's top-level design in 2001 to the present day (2023), the company has maintained robust vitality for 22 years and sustained continuous development within an uncertain environment. Remarkably, these achievements have been accomplished without the direct involvement of the founder, major shareholder, or board chairman. He is just a top designer in this field. The self-organization of enterprises is booming under the amoeba organization model. In contrast, the task of developing organizational potential in enterprises with non-bionic organizational structures remains incomplete.

The overarching function of organizational potential development mirrors the DNA function within a living organism. It entails dual functions, encompassing reproduction and immunity, sustainable development, and the mitigation of various risks. Specifically, these functions include:

Flattening of functional departments to ensure efficiency, scientific design, and the capacity.

- 1) To guide and control continuous chain replication within the amoeba organization. Such organizations should be open and manageable, avoiding chaos when set free, and persisting rather than perishing under management.
- 2) Nurturing amoeba organizations with the adaptability for continuous chain replication and creativity.
- 3) Leveraging the consistent mechanism of bionic organizational structure, quantum thinking structure, and dual strategic structure to stimulate employee potential development. This entails employing the Unified Field Leadership framework (UFL) to achieve company vitality and human creativity.

#### 7.4.3 Development of People's Hearts Potential

The development of employee potential encompasses five elements: material stimulation and spiritual motivation, a sense of belonging, training and exercise, humanization and freedom, and comprehensive human development. These components share intrinsic logical connections. Firstly, the development of employee potential manifests in both material and spiritual incentives. Secondly, it is evident in fostering a sense of belonging. The third aspect is reflected in training and exercise. The fourth dimension is apparent in humanization and freedom, while the fifth expresses itself in comprehensive human development. Employee potential development seeks to scientifically nurture employee potential, as epitomized by the concepts of id, ego, superego, three natures, three links. These principles signify the unity of id, ego, and superego (Freud, 1920, 1923), the unity of biology, society, and spirituality (Zohar, 2011), and the unity of genetic, social, and spacetime links. In this thesis, it refers to the scientific nature of the quantum thinking structure's model Q13, which leverages the universe as a backdrop, amplifies the spatiotemporal context, and thoroughly analyzes aspects aligned with the first principles of natural science. It embodies the unity of knowledge and action, the unity of nature and humanity, and the unity of the heart. This serves as the foundation, alongside the consistency of traceability thinking, ultimate goal thinking, and order thinking.

Voitushenko et al. (2019) noted that previously, the development of creative potential was viewed as a psychological task. Nowadays, an increasing number of scientists are examining creative potential development from the perspective of project management capabilities, proposing 11 capabilities designed to influence creative potential development. Deng et al. (2020) emphasized that employee creativity serves as the fundamental source of organizational innovation, yet comprehensive, multi-level, and multi-perspective examinations of the mechanisms for stimulating employee creativity remain scarce. As research deepens, spirituality within organizations has emerged as a driving force for inspiring employee creativity. Consequently, mechanisms for stimulating employee creativity based on spirituality are explored from various perspectives. Wang

et al. (2021), based on a survey of senior managers, human resources department heads, and employees from 139 companies, found that CEOs with authentic leadership styles are more likely to cultivate positive and harmonious employee-management relationships. This, in turn, enhances employees' emotional commitment to the organization while reducing their intention to leave.

The challenges encompass the 11 competencies, approached from a project management perspective to influence creative potential development, a multi-perspective exploration of the spiritual employee creativity stimulation mechanism, and the authentic leadership style's impact on fostering positive and harmonious employee-management relationships. The models and replicability of these issues are addressed in this study, which develops a Unified Field Leadership framework (UFL) in an uncertain environment. It is based on the consistent mechanism of dual strategy, bionic organization, and quantum thinking to stimulate employee potential development and realize company vitality and human creativity. The models that bridge project management and employee creativity, while adhering to the first principles of natural science, include the bionic organizational structure B234 and the quantum thinking structure Q13. Additionally, the model for stimulating employee creativity from multiple spiritual perspectives is represented by Q13. The model of the authentic leadership style, serving to cultivate positive and harmonious employee-management relationships, relies on the consistent mechanism of quantum thinking structure, bionic organizational structure, and dual strategic structure found in the Unified Field Leadership framework (UFL). These mechanisms encompass one-on-one heart-to-heart discussions, roundtable collective decision-making, continuous chain replication of amoeba organizations, the dual-track system of survival strategies, and a development strategy, among others, reflecting universal wisdom.

