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### Corresponding author

[sujith@sujithravindran.com](mailto:sujith@sujithravindran.com)

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## Impact Measurement Quantum Style:

### A New Model to Measure Impact Metrics within Organizations using Quantum Science of Consciousness

By **Sujith Ravindran**

Department of Quantum Science of Health, Prosperity, and Happiness, University of Technology, Jaipur - 302020, Rajasthan, India

**ABSTRACT:** This article proposes a new model for measuring an organization's impact using Quantum Science of Consciousness that considers both the degree of expression of an impact measure and the level of maturity of the organization. The model argues that extremes of apathy and fixation are detrimental, while moderation represents an optimal state of "expanded consciousness" that fosters a resilient and evolutionary organizational culture. The model introduces a matrix plotting maturity against moderation, with the Y-axis representing levels of maturity and the X-axis denoting the degree of expression of impact measures. The model categorizes organizations into five levels, ranging from unexpressed to fully expressed impact measures. The article uses real-life examples to illustrate the different levels of maturity and expression on the model, and concludes that organizations at level five, the "sweet spot," are able to maximize their impact across all measures without making trade-offs.

**Keywords:** Impact Measurement, Quantum Science, Consciousness, Sustainability, Organizational Development, Corporate Social Responsibility, CSR, OD

## ABOUT THE AUTHOR

Sujith Ravindran supports leaders within business, politics and non-profits worldwide develop their leadership and create policies that take humanity forward. He is a board member of the Wise EU Foundation, a thinktank supporting citizens and planet focused initiatives within EU.

He is passionate about men's work, and is considered one of the pioneers of the 21st century movement for men's awakening. He is the founder of the European Festival of Brotherhood, Festival della Maturita Maschile and several personal growth festivals for men's healing and growth. Currently, a NETFLIX documentary is being created on his initiation pilgrimages for men, to be released globally in December 2024.

In 2012, the Council of Assisi, Italy, conferred him the honour of Ambassador of Peace for his efforts on societal upliftment in Italy. He is a Phd scholar with CQA.

## **INTRODUCTION**

In a world that often glorifies extreme positions, the pursuit of moderation emerges as a beacon of optimal maturity. While detachment from obsession can be seen as a virtue, it can be construed as apathy for causes. And then there is the other extreme, one where the relentless quest for perfection and obsession with singular goals is the norm. Both extremes are unhelpful for the evolutionary purpose of humanity and the planet, and can often lead to detrimental consequences.

Moderation, on the other hand, fosters a harmonious balance between an organization's zeal for results and its cautious approach towards its various constituents' needs. In the organizational world, where the pressure to excel is palpable, the path to moderation may not be as glamorous as the all-consuming pursuit of obsession or a revered notion of non-attachment, but it is undeniably more sustainable and rewarding. It allows organizations to optimize the benefits of its employees' passions, while also being measured about its choices in a highly volatile and complex world.

In this article, I lay out a model that accurately allows us to place an organization's (or even an

institution's or individual's) motives and efforts in perspective. I argue that embracing moderation represents a mature and enlightened approach to management practice and leadership. Moderation represents the golden mean, the middle ground between apathy and fixation. By delving into the realms of productivity, personal development and the Quantum Science of Consciousness, I layout a model that takes into consideration the human conditioning that leads to polarities like apathy and fixation, and offers a more robust way of measuring organizational impact (or even an institution's or individual's). The model unpacks the layers of indifference and obsession, contrasting them with the virtues of a moderate and balanced approach. Through real-life organizational examples, this article aims to challenge preconceived notions about the desirability of extreme dedication and unexamined detachment, and advocates for the transformative power of measured and mindful functioning.

## **WHAT GETS MEASURED GETS DONE**

There are a number of impact metrics popular within organizations in today's world. Some of the most common include financial (revenue

growth, profitability, return on investment (ROI)<sup>1</sup>, cost savings, cash flow, etc.), operational (efficiency, productivity, market share, customer satisfaction, employee engagement, etc.)<sup>2</sup>, environmental (greenhouse gas emissions, water usage, waste management, renewable energy use, sustainable products and services, etc.)<sup>3</sup>, social (community engagement, diversity and inclusion, charitable giving, community initiatives, etc.)<sup>4</sup>, and governance (board effectiveness, anti-bribery and corruption, transparency and disclosure, investor relations, etc.)<sup>5</sup>.

