

Synchronicity and Leadership

Merry, Philip

Document version:

Publisher's PDF, also known as Version of record

Publication date:

2017

[Link to publication](#)

Citation for published version (APA):

Merry, P. (2017). Synchronicity and Leadership S.l.: [s.n.]

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Take down policy

If you believe that this document breaches copyright, please contact us providing details, and we will remove access to the work immediately and investigate your claim.

SYNCHRONICITY

AND

LEADERSHIP

Proefschrift ter verkrijging van de graad van doctor aan Tilburg University op
gezag van de rector magnificus, prof.dr. E.H.L. Aarts, in het openbaar te
verdedigen ten overstaan van een door het college voor promoties
aangewezen commissie in de aula van de Universiteit op donderdag

21 december 2017 om 10.00 uur door

Philip Merry,

geboren te Shirebrook, Verenigd Koninkrijk

CONTENTS

Wordsworth: Ode on Immortality	ii
Abstract	iii
Contents	iv
CHAPTER 1. TRAILING CLOUDS OF GLORY?	2
1.1 Synchronicity Incident One	3
1.2 Synchronicity Incident Two	3
1.3 The Case for Synchronicity and Leadership	4
CHAPTER 2. SYNCHRONICITY: THE BIG PICTURE	8
2.1 Synchronicity Defined	8
2.2 Synchronicity in Daily Life and Synchronicity in Leadership	10
2.3 Shifting Paradigms in Leadership Theory	17
2.3.1. Quantum Mechanics	18
2.3.2. Search for Meaning in a Global World	24
2.4 Calls for Research	26
2.5 Contribution to Knowledge	29
2.6 Contribution to Practice	30
2.7 Core Research Issue and Research Question	32
2.8 Research Assumptions	33
2.9. Scope of Research	33
2.10 Summary of Research	34
CHAPTER 3. LITERATURE REVIEW	36
3.1 Introduction.....	36
3.2 Synchronicity through the Ages	37
3.3 Jung and Synchronicity.....	40
3.4. New Science & Quantum Mechanics	44
3.5 Spiritual Intelligence	46
3.6 Principles of Adult Development	46
3.7 Spiritual Leadership	48
3.8 Jaworski's Search for the "Trap Door" at the Bottom of the U.....	50
3.8.1. Synchronicity and Presencing at the Bottom of the U	53
3.8.2 Synchronicity as Access to Source	56
3.9 Baets and the Quantum Interpretation of Management	58
3.10 HeartMath Institute	61
3.11 Other Terminology	63
3.12 Factors That Facilitate Synchronicity From Popular Literature	67
3.13 Critiques of Synchronicity	69

CHAPTER 4. CHOOSING THE RESEARCH APPROACH	74
4.1 Ontological Interrogation	74
4.1.1. Family Background	76
4.1.2. My PhD Journey	78
4.1.3. Summary	82
4.2. Reflexivity and my Views about Methodology	83
4.2.1. Key Learning	88
4.3. Social Constructionism: the Methodology for this Topic	92
4.4. Grounded Theory: The Chosen Research Method	95
4.5. Gioia Methodology	98
CHAPTER 5. PLANNING THE RESEARCH PROJECTS	104
5.1. Research Project One: Women's Group in Ethiopia	104
5.1.1 Research Plan	104
5.1.2. Benefits of Unstructured Group Interviews	105
5.1.3. Sampling Frame and Recruitment	106
5.1.4. Group Interview Protocol	107
5.1.5. Choosing Research Project One	108
5.2. Research Project 2: Individual Global Leaders Interviews	110
5.2.1 Sampling: the Synchronistic/Intuitive Method	110
5.2.2. Synchronistic/Intuitive Selection Criteria for Choosing Interviewees.....	111
5.2.3. Descriptions of the Process of Choosing People for the Research.....	113
5.2.4 Questions sent before Interview.....	117
CHAPTER 6. RESULTS FROM PROJECTS	118
6.1 Results from Project 1: Ethiopia Women's Group	119
6.1.1 Process	119
6.1.2 Description of Analysis using the Gioia Method	120
Step One – Transcribe the Statements	120
Step Two: Raw Statements to 1 st Order Concepts	122
Step Three: From 1 st Order Concepts to 2 nd Order Themes ..	124
Step Four: 2 nd Order Themes to Aggregate Dimensions	127
6.1.3 Project 1 Group Data Structure.....	130
6.1.4 From Project One to Project Two	131
1. Broader Perspective	131
2. Synchronicity Definition	131
3. Synchronicity Stories	132
4. Synchronicity and Leadership	132
6.1.5 Summary	132
6.1.6 Adjusting the Research Issue	134