The core of employee potential development is uncovering the quantum essence of the people's hearts or human nature within the context of the division and logical switching mechanism of the three worlds. This essence translates to id, ego, superego, three natures, three links, the unity of biology, society, and spirituality (Zohar, 2011), genetic, social, and spacetime linkages, and the unity of time and space. This serves as the basis for the Unified Field Leadership framework's consistency in leadership potential development and the consistency of strategy-organization-people's hearts.

The characteristics of employee potential development are primarily concentrated within the quantum thinking structure's model Q13. These include psychological characteristics such as id, ego, superego, three natures, and three links of employee potential development. They manifest in long-term thinking, the unity of knowledge and action, the unity of nature and humanity, an encompassing love devoid of hatred, tolerance for all, a link between the ultimate goal and the motivational source, profound flexibility, adaptability, a multitude of paths leading to the same goal, with adaptability and creativity as the key focal points. Quantum characteristics are reflected in the non-localization, uncertainty, entanglement, and superposition states of employee potential development. These states emphasize the exceptional interplay between an individual's life purpose,

the ultimate goal of multi-generational succession of a family business, motivational sources rooted in the heart, and the intertwining of time and space within the context of super life. They embody an awareness of and measures to counteract various unpredictable risks, uniting the future, history, reality, psychology, and time and space through quantum entanglement. These characteristics promote top-level design decision-making driven both from the bottom up (through multiple perspectives) and from the top down (drawing from collective wisdom) in a superposition state. This occurs within the framework of the three worlds division and logical switching mechanism, culminating in a long-term interpretation of psychology-behavior-destiny for individuals and organizations.

The function of employee potential development encompasses adaptability and creativity, serving three primary purposes:

- 1) For individuals, it facilitates creativity and realization of the direction-motivation-path consistency within an uncertain environment.
- 2) For companies, it fosters vitality, ensuring their longevity, and facilitating multi-generational succession of family businesses.
- 3) For society, it promotes corporate social responsibility and environmental and social corporate governance. This leads to comprehensive human development and harmonious, sustainable relationships between individuals, companies, society, and nature.

#### 7.4.4 Company vitality, Employee Creativity, and Organizational Evolution (VCE) in an Uncertain Environment

Company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment are the primary issues addressed in this thesis, encompassing individual environmental adaptability, organizational environmental adaptability, simultaneous innovation and certainty, and embracing failure. Organizational vitality refers to company vitality, including amoeba organizational vitality, among others. Human creativity refers to the comprehensive development of human creative potential. There exists a correlation company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment. In other words, vitality promotes creativity, and creativity, in turn, promotes vitality. Based on the interview data, the bionic organizational structure addresses the issue of organizational vitality, leveraging the B234 model, while the quantum thinking structure tackles the challenge of human creativity, drawing upon the Q13 model. These two models give rise to the dual strategic structure S(2+1) model. The amalgamation of these three models completes a theoretical framework - the Unified Field Leadership framework (UFL) in an uncertain environment. It's built on the consistent mechanism of dual strategy, bionic organization, and

quantum thinking to stimulate the development of employee potential. This framework serves as a pathway to company vitality and human creativity through modeling and replicability.

Kamp et al. (2018) explored the concept of proactive vitality management to enhance optimal functioning at work, a process influenced by individual self-insight and support from colleagues. Multilevel analyses revealed that self-insight and social support for workplace creativity acted as moderators across various levels, reinforcing the relationship between proactive energy management and creativity. Liu et al. (2020) investigated the direct link between psychological safety and employee creativity, testing the mediating role of work engagement in this context within the Chinese context. Their findings highlighted that psychological safety is a crucial prerequisite for employee creativity, with work engagement fully mediating its effect. Mehmood et al. (2020) examined entrepreneurial leadership as a novel leadership theory tailored to the dynamic changes of the 21st century. They explored the impact of entrepreneurial leadership on employee creativity through the lenses of employee knowledge sharing and social learning theory. Their results demonstrated that entrepreneurial leadership positively influences employee creativity, with knowledge sharing acting as the mediating factor.

The critical question lies in defining the models and replicability necessary to address issues such as proactive energy management for optimal work functioning, the relationship between psychological safety and employee creativity, and the impact of entrepreneurial leadership on employee creativity. Drawing from interview findings, this study resolves these challenges through the Unified Field Leadership framework (UFL) in an uncertain environment. It stimulates employee potential development through the consistent mechanism of dual strategy, bionic organization, and quantum thinking. Specifically:

- 1) The model addressing proactive energy management to optimize work functioning is founded on the quantum thinking structure Q13, which activates the essence of life, and the bionic organizational structure B234, which activates the life environment. Here, the essence resides within oneself, while the mystery lies within the environment. Both aspects are equally important, requiring a balanced approach where both are taken into account and harnessed effectively.