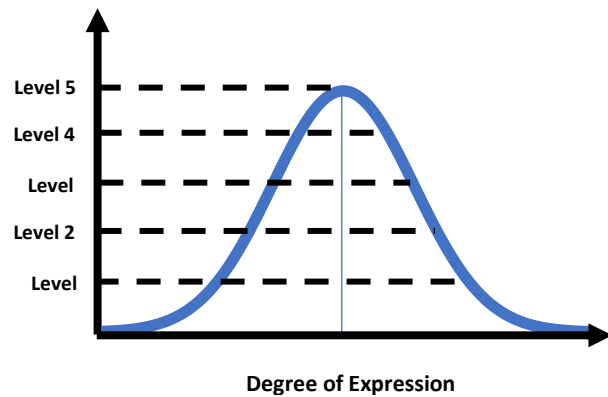
Organizations often use a combination of these metrics to measure their overall impact. The specific metrics that are most important will vary depending on the organization's goals and priorities. However, where it gets interesting is in their application.

Creating change is difficult<sup>6</sup>. While there are many reasons why change is difficult within organizations, the impact measures themselves have issues. Often these measures err in the manner in which they are measured. Either they are not truly representative of the dynamics of

human beings due to their linear scaling or fail to mobilize transformative action.

### A MODEL TO MAP MATURITY AGAINST MODERATION

Herein I propose a model to plot maturity against



**Chart 1**

moderation (see Chart 1).

Let us start with the Y-axis.

Very often maturity within organizations and institutions is presented on a spectrum of **high to low** or **strong to weak**. Some examples are;

<sup>1</sup> Moreno Elaine (2016): Financial Performance: Analysis, Measures & Impact on Economic Growth, Nova Science Publishers

<sup>2</sup> Ries Eric (2011): The Lean Startup, Portfolio Penguin

<sup>3</sup> Holliday, Jr Charles O., Schmidheiny Stephan, Watts Philip (2017): Walking the Talk: The Business Case for Sustainable Development, Routledge

<sup>4</sup> Epstein Marc J. (Author), Yuthas Kristi (2014): Measuring and Improving Social Impacts: A Guide for

Nonprofits, Companies and Impact Investors, Routledge

<sup>5</sup> <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/investors-remind-business-leaders-governance-matters>

<sup>6</sup> Kotter John P., Cohen Dan S. (2012): The Heart of Change: Real-Life Stories of How People Change Their Organizations, Harvard Business Review Press

- a. Strategic alignment<sup>7</sup>: This maturity refers to the extent to which the organization's strategy/actions/approach is aligned with its goals, objectives, and resources. Measured as strong or weak.
- b. Process maturity<sup>8</sup>: This maturity refers to how well an organization has defined its process and to what extents these processes are followed by all employees. Measured as high or low.
- c. Information management<sup>9</sup>: This maturity refers to the organization's ability to collect, store, manage, and use information effectively. Measured as strong or weak.
- d. Organizational culture<sup>10</sup>: This maturity refers to how well shared values and beliefs are codified, and how well they are embodied by its people. Measured as strong or weak.
- e. Leadership<sup>11</sup>: This maturity refers to the ability of the organization's leaders to set direction, motivate employees, and create a high-performance culture. Measured as high or low.

These are but a few measures popular within mainstream organizations. What is interesting is

<sup>7</sup> Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action. Harvard Business Review Press

<sup>8</sup> Peters, T. J., & Waterman, R. H. (2015). In search of excellence: Lessons from America's best-run companies. Profile Books

<sup>9</sup> Petter S., DeLone W. & McLean E. (2008): Measuring information systems success:

to note that all the above priorities are measured on a scale of high to low or strong to weak.

We take a different approach when it comes to measuring. In Quantum Science of Consciousness, we recognize that an entity is at peak potential when it is least conditioned. Which implies that potential is innate to each one of us and is inhibited only by our conditioning. Consequently, the more we uncondition ourselves, the more we express our potential. With that understanding, we use different terminology to assess levels of utilization of potential.

Level one is a level where an organization or

LEVELS	MATURITY
Level 1:	Unexpressed
Level 2:	Under-expressed
Level 3:	Moderately expressed
Level 4:	Well-expressed
Level 5:	Fully-expressed

institution is completely **unexpressed** on a given impact measure.

Level two is a **Table 1** level where an organization or institution is

models, dimensions, measures, and interrelationships

<sup>10</sup> Schein, E. H. (2016). Organizational culture and leadership. Wiley

<sup>11</sup> Bass B. M., Ronald E. Riggio R. E. (2006): Leadership: Transformational Leadership. Psychology Press

**under-expressed** on a given measure. It has become aware of the measure and its relevance.

Level three is a level where an organization or institution is **moderately expressed** on a given measure. At this level, it has started to put in practice the measure, at least at the level of management.

Level four is a level where an organization or institution is **well-expressed** on a given measure. At this level, the measure is an active principle across the organization, alongside other impact measures.

Level five is one where a certain impact measure is **fully expressed** within the organization. At this level, the measure is well-embedded in the systems, processes and culture of the organization.

That would be the Y-axis. Let us understand the X-axis now (see Chart 1).

