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Preparing Human Resources for Global Competition

Emiliano T. Hudtohan

De La Salle Araneta University, Philippines

ABSTRACT

This lecture is intended for the business graduate school students who will eventually find themselves as human resources in a corporate work environment in the 21st century. The New Year 2024 ushers the end of a Great Period of Change (2012-2023) in a volatile, uncertain, complex, and ambiguous (VUCA) world and the Age of Upheaval in business, where our human condition, according to Br. Armin Luistro, FSC, is Finite, Fragile and Free. For the new graduate, being antifragile means resilience in facing daunting challenges and being an agent who strives for total development to meet challenges with personal diligence to achieve avowed short- and long-term goals for corporate survival. More importantly, it is critical for the new graduate to realize that s/he is an empowered individual who is 99.999 percent spirit and .001 percent body, described as such by quantum physicists: Bruce Lipton, Sean Carroll, Joe Dispenza, James Ray and Neale Donald Walsch. The graduate is therefore encouraged to create a Personal Vision and Mission, using Alan Seale's meditation formula and craft her/his true purpose and strategic life direction anchored to the supernatural, metaphysical, and physical/natural realities of human experience. In corporate practice, the graduate may encounter two leadership style: a manager-centered leader described in Managerial Grid or employee-centered leader in Situational Leadership.

I. INTRODUCTION

This paper is being presented at a lecture forum in Kendari, Indonesia through the International Association of Management and Human Resource Development (IAMHRD) headed by Dr. Sanihu Munir, IAHRD President.

On March 25, 2013, I talked to the graduating students of AB Consular and Diplomatic Affairs of De La Salle College of St. Benilde, Manila on the topic Human Resources and the Graduate (Hudtohan, 2013). Today, ten years later, I am addressing you future graduates on a similar topic: Preparing the Human Resources for Global Competition. Ten years have passed and the issues on human resources are still the same. The only difference is you as Generation Z, how well are you prepared to meet the corporate challenges in the 21st century.

People and culture are the most critical and valuable assets of corporations today and no business can succeed without human capital and will constituently leak profit and precious resources without properly managing human resources. (Sichon, 2017). Human resource is a critical factor in business productivity and ultimately a key driver in bottom-line profitability. When CEOs say that people matter but they don't actually care for them, it shatters a humanistic management theory, which underscores the fact that we are social beings and we respond to the work environment we live in. (Chapman & Sisodia, 2015).

In management, human resources refer to specific competencies held by an organization's members. It includes formal training and informal experience accumulated from many years of corporate tasks. Dave Ulrich (2008) has written the history of HR competency models from 1982 to 2007; his book is a valuable tool for HR practitioners to address "1. Organizational capabilities, 2. Systems and procedures and 3. Relationships within the corporation" (Ulrich, 2008, p. 226). Dave Ulrich and Wendy Ulrich (2010) aver that: "1. Employees who find meaning at work are more competent, committed, and contributing. 2. In turn, employee competence, commitment, and sense of contribution lead to increased customer commitment. 3. In turn, customer commitment leads to better financial results for the company." (Ulrich & Ulrich, 2010 p.5.). In this syllogism, human resources and corporate productivity are intimately linked to each other.

Budreau and Ramstad (2007) say that "Whether it is called 'people,' 'labor,' 'intellectual capital,' 'human capital,' or some other term, the resources that lie within employees and how they are organized is recognized as critical to strategic success and competitive advantage." (Burdeau & Ramstad, 2007, p.4).

However, in my experience as training consultant Metrobank and training director of Malayan Insurance, I have observed that when financial crunch sets in, reduction in workforce is one of the first options taken by management to ensure financial profitability. In such a case, the performers who are at the edge of work productivity and the departments that are contributing less to bottom-line financial figures fall victim to the reduction of head count. What then must an ordinary staff do in order to be retained and achieve sustainable corporate employment?

Dyck & Neubert (2012) has already pointed out that mainstream (old) management is profit-oriented and multistream (new) management promotes "1. Aesthetics, 2. Ecological, 3. Emotional, 4. Individual, 5. Intellectual, 6. Material, 7. Physical, 8. Social, and 9. Spiritual" wellbeing (Dyck & Neubert, 2012, 56). I believe every employee must strive to develop his/her wellbeing in order to become a valuable asset of the company. This will help his/her sustainable employment.

This lecture presents some points to consider to help the employee become an antifragile agent for corporate survival in a globally competitive work environment. Beyond biology, the quantum truth on what and who we really are provides a clue to empowering the employee to survive and ensure professional corporate success in a 21st century workplace.