- 2) The model addressing the relationship between psychological safety and employee creativity is embedded within the Unified Field Leadership framework (UFL). This framework is a long-term doctrine that harmonizes enterprise and family, work and life, material and spiritual dimensions, humanization and institutionalization, and life within the cosmic backdrop.

- 3) The model addressing the impact of entrepreneurial leadership on employee creativity is encapsulated within the consistent mechanism of dual strategy, bionic organization, and quantum

thinking embodied in the Unified Field Leadership framework (UFL). This represents the pathway to company vitality and human creativity.

Company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment revolve around the scientific aspects of these concepts, including models and replicability that align with the fundamental principles of natural science. Organizational vitality's essence and scientific nature relate to bionic organizational structure design, represented by the B234 model. Human creativity's essence and scientific nature involve quantum thinking structure design, represented by the Q13 model. The interplay of these two aspects gives rise to the dual strategic structure, encapsulated in the S(2+1) model. These three models form the foundation for constructing a Unified Field Leadership framework (UFL) in uncertain environments.

Company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment exhibit distinct characteristics. Organizational vitality embodies the features of the B234 model, such as a dual-track system, triple code, and four bases in a biological sense. In the management realm, it represents a dual-track system for manager and deputy manager marketing and operation, culminating in continuous chain replication of amoeba organizations. Human creativity's features align with the Q13 characteristics of quantum thinking structure, including non-locality, uncertainty, entanglement, and superposition states. Additionally, human creativity is characterized by the unity of the id, ego, and superego, as well as the harmony between origin thinking, ultimate goal thinking, and order thinking, reflected in the concept of ultimate goal-source motivation-flexible path.

In this context, if we liken essence to the language of the quantum world and characteristics to the language of the classical world, then function can be seen as the language of the life world. Company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment each have their own functions. Organizational vitality function encompasses the longevity of an enterprise and the intergenerational succession function of a family business. Leveraging the Unified Field Leadership framework (UFL) in an uncertain environment enables the realization of company vitality, employee creativity, and organizational evolution (VCE). Human creativity, on the other hand, serves the function of adapting to the environment and shaping the future. Leadership can only be fully realized when grounded in the unified field, encompassing the psychological field, environmental field, future, history, life, and time-space. This unified field of leadership constitutes UFL framework, and within this framework, the realization of comprehensive human development, corporate social responsibility, and environmental and social corporate governance is evident through the five consistent general functions: consistency between business model-management model-profit model, consistency between strategy-organization-people's hearts, consistency between direction-motivation-path, consistency between id-ego-superego, consistency between conscience-the unity of knowledge and action-the unity of nature and man.



## Section Summary

The exploration of employee potential development uncovers the importance of the Unified Field Leadership, which constitutes the fourth theme identified in this study. It encompasses four key aspects: strategic potential development, organizational potential development, employee potential development, and the enhancement of company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment. These four elements form a comprehensive system, where employee potential development relies on the Unified Field Leadership, and vice versa. Within the realm of the Unified Field Leadership and employee potential development, the bionic organizational structure, as a hard science, and quantum thinking structure, as a soft science, both play pivotal roles. The model of the bionic organizational structure addresses the issue of organizational vitality, while the model of the quantum thinking structure caters to human creativity. By leveraging the vitality of the company and the creativity of individuals, the Unified Field Leadership framework (UFL) takes shape as a platform for scientific, ethical, and collaborative leadership in uncertain environments. It fosters the holistic development of individuals and facilitates the realization of the prosperity, happiness, longevity, and intergenerational succession of family businesses - an embodiment of the ultimate goal.

## Chapter Summary

This chapter delves into four core themes identified in the research: the necessity for top-level leadership design, the imperative for a scientifically grounded organizational structure, the importance of expanding the temporal and spatial context and conducting thorough anatomical analyses within thinking structures, and the essential role of unified leadership in realizing employee potential. The examination of interview findings, in conjunction with a literature review, exposes three key limitations in existing literature. Firstly, the absence of a long-term leadership theory rooted in both science and ethics. Secondly, the dearth of a Unified Field Leadership theory capable of harmonizing business and family, work and life, humanization and institutionalization, as well as the psychological and environmental domains. Lastly, the scarcity of a natural leadership theory encompassing models and replicability derived from natural scientific first principles.

