

LEADERSHIP, EVOLUTION AND POSSIBILITY MANAGEMENT

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EVOLUTION

There is a great struggle going on in this world. It is an archetypal struggle between consciousness and unconsciousness. Regardless of whether or not you are aware of this struggle you are participating in it. The result of this struggle is evolution. All of our problems, our delights, our pains, our interactions, our experiences and realizations, all of our plans and all of our creations feed evolution. There are no good people or bad people. There is no enemy. The life of every human being on earth has been and always will be absolutely sacrificed to the great mill of evolution. Even you reading this article is evolution in action.

Possibility Management utilizes the processes involved in evolution. Through years of careful observation we have identified energetic dynamics of evolution in both individuals and organizations. Many of the dynamics were not commonly recognized before, so we named them and drew maps for them. Naming and mapping gives us a handle on the dynamics so that we can put them to use producing extraordinary results for individuals and organizations.

TRUE LEADERSHIP

It may be helpful to know that if you continue reading this article then you are a leader. A leader is a person who goes first. By exposing your mind to the ideas in this article your perspectives may change. From the new view you might gain the possibility of taking actions that were not previously available to you. So right now you are leading.

We have not been properly educated about leadership. We have been shown that leadership is an egotistical charismatic theatrical act played out in a hierarchical power position that must be defended. This is a misconception. If we relate to leadership as ego hierarchy then our relationships and our organizations suffer because we are distracted from true leadership by defending an illusory territory that we do not in fact own. True leadership is being the space through which Principles that we serve can do their work. We do not even know what this means. Nonetheless it is necessary to proceed. Possibility Management prepares us to engage true leadership in a rapidly evolving environment.

TRUE AUTHORITY

The basic question in leadership is about authority. Who has authority over who? If we are leading do we lead by taking other people's inner authority or by empowering people through providing ways for them to recover their own authority? If we are following do we follow by giving our inner authority away or by taking authority for creating the success of the whole organization whether we are told to do this or not.

An organization is two or more people with a common purpose, from a couple to a sewing club to a multinational corporation to the whole human race. These questions about leadership in organizations are fundamental for each of us. These questions go largely unanswered.

For example, think about making a simple life decision such as what to do on Saturday. When you consider this question, where do you place authority? You may think of what you want to do and then you think of the circumstances. If you are honest you can see that you often choose what to do on Saturday according to the circumstances. This means that you are not really taking responsibility for what to do on Saturday. You make the circumstances responsible. You give authority to the circumstances. We give our authority away in almost every action in our life.

To do other than give authority to circumstances is so radical a way of being that we can hardly conceive of it. Having more authority in our lives than the circumstances is an attribute of people like Martin Luther King Jr., Mother Theresa, Dr. Albert Schweitzer, Nelson Mandela, the Dalai Lama, and so on. Yet having such authority is our birthright. Having more authority than circumstances is the only way we can live out our Destiny.

RESPONSIBILITY

There is an inherent problem with having authority. If we have authority then we become responsible. If we are responsible then we are to blame if things do not work out. This is why hierarchical structures are so rampant in our society. In a hierarchy it appears as if we can have authority without having to be responsible. Our position in the hierarchy gives us a certain authority, but there is always the hierarchy itself or someone higher than us in the hierarchy to whom we can pass on responsibility.

We have been trained to avoid responsibility. Look at the first six words that my computer thesaurus generates as synonyms for the word responsibility: blame, accountability, liability, job, duty, and task. Is it any wonder that we run from responsibility like a burglar from the scene of a crime?

WE CANNOT ESCAPE

The problem with running is that we cannot escape. We live in a responsible universe. The world responds to actions or inactions. In simple terms this means cause and effect, action and reaction. Things do not happen for no reason. When we burn fossil fuels, eradicate forests and poison ocean algae then excess carbon dioxide creates a greenhouse effect that melts ice caps, changes weather patterns and floods coastal cities. It is all cause and effect. In a responsible universe if we are not part of the solution then we are part of the problem. There are no innocent bystanders. Ignorance of the law is no excuse. We are deep in this struggle between consciousness and unconsciousness whether we like it or not.