The x-axis denotes the degree of expression of any impact measure. The left extreme of the x-axis denotes an organization's **apathy** towards an impact measure, while the right extreme denotes an organization's attachment – or **fixation** – with a certain impact measure.

Both extremes are considered unhealthy for an organization's long-term success and the wellbeing of its ecosystem and stakeholders.

Let us study the X-axis through a handful of well publicized examples.

Oxfam International is a confederation of independent organizations working to end poverty and injustice in the world. However, the organization has been criticized for its financial apathy. In 2013, an audit found that Oxfam had spent \$1 million on "excessive" expenses, including first-class airfare, luxury hotels, and expensive meals. The audit also found that Oxfam had failed to properly account for its expenses.

In 2016, Oxfam was forced to apologize and repay \$1.2 million in misappropriated funds after it was revealed that its employees had used funds meant for disaster relief to pay for personal expenses, including prostitutes<sup>12</sup>. The organization also admitted that it had failed to properly monitor the activities of its employees.

Further, "...despite receiving their goods free of charge, paying practically nothing for their labour (which was voluntary), and paying much reduced local taxes, Oxfam shops made a profit on turnover of a mere 17 per cent"<sup>13</sup>

Oxfam's lack of concern for how its funds are used places it at the left end of the bell curve and scores one out of five on the impact measure of financial means. It is indifferent about its material means, profitability and financial responsibility.

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<sup>12</sup> <https://www.theguardian.com/voluntary-sector-network/2018/mar/16/government-donors-reward-honest-charities-oxfam>

<sup>13</sup> <https://lawliberty.org/scandal-oxfam-and-the-corruption-of-foreign-aid-theodore-dalrymple/>

As you continue moving to the right along the x-axis, your awareness of – and subsequently, your relationship with – your impact measures gets stronger.

At level 2 going up the bell curve, an intention is in place at the management/key level about a certain impact measure.

At level 3 going up the bell curve, evidence of implementation of the concerned impact measure is visible within the organization. Action around a certain impact measure can be found in the systems, processes and cultural level of the organization.

At level 4 going up the bell curve, the impact measures are embedded across the organization, and can be found in the systems and processes of the organization.

At level 5, a certain impact measure is fully expressed across the organization. It is alive in the culture of the organization and the impact is well seen among its stakeholders. Equal hierarchy across various impact measures.

Let us look at an example of an organization that seems to be at level 5 on nature impact. With a mission to conserve nature and reduce the most pressing environmental threats to the planet, World Wide Fund for Nature (WWF)<sup>14</sup> is a global leader in environmental conservation. Founded in 1961, WWF's work is driven by its commitment to the greater good, ensuring that

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<sup>14</sup> <https://www.worldwildlife.org/>

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<https://files.worldwildlife.org/wwfmsprod/files/Fin>

its actions align with its values and objectives.

The organization has a strong track record of using its resources responsibly, channeling donations effectively towards conservation initiatives that bring about tangible benefits to the environment<sup>15</sup>. WWF's impact is far-reaching, having played a pivotal role in saving iconic species like the panda and the rhinoceros.

Another for-profit organization that has captured the imagination of management thinkers is Buurtzorg<sup>16</sup>. Buurtzorg, a Dutch healthcare organization, excels in people orientation, achieving a Level 5 score on people impact.

Some of their best practices include:

1. Self-managed teams with autonomy, fostering ownership and engagement
2. Continuous learning and development, empowering employees to excel
3. Collaborative spirit, enhancing patient care and organizational success
4. Sense of community, strengthening relationships and improving outcomes, and
5. Recognition and appreciation, fostering engagement and retention

Now let us look at the right side of the bell peak.

That side reflects the obsessive side of human conditioning. Going down the bell curve, an organization at level 4 continues to fully express a certain impact measure. However, there are

[annualReport/file/7g37j96psg\\_WWF\\_AR2021\\_spreads.pdf](https://www.worldwildlife.org/annualReport/file/7g37j96psg_WWF_AR2021_spreads.pdf)

<sup>16</sup> <https://www.buurtzorg.com/about-us/buurtzorgmodel/>

signs of hierarchy in place, subordinating the other impact measures to a particular one.

At level 3 down the bell curve, there are effective filters/checks in place within an organization to moderate overindulgence in a certain impact measure. Flags are introduced in the systems, authorization layers are in place, etc.

At level 2 down the bell curve, the fixation of an organization around a certain impact measure is combined with a sense of caution about overindulgence in a certain impact measure. The collective psyche has enough awareness of its fixation on a certain measure, and is self-regulating.

And finally, at level 1 at the right end of the bell curve, there is a manic-level fixation on a certain impact measure at the expense of the other measures and the wellbeing of the stakeholders. Here again the conditioning is high, and the organization is blindly set on that impact measure.