Drawing on the insights gleaned from interviews, this study has addressed these limitations and crafted a theoretical framework: the Unified Field Leadership framework (UFL) tailored for uncertain environments. This framework draws inspiration from the consistent interplay of dual strategy, bionic organization, and quantum thinking. It charts a path toward developing employee potential for both company vitality and human creativity, underpinned by models and replicable processes aligned with the fundamental principles of natural science.

The Unified Field Leadership framework (UFL) not only bridges the gap in scientific and ethical leadership theories within uncertain environments but also fills the void in integrated leadership theory that has persisted for a century since the inception of Taylor's scientific management principles in 1911. This framework is the culmination of standing on the shoulders of intellectual giants, thoughtfully assimilating diverse leadership theories. The following two tables depict the evolution of various leadership theories, the Unified Field Leadership integrated theory table, and a comparison table contrasting Taylor's scientific management principles with the ideas encapsulated in the Unified Field Leadership approach (Table 9).

**Table 9 Evolution of Various Leadership Theories and UFL Integrated Leadership Theory**

Various Leadership Theories	Time	Author	Nation	Landmark Works	Human Nature Hypothesis	Solved Problem
<b>Taylor Scientific Management</b>	1911	Taylor	USA	Principles of scientific management	Economic man	Comprehensive psychological revolution for managers and employees
<b>Hawthorne Experiment</b>	1933	Mayo	USA	The human problem of industrial civilization	Social person	Improve employee satisfaction
<b>Theory XY</b>	1957	McGregor	USA	The human aspect of business	Good and evil	Employee motivation is caused by management and organizational environment
<b>Theory Z</b>	1981	David	Japanese-American	Theory Z: how American business meets Japan's challenge	Community	Enterprise is a community between people
<b>Super Theory Y</b>	1974	Morse & Losey	USA	Organizations and other members: contingency theory	Complex person	Take flexible measures according to changes in the internal and external environment of the organization
<b>LMX</b>	1976	Graeo & Uhl-Bien	/	Divide people into in-groups and out-groups	Inside and outside the circle	Emphasis on affection and trust
<b>Charismatic Leadership</b>	1977	House	/	Leaders' own charisma inspires followers	Charisma	Emphasize that major organizational changes require the joint efforts of leaders, subordinates and the environment
<b>Visionary Leadership</b>	1988	Sashkin	/	Establish a shared vision for the organization	Organizational designer	Emphasis on stimulating employee motivation and building corporate culture
<b>Transactional Leadership</b>	1978	Hollander	/	View leadership behaviors as transactional behaviors	Exchange of benefits	Emphasis on mutual benefit
<b>Transformational Leadership</b>	1978	Burns	USA	Leadership	Morality	Emphasis on ethical leadership, shared mission, vision and values, pursuing higher levels and transcending personal interests
<b>Quantum Leadership</b>	2016	Zohar	U.K.	Quantum Leadership	Quantum man	Emphasizing that everyone is an energy ball, giving full play to the role of everyone's spiritual capital, and the bottom-up law of attraction

<b>Unified Field Leadership (Theory U)</b>	2024	Bin Yan	China	A Unified Field Leadership framework (UFL): developing employee potential through consistent dual strategy, bionic organization, and quantum thinking processes	Unified field	It solves the problems of company vitality, employee creativity, and organizational evolution (VCE) in an uncertain environment, adapts to various uncertain environments, and creates the future
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Note:

Various leadership theories are built upon different assumptions regarding human nature:

1) Assumptions about human nature in diverse leadership theories have evolved over a century, influenced by advancements in science, technology, and cognitive understanding. This evolution spans from the concept of the economic man to the social man, good and evil (Theory XY), community (Theory Z), complex person (Super Theory Y), inside and outside the circle (LMX), charisma, organizational designer, exchange of interests, morality, quantum man, and the unified field hypothesis (Theory U) .

2) The unified field hypothesis of human nature proposed in this study represents an expansion of Zohar's quantum man hypothesis. While the unified field concept draws inspiration from the quantum field, it is not identical. Life is inherently quantum (Schrodinger, 1944), but it transcends into a unified field. This unified field represents the interaction between the psychological and environmental domains, facilitating the exploration of long-termism through the unified field theory of topological psychology and vector psychology, revealing the interconnectedness of psychology-behavior-destiny.