6.2 Results from Project 2: Synchronicity Stories of Global Leaders.....	135
6.2.1 Synchronicity Stories of Participants	136
6.2.2 Reported Effects on Leadership of Synchronicity Stories.....	152
6.2.3 From 1 st Order Concepts to 2 nd Order Themes	155
6.2.4 Synchronicity Stories: From 2 nd Order Themes to Aggregate Dimensions to Over-Arching Principle	157
6.3 Research Project 3: Background to the Stories of the Global Leaders.....	159
6.3.1 Theoretical Sampling: Adjusting the Question	159
6.3.2 Process of Analysis.....	163
6.3.3 From Raw Statements to 1 st Order Concepts	166
6.3.4 From 1 st Order Concepts to 2 nd Order Themes to Aggregate Dimensions	168
6.3.5 Preface to Grounded Theory Model.....	169
6.3.6 Project 3: Factors Contributing To Synchronicity.....	172
CHAPTER 7. GROUNDED THEORY MODEL AND FINDINGS	174
7.1 Leadership And Synchronicity Model	174
7.2 Integration of 3 Research Projects	175
7.3 Explaining Synchronicity: Integration of Three Strands of Research	176
7.4 Grounded Theory Model of Leadership and Synchronicity	177
7.5 Full Grounded Theory Model of Leadership and Synchronicity	178
7.6 Model Explained Through Story	179
7.7 Model Explained Through Step By Step Sequence	182
7.7.1. Needs Problems And Issues	182
7.7.2. Event - Meaning - Action	183
7.7.3. Answers & Results	183
7.7.4. A Small Wow	184
7.7.5. Event - Meaning - Action	185
7.7.6. B. Answers & Results	185
7.7.7. B Realisation Wow	186
7.7.8. Understand Meaning Of Synchronicity	187
7.7.9. Apply Synchronicity Facilitation Factors	188
7.7.10. Avoid Blocking Factors	189
7.7.11. Follow The Synchronicity Process	189
7.7.12. Event - Meaning - Action	190
7.7.13. Answers And Results	190
7.7.14. Big Wow	191
7.7.15. Sense Of Awe: Connection To Higher Energy Source.....	191
7.7.16. We Are Guided	192
7.7.17. Life Is Meaningful	192

7.7.18.	We Are Not Alone	193
7.7.19.	We Are Connected	193
7.7.20.	Life Of Synchronicity	194
7.7.21.	Heart Qualities And Synchronicity	194
CHAPTER 8. LITERATURE CONNECTIONS		198
8.1	Summary of the Literature Findings	198
8.2.	Empirical Synchronicity Research	203
CHAPTER 9. CONCLUSIONS, FINDINGS AND POSSIBILITIES		212
9.1	Summary of Findings In Relation To Research Issues	212
9.2	Calls For Research Made By Lorenz And Arthur	216
9.3	Additional Findings	222
9.3.1.	A Holistic Synchronistic Model	222
9.3.2.	Synchronicity Mechanism	224
9.3.3.	Awe, Not-Alone, Connectedness, Meaningfulness.....	224
9.3.4.	A Life of Synchronicity	225
9.3.5.	Benefits of Synchronicity to the Leader	225
9.4	Unique Nature of this Research	225
9.5	Moving from Research ON Synchronicity to Creating Space FOR Synchronicity.....	227
9.5.1.	Why People Hang On to the Newtonian Paradigm	227
9.5.2.	Synchronicity and Leadership Pioneers	229
9.6	Possibilities and Future Research	236
9.6.1.	Holistic Leadership	237
9.6.2.	Relationships	238
9.6.3.	The Practice of Synchronicity	240
9.6.4.	Connection with the World	241
9.6.5.	Connecting with Spirit	243
9.6.6.	Leading with Heart	244
9.6.7.	A Life of Synchronicity	245
9.7	Synchronistic Inquiry	246
9.8	A New Leadership Paradigm	248
Bibliography		252
Appendix A List of Figures		276
Appendix B List of Tables		277