RADICAL RESPONSIBILITY

Possibility Management begins with radical responsibility. We make the declaration that no matter what it looks like we are responsible for creating it exactly how it is, even though at the same time we know that we are being used by evolution. For example, if we are in a circumstance with our mate, our child, our boss or our neighbor that looks like it will never change, the moment when we take responsibility

for creating it so that it can never change we gain the possibility of changing it. This is Possibility Management.

POSSIBILITY

How does Possibility Management work? If you give one person a job to do they will produce a certain result. If you give another person the identical job to do with the identical circumstances and the identical resources, the chances are that this second person will produce a very different result from the first person. What causes the difference?

Here is another way to ask the same question. In each moment there are an almost infinite number of actions to choose from. Each action produces its own result. Some actions are more effective than others. When we are faced with a choice we choose only from the options that we see or the options that we know. We do not have access to all possible options. What stands between us and an endless field of possibility?

What constricts us from unlimited possibility is our education, expectations, assumptions, beliefs, projections, opinions, preferences, attitudes, decisions, and our psychological "needs." These obstacles form the structural components of what in Possibility Management is called "The Box."

DESTINY

There is nothing wrong with sticking to our original Box. Most people in the world will. Nonetheless, it is interesting to note that although the Box is originally designed to defend itself, the Box is also designed to shift into expanding itself. The defensive purpose is only valid while we are children. If we grow into adulthood with our original defensive Box intact we will not live out our Destiny. Without living our Destiny, some part of us deep down inside knows that something authentic is missing and grieves the loss. Nonetheless, serving our Destiny is optional.

What is our Destiny? How can we step into a life that unfolds as our Destiny in action?

Our Destiny is not our career. Our Destiny is not mysterious synchronisities that we look back on when we are old and remark at their role in our life. In Possibility Management we define our Destiny as a set of three to five responsible conscious Principles that we were born to serve.

PRINCIPLES

What are Principles? Principles are energetic forces of nature, greater than us. In order to exist, energy must be polarized, like positive and negative charges make electricity, or like high and low pressure waves make sound. Principles polarize into conscious Principles or unconscious Principles.

Be careful not to read this as good or bad, right or wrong. The idea of a "good-bad" polarization is itself an unconscious irresponsible Principle. The idea of good-bad presumes that good is to be sought and bad is to be avoided. Righteous moralizing is mere self-deception. Look at the severe naivete of individuals representing themselves as good. Containing both Bright conscious Principles and Shadow

unconscious Principles is unavoidable because we human beings are made out of the polarization. We each carry a set of conscious responsible Principles that is our Destiny and a set of unconscious irresponsible principles that is our Hidden Purpose.

Conscious Principles are aspects of responsibility with examples like acceptance, kindness, integrity, respect, generosity, learning, teamwork, friendship, abundance, clarity, possibility, transformation, service, humility, impeccability, or love.

Unconscious Principles are all aspects of irresponsibility with examples like superiority, revenge, victimhood, deception, betrayal, being betrayed, being right, making wrong, resentment, destruction, competition, I win – you lose, scarcity, survival, or hatred. Unconscious Principles are called unconscious because if we were fully conscious of the pain caused by serving unconscious Principles we could not enact them.

To find out if an action serves conscious or unconscious Principles, all we need do is look at the results. If we have a nine o'clock appointment and we arrive at ten after nine, no matter how much authority we place in the circumstances our unconscious purpose was betrayal, deceit, revenge, disrespect, superiority and so on. The results do not lie.

EXPAND THE BOX

At age fifteen the Box is designed to shift purpose because the mid-teens is when we become mature enough to take responsibility for ourselves. If we take responsibility for our Box then we suddenly realize that its defensive purpose is obsolete. This is like a politician who, to succeed, must realize that he does not gain political power by physically beating up his opponents like he did as a boy. At some point in our growing up we no longer need a defensive Box.

We are intimately familiar with defensive Box behavior because this is what we have inherited from our parents and from our culture. These are very old ways of thinking that have been passed on from generation to generation for thousands of years.