3) The division and logical switching mechanism of the three worlds, discovered in this study, are rooted in the first principles of natural science. They elucidate how the Unified Field Leadership framework (UFL) can utilize dual strategies, bionic organizations, and quantum thinking's consistent mechanism to stimulate employee potential development. This, in turn, leads to the realization of company vitality and human creativity through the application of models and replicability. The following is the Comparison table between Taylor's scientific management principles and the Unified Field Leadership management ideas (Table 10).

**Table 10 Comparison Table Between Taylor's Scientific Management Principles and the Unified Field Leadership Thought**

Four Principles	Taylor's Principles of Scientific Management	Unified Field Leadership Thought
Principle 1	Propose scientific method	Unified Field Leadership framework
Principle 2	Select and train workers	Select talent and train for quantum leadership

<b>Principle 3</b>	Work closely with individuals	Quantum thinking structure model Q13
<b>Principle 4</b>	Responsibilities are equally shared between managers and workers	Bionic structure model B234

Note:

1) Taylor's four principles of scientific management involve the introduction of scientific techniques, the recruitment and instruction of employees, close collaboration with individuals, and the equitable distribution of responsibilities between managers and workers.

2) The concept of Unified Field Leadership management entails the implementation of a Unified Field Leadership framework (UFL) in an uncertain environment. This framework encompasses the selection and training of quantum leadership, along with the utilization of the quantum thinking structure model Q13 and the bionic organizational structure model B234.

3) The evolution from Taylor's principles of scientific management in 1911 to the Unified Field Leadership framework (UFL) presented in this study in 2024 represents the progress from scientific management to Unified Field Leadership thought.

## Chapter 8 Conclusion

### Chapter Overview

This thesis explores the influencing factors between leadership and employee potential development in the uncertain environment of the VUCA era (quantum era). It encompasses an interdisciplinary approach involving psychology, quantum science, life science, management, and other fields. This study takes the universe as the backdrop, expands the time and space dimensions, conducts in-depth anatomical analyses, and delves into models rooted in the first principles of natural science and replicability.

A total of 46 individuals across all levels in 9 private enterprises in Zhejiang Province, China, including senior managers, middle managers, and grassroots employees, participated in this research. Over 500,000 words of interview notes (voice-to-text) were generated. The analysis of interview data and three-level coding revealed four key themes: the necessity of leadership top-level design, the organizational structure design should have a scientific basis, the importance of expanding the time and space background in thinking structure, and the need for the Unified Field Leadership in employee potential development.

Extensive review of century-old literature related to these themes, along with critical engagement with over 100 recent documents from the past five years, highlighted a common limitation in the literature. Namely, the lack of research and discussion on models and replicability in fields like leadership, organizational structure, thinking structure, and employee potential development.

Building upon the interview findings and literature review, this researcher developed a theoretical framework known as the Unified Field Leadership framework (UFL), specifically designed for uncertain environments. It aims to stimulate employee potential through the consistent mechanisms of dual strategy, bionic organization, and quantum thinking. This framework, grounded in models and replicability, seeks to realize company vitality, employee creativity and organizational evolution (VCE). It embodies both scientific and ethical leadership in uncertain environments, reflecting the wisdom of the universe through human wisdom.

### 8.1 Theoretical Contributions

One hundred years have passed since the birth of Taylor's principles of scientific management in 1911. During this time, various leadership theories have emerged, rooted in different assumptions about human nature. These assumptions evolved from economic man to social man, good and evil, corporate man, complex people, Inside and outside the circle, charisma of leadership, organizational designer, exchange of interests, morality, quantum man, and now, the unified field hypothesis. This

research introduces the concept of Integrated leadership, which is a significant milestone in the leadership field. The Unified Field Leadership framework (UFL) represents a Unified Field Leadership method in an uncertain environment, based on the consistent mechanisms of dual strategy, bionic organization, and quantum thinking. It aims to inspire employee potential development and enhance company vitality, employee creativity and organizational evolution (VCE).

The theoretical construction of the Unified Field Leadership framework (UFL) leans heavily towards the first principles of natural science and replicability. It aligns with various disciplines, including quantum physics, biology, psychology, organizational behavior, management, engineering, and Eastern and Western philosophical and scientific thoughts such as the Tao Te Ching. The framework encompasses four key themes: the necessity of top-level design in leadership, the requirement for a scientifically grounded organizational structure, the importance of expanding the time and space dimensions in thinking structure, and the need for the unified leadership in employee potential development.