Let us look at an example of an organization at level 1 at the right end of the bell curve.

An environmentalist movement called “Just Stop Oil”<sup>17</sup> often blocks roads and disrupts traffic to make their point. Just Stop Oil claims to be a nonviolent civil resistance group demanding the UK Government stop licensing all new oil, gas

and coal projects. However, there are various instances of them resorting to vandalism and militancy to make their point, all out of their overzealousness to their cause<sup>18</sup>.

According to available data on their conduct, Just Stop Oil would fall on the right extreme of the bell curve on ecology. Recently, a young mother rushing a tiny child to emergency<sup>19</sup> was not let through by Just Stop Oil protestors blocking roads. In their fixation on their cause, they could see nothing else but their own agenda, absolutely devoid of compassion.

Another famous example of an organization at level 1 on the right side of the bell curve is Nestle.

Nestle has been criticized for its practice worldwide of extracting billions of liters of groundwater at next to nothing, especially in areas where water resources are already scarce. The company has been accused of draining local aquifers<sup>20</sup> and leaving communities without enough water for drinking, irrigation, and other essential uses. Entire ecosystems die and the risk of tectonic plates shifting goes up. Their practice increases the likelihood of desertification and famine. People

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<sup>17</sup> <https://juststopoil.org/>

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<https://www.nytimes.com/2023/11/07/arts/design/rookeby-venus-just-stop-oil.html>

<sup>19</sup> <https://metro.co.uk/2023/07/21/furious-mum-shouts-my-baby-needs-to-go-to-hospital-at-just-stop-oil-activists-19168421/>

<sup>20</sup> An aquifer is a body of rock and/or sediment that holds groundwater

run out of drinking water and have to purchase bottled water for their subsistence needs.<sup>21</sup>

As a result of the extractive business model of Nestle, there are numerous court cases across North America against companies like Nestle.<sup>22</sup>

This is a great example of the sort of companies that are at level one at the right end of the bell curve. They fall at level 1 because they resort to militancy, or do not care about other impact measures or their stakeholders, whether they be the land, people or ecology.

That is the spectrum of the X-axis. The two extremes of the axis are both egoic manifestations. The left end of the X-axis is a state of individual or collective conditioning where the sensitivity to value is numbed. The right end of the axis is the manic end of the spectrum where the organizations possess a highly inflated notion of value. A dollar is worth life and death.

The center where the bell curve peaks, that is the point of expanded consciousness where a well-balanced awareness of value exists.

**CONCLUSION**

Apathetic organizations fail to fully engage with their purpose, leading to inertia and stagnation.

They may lack the motivation to innovate or adapt to changing circumstances, ultimately hindering their growth and success. Conversely, fixated organizations become overly attached to specific impact measures, potentially missing out on new opportunities or failing to address emerging challenges. These are the extremes of degrees of expression of an organization (the x-axis).

Moderation, in contrast, represents an expanded consciousness, fostering a resilient and evolutionary organizational culture, enabling organizations to navigate the ever-changing landscape of business and society. By striking a balance between purpose and pragmatism, organizations can thrive sustainingly while also making a positive impact on the world around them. Those are organizations at level 5, the sweet spot where an organization has a well-balanced degree of expression.

At level five, organizations are not making any tradeoffs with other impact measures. It is a sweet spot where they are maximizing the global optimum across all impact measures. These are summarized in the table below (table 2).

LEVELS	MATURITY	DESCRIPTION	
		Left of the Bell Peak	Right of the Bell Peak

<sup>21</sup> Barlow M, Tony Clarke T (2002): Blue Gold: The Fight to Stop the Corporate Theft of the World's Water. The New Press

<sup>22</sup> Shiva V (2002): Water Wars: Privatization, Pollution, and Profit by Vandana Shiva. Pluto Press



Level 1:	Unexpressed	Completely apathic/indifferent about a certain impact measure.	Manic/fixated about a certain impact measure at the expense of the other measures and the wellbeing of the stakeholders.
Level 2:	Under-expressed	An intention is in place at the management/key level about a certain impact measure.	Fixation combined with a sense of caution about overindulgence in a certain impact measure.
Level 3:	Moderately expressed	First evidence of action in actualizing a certain impact measure found in the systems, processes and cultural level.	Effective filters/checks in place to moderate overindulgence in a certain impact measure.
Level 4:	Well-expressed	Organization-wide culture change going on while systems and processes reflect the impact measure.	While fully expressing a certain impact measure, there are signs of hierarchy in place, subordinating the other impact measures to a particular one.
Level 5:	Fully-expressed	A certain impact measure is fully expressed across the organization. It is fully alive in the culture, while the outcomes are well seen. Equal hierarchy across various impact measures.	

**Table 2**

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