Although we are capable of making the shift from defensive to expansive at fifteen years of age our culture does not provide a way for us to make the shift. If our culture were to begin to provide a way to upgrade our thinking we would need teachers with upgraded thinking. But who would teach the teachers? No, it is individuals such as you who take it upon themselves to be responsible for their own development. Such individuals must actually go outside of their culture to encounter Box expansion experiences. Going outside of the culture takes courage and self-trust.

Possibility Management uses two methods for expanding the Box: a push method and a pull method, both at the same time. The push method works according to the Heisenberg Uncertainty Principle from quantum physics, which says that the closer you look at something the more it changes. This makes physics difficult, but is great for Box expansion! The pull method for Box expansion presents powerful new tools and techniques for working with energy, space, time, attention, listening, speaking, problems, conflicts, teams, going nonlinear, creating possibility, and making things happen. This is a new set of core skills that we did not know that we did not know. Once you see the application of these tools and their immense usefulness in daily

work, you will want to use them immediately. The catch is that you cannot use the tools unless you expand your Box first!

MAKING STARS

There is a huge difference between a planet and a star. The difference is that a planet absorbs more energy than it gives off, whereas a star radiates more energy than it absorbs. Our educational system trains us to live as planets by giving our authority away to circumstances and living in a scarcity of possibilities. We are designed to live as stars, possessing authority and being the source of possibilities for ourselves and others. A star can serve as the center of a solar system when it brings together a team of planets and provides them with a project and a purpose.

The process of shifting from a planet to a star is called star making. Possibility Managers learn to provide an educational environment that is more powerful than tradition and unconscious habits. You know that you have become a Possibility Manager when the universe grabs you by the collar of the shirt and drops you into job situations way beyond what you know you can handle. Then it is time to come to new conclusions from the same evidence and to produce entirely new results without changing the circumstances. How can you change the results without changing the circumstances? By changing the possibilities!

One woman was so frustrated and angry at her job that she quit and went to work in a training company. Through the trainings her relationships to her feelings changed. She realized that her feelings were energy that she could use and that feelings contain wisdom and insights that she needed. With her new relationship to feelings she went back to her old company and got rehired. Nothing had changed at the company. Everything still made her frustrated and angry. But this time she had new possibilities. She used her frustration and anger to create power and clarity for changing things. Before long she was running her whole department and having a lot of fun!

YOUR FUTURE

The future is ever more rapid evolution. Even fifteen years ago our jobs were certain to be a lifetime engagement. These days men and women at every level of the organization are being severed by the thousands. Rapid changes are simultaneously occurring in finance, technology, and business. Where do you fit in?

If you work with people your job is to create possibility where there is none and destroy possibility when there is too much. Whether you are a teacher, a healer, a parent, an entrepreneur, a salesperson, a consultant, or a top manager, people rely on you to manage possibility for them. You produce your best results when you work well with your people. Working with people is the cutting edge of evolution.

It used to be that technological breakthrough provided the advantage in corporate competition. These days this is no longer true. These days all industries use the same computers, the same internet, and the same satellite network. Future production efficiency improvements will not come from technological advantages but will instead come from improving human factor skills. Possibility Management will become indispensable.

WHY ME?

Still there is uncertainty. Still you hesitate. Fear liquefies your inner conviction and you may be asking yourself, "Do I have what it takes to be a leader of tomorrow? Do I have the authority to be a star maker? Do I have what it takes to live out my Destiny? What if I can no longer rely on my hierarchical position to empower my leadership? What if I can never "know" how to lead? What if being a leader requires that I myself constantly upgrade and transform my abilities? What if I must expand my Box?" The answer to all these questions is, "Yes."

Finally the issue of you as a leader comes down to one question that is quite simple: "Why me?" In Possibility Management the answer is also quite simple: "Because you can."

Other people may know who you are. Other people may recognize your innate powers and capacities. But until you yourself know and embody your leadership capacities you cannot apply them effectively in the service of evolution. Your responsibility is to become one with your capacities no matter how big they are. What could be more fun and rewarding than that?