Contribution 1: Leadership necessitates top-level design, encompassing the design of strategic leadership, organizational leadership, human leadership, and the integration of strategy, organization, and people into a model of a complete system. This fills the gaps in previous research that lacked models and replicability (Samimi et al., 2022; Birasnav et al., 2019 ; Sulich et al., 2021; Hanna et al., 2021). In this paper, this researcher introduces the dual strategic model S(2+1) under the Unified Field Leadership framework (UFL).

Contribution 2: The design of organizational structure must have a scientific foundation, which includes a model of a complete system. It introduces the strong vitality of the bionic organizational structure, the ordinary vitality similar to the bionic organizational structure, and the weak vitality of the non-bionic organizational structure. This addresses the gaps in previous research that lacked models and replicability (Yan, 2011, 2013, 2022; Hutchinson et al., 2019; Cherepanov et al., 2019; Li et al., 2021). This thesis introduces the bionic organizational structure model B234 as the foundation for scientifically grounded organizational structure design.

Contribution 3: Thinking structure requires the amplification of time and space dimensions and thorough anatomical analysis. This includes expanding the time and space dimensions to find the ultimate goal, thoroughly dissecting and analyzing to find the source motivation, choosing the path between direction and motivation, and direction-motivation-path consistency. The model introduced in this thesis for thinking structure is the quantum thinking structure model Q13. It fills the gaps in previous research that lacked models and replicability (Klempe, 2020; Ivanov, 2022; Zhou, 2023; Messick et al., 2023).

Contribution 4: Employee potential development requires the Unified Field Leadership, encompassing strategic, organizational, and employee potential development. The model for unified leadership required for employee potential development is the Unified Field Leadership framework (UFL) under uncertainty, represented as UFL:  $S(2+1)+B234+Q13$ . This addresses the gaps in previous research that lacked models and replicability (Fuertes et al., 2020; Bruton et al., 2021; Hanna et al., 2021; Werdhiastutie et al., 2020).

In summary, the Unified Field Leadership framework (UFL) contributes significantly to the field of leadership, providing models and replicability in an uncertain environment. It aligns with first principles of natural science and bridges the gaps in research in various fields, ultimately fostering scientific and ethical leadership.

## **8.2 Practical Implications**

This thesis is based on interview data from 46 personnel at all levels in 9 private enterprises in Zhejiang Province, China, combined with a literature review. It aims to construct a theoretical framework derived from practical insights, refining theory and guiding practice. The thesis focuses on four interview-derived themes: leadership necessitates top-level design, organizational structure design requires a scientific basis, thinking structures need amplification of time and space backgrounds with thorough anatomical analysis, and employee potential development demands the Unified Field Leadership. The practical implications of these themes are subsequently discussed.

### **Implication 1: Practical Insights on the Necessity of Top-Level Leadership Design**

First, for enterprises, it offers a Unified Field Leadership (UFL) framework within uncertain environments, represented as a model - UFL:  $S(2+1)+B234+Q13$ . This framework provides timely assistance to leadership within uncertain contexts. It is adaptable to both deterministic and uncertain environments, where scientific, moral, and long-term values become more pronounced, leading to enhanced strategic effectiveness, company vitality, and human creativity.

Secondly, for entrepreneurs and enterprises, UFL framework serves as a valuable resource for designing new businesses and transforming existing ones. It empowers entrepreneurs to reach the pinnacle of success, envisioning an enterprise as a vessel and the entrepreneur as its captain.

Thirdly, for governments and society, the application of UFL framework can guide, assist, train, and assess private enterprises and entrepreneurs to elevate their levels of scientific and ethical leadership in uncertain environments. This, in turn, fosters holistic personal development and advances the ideals of 'prosperity, happiness, longevity, and intergenerational succession' within family businesses. The ultimate goal is to promote corporate social responsibility (CSR) and environmental social governance (ESG).

## **Implication 2: Practical Insight on the Importance of Scientific Organizational Structure Design**

First, it introduces a Bionic Organizational Structure Model (B234) for designing new enterprises. This model supports a dual-track marketing and operation system, involving manager and deputy manager, and facilitates assistant training for chain replication. It streamlines functional departments, including Marketing, Operations Management, Human Resources, and Financial Audit, using an amoeba organization concept. This approach enables continuous replication for sustainable development and risk mitigation in uncertain environments.

Second, it provides a model for designing bionic organizational structures (B234) for transforming old enterprises, including transitions between bionic and non-bionic organizational structures. This model emphasizes replicability.

Third, the model of the bionic organizational structure (B234) serves as a quantifiable standard for assessing the scientificity of organizational structure design. It offers management consulting firms and evaluation agencies a scientific framework rooted in natural science principles.

## **Implication 3: The Enhancement of Thinking Structures Requires an Amplification of the Space-Time Background and Thorough Anatomical Analysis**

It introduces models (Q13) and replicability for designing and training quantum thinking structures. These structures emphasize the unity of knowledge and action, the harmony of heaven and humanity, heart-centeredness, and consistency. They incorporate traceability thinking, ultimate goal thinking, order thinking, and the concept of ultimate goal-source motivation-flexible path.

Within the framework of Unified Field Leadership, the model of quantum thinking structures serves as a long-term, effective, and morally grounded framework for uncertain environments. It facilitates the coordination of interactions between enterprises and families, work and life, humanization and institutionalization, and psychological and environmental aspects.

These models (Q13) and replicability offer soft science measurement standards and operational methods for assessing the scientific nature of thinking structures. This includes mechanisms such as one-to-one heart-to-heart communication, roundtable collective decision-making, and the division and logical switching between the three worlds.

## **Implication 4: The Role of Unified Field Leadership in Unlocking Employee Potential Development**



Firstly, it introduces a model and replicability for the Unified Field Leadership within uncertain environments, all aimed at fostering employee potential development. Drawing from dual strategy, bionic organization, and quantum thinking, the consistent mechanisms of these elements stimulate the development of employee potential.

Secondly, employee potential development encompasses the growth of strategic potential, organizational potential, and employee potential. It fosters consistent and self-organized growth within the strategy-organization-people's hearts framework.

Lastly, this approach seeks to harmonize enterprises and families, work and life, material and spiritual aspects, humanization and institutionalization, as well as psychological and environmental elements. It promotes comprehensive personal development, long-term goals, intergenerational succession within family businesses, and the fulfillment of corporate social responsibility and the exploration of potential in environmental and social corporate governance.

### **8.3 Limitations and Suggestions for Future Research**

#### 1) Limitations of Interview Data

This study explores the factors influencing leadership and employee potential development based on data from 9 companies in Zhejiang Province, China, representing logistics, manufacturing, and trade sectors. The study involved 46 interviewees and analyzed 500,000 words of interview data (converted from voice recordings). Although the data analysis resulted in the identification of four key themes and the development of a theoretical framework, it's important to note that the geographical and industry scope of the interviewees may be limited. Future research should aim to broaden the geographical and industrial diversity of interviewees.

In addition, this researcher noticed that he is the boss of one of the interviewed companies, which may affect the objectivity of the company's interview data. Future research should avoid this situation as much as possible. However, this researcher is only the spiritual leader and top-level designer of the company. He usually does not participate in the daily operation and management of the company and does not have much contact with the interviewees from this company. In addition, the company is a very democratic rather than a dictatorial company. The interviewees will not worry that their answers will be retaliated by the boss, so it will not affect the quality of the interview.

#### 2) Limitations of Research Methods

This research employs interpretivism, an inductive approach, qualitative analysis, interviews, case verification, cross-sectional and longitudinal research, and thematic analysis to understand the

complex relationships between leadership and employee potential development. To further enhance the comprehensiveness and validity of the research, future studies should consider incorporating positivist approaches, deductive methods, mixed-methods research, and psychological questionnaires. These additional methods can offer multiple dimensions of insight and further validate the Unified Field Leadership framework (UFL).

### 3) Limitations of Theoretical Construction

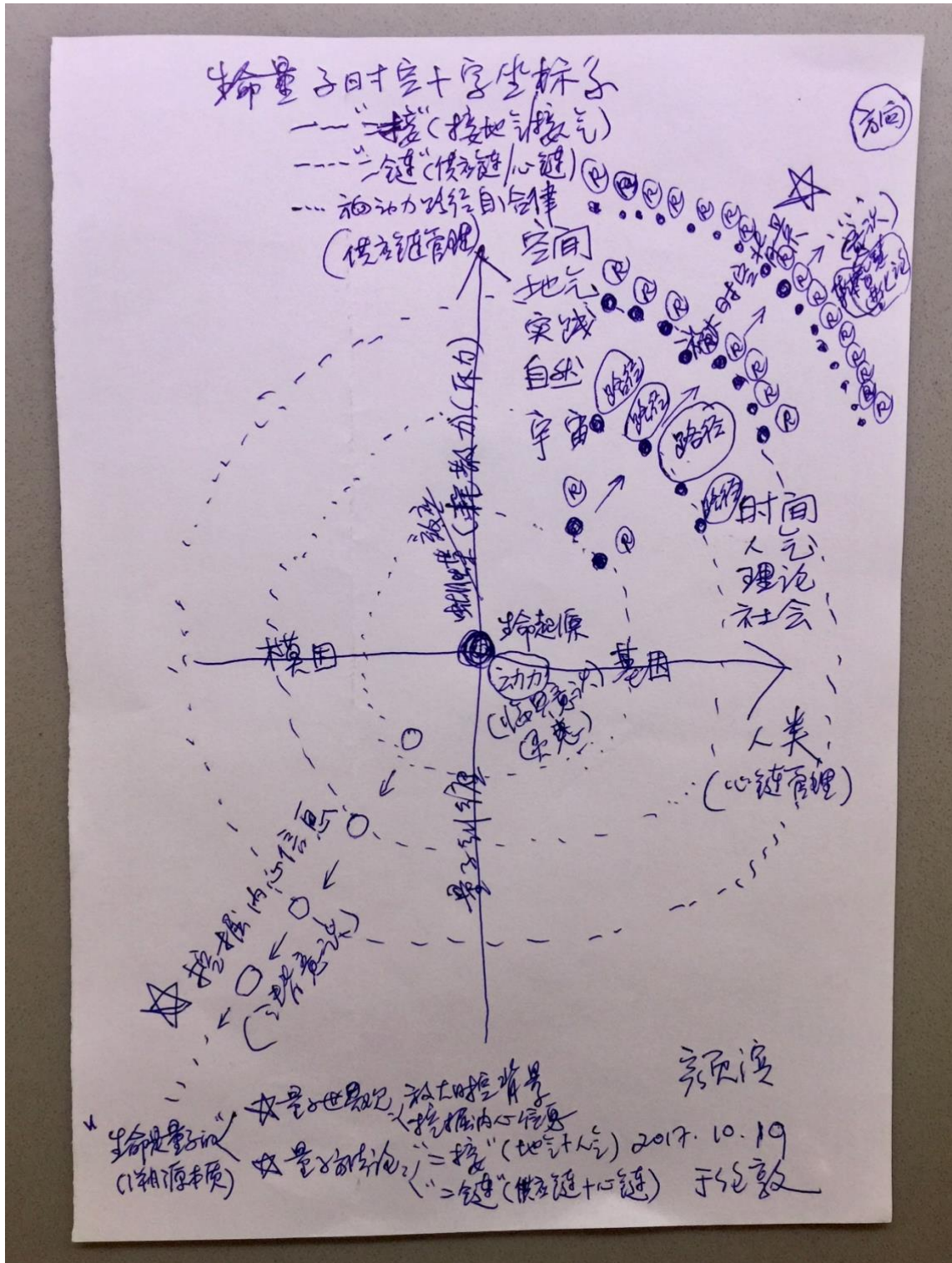
The theoretical construction in this study presents the Unified Field Leadership framework (UFL) within an uncertain environment. It relies on the consistent mechanisms of dual strategy, bionic organization, and quantum thinking to stimulate employee potential development, enhancing company vitality, employee creativity and organizational evolution (VCE). UFL framework includes three models: the dual strategic structure S(2+1), the bionic organizational structure (B234), and the quantum thinking structure (Q13). While these models were effective within the context of the study and compensated for limitations in the literature review, it is important to acknowledge potential variations in validity across different cultural backgrounds, regions, and industries. Future research should investigate the impact of leadership and its relationship with employee potential development within diverse cultural contexts.

## Chapter Summary

Drawing from a substantial body of interview data, four key themes emerge: the necessity of top-level design for leadership, the importance of a scientifically grounded organizational structure, the amplification of time and space backgrounds and in-depth anatomical analysis for thinking structures, and the requirement for the Unified Field Leadership to foster employee potential development. The chapter culminates in the creation of a Unified Field Leadership framework (UFL) tailored to uncertain environments. This framework leverages the consistent mechanisms of dual strategy, bionic organization, and quantum thinking to ignite employee potential development. It serves as a path to company vitality, employee creativity and organizational evolution (VCE), and the cultivation of scientific and ethical leadership within uncertain landscapes. In essence, it offers an integrated leadership theory (Theory U).



### Appendix 2 First Draft of the Quantum Space-Time Cross Coordinate System of Life





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