II. RESEARCH METHODS

The lecturer makes use of qualitative discussions based on the behavioral theories of Taleb on Antifragility, Priestly, Biesta and Robinson on Agency, Hall on Values and Beliefs, Blanchard on Situational Leadership, Blake and Mouton on Managerial Grid and Lipton on Quantum Energy. This discourse is a qualitative narrative (Marshall & Rossman, 2011) on human resource management. It is heuristic (Moustakas, 1990) because it provides the audience and readers the opportunity to discover for themselves to understand various theories related to personal development in human resource management. It makes sense of the past experiences in helping employees become antifragile agents (Smith, 2015; Sela-Smith, 2002) and it promotes empowerment in facing the challenges of the future (Hudtohan, 2005; Gonzalez, Luz, & Tirol, 1984) by becoming an antifragile agent in a competitive world of business that is emerging at the end of the Great period of Change (2012-2023). The methodology of this study is multi-valuate (Richardson, 2015) because it deals with various disciplines related to economics, social, cultural and political dimensions of human resource management, viewed from a physical/natural, metaphysical/quantum physics and supernatural perspective. This is an exploratory discourse (Stebbins, 2011) to study, examine, analyze and investigate the need to create a personal vision and mission to survive at the workplace in the 21st century.

III. DISCUSSION

3.1 The Great Period of Change
3.1.1 Cosmological Change

The big picture on what is happening today is that we live in a Great Period of Change which began in 2012 and ends in 2025 (Page, 2012; Jenkins, 2012, The Braden, 2009; Laszlo, 2006). This is a new date for the Great Period of Change after I reviewed Page, Braden and Jenkins, who specified 2012 as the end of the Maya cycle of change and therefore the start of a new beginning. Laszlo puts 2025 as a dateline for the new civilization. The phenomenon of COVID 19 was an indicator that globally we were smacked in the midst of a Great Period of Change. Christine Page says it is 2024 that we exit the dark tunnel and experience a New Consciousness and New Humanity. Erwin Laszlo affirms that "in the third decade of the twenty-first century…the view of people is united in rejecting the mechanistic and fragmented concept of the world and self that was the heritage of the Industrial Age. A new view is emerging: Humans are organic wholes within an organic biosphere in the embrace of an organically evolving universe." (Laszlo, pp.42-43).

3.1.2 Socio-economic Chaos

Hult International Business School (2016) reports that we are in the Age of Upheaval. Business leadership in this era requires a high degree of technological sophistication. More than ever, leaders in the Age of Upheaval are challenged to be more creative and be able to demonstrate extraordinary resilience to cope with the complex economic issues with a sense of calm confidence amid chaos. Bennet and Lesmoine (2014) in Harvard Business Review shows the characteristics of a volatile (challenge unexpected), uncertain (change possible but not given), complex (many intervening factors; requires overwhelming process) and ambiguous (relationships are unclear; unknown unknown) situations which require the leader's ability to manage it. In a similar vein as Hult, describes the business amidst chaos like Braden(2009) and Laszlo(2006).

A Guide to Approaching Events in the Four VUCA Categories

Complexity

Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.

Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

Volatility

Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.

Example: Prices fluctuate after a natural disaster takes a supplier off-line.

Approach: Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.

Ambiguity

Characteristics: Causal relationships are completely unclear. No precedents exist; you face "unknown unknowns."

Example: You decide to move into immature or emerging markets or to launch products outside your core competencies.

Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.

Uncertainty

Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.

Example: A competitor's pending product launch muddies the future of the business and the market.

Approach: Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?

HOW MUCH DO YOU KNOW ABOUT THE SITUATION?

Figure 1. VUCA (Bennet & Lesoine, 2014)

3.1.3 Technological Challenge

In the 21st century Harari (2018) asserts that he who owns data owns the future. Taleb (2012) avers that we need to be antifragile amidst the challenges of this century. Is Technology the New King, going hand in hand with Economics as the Queen of Social Sciences? Dyck and Neubert (2012) challenges the traditional business paradigm as they consider mainstream [old] as a total concentration on profit but with multistream management the [new] is concerned with stakeholders' well-being.

3.2 Agency and Antifragile Theory
3.2.1 Agency Theor

Agency is the capacity of an individual to actively and independently choose and to affect change; it involves free will or self-determination. Agency Theory (Figure 2) deals with three elements: 1. Practical-Evaluative, 2. Iterative and 3. Projective. The Performance-Evaluative dimension of Agency deals with cultural, structural, and material dimensions of being an agent. The Iterative dimension of Agency is about one's life histories and professional histories. The Projective dimension of Agency deals with short-term and long-term existential activities.

These three key elements of Agency provide a microframework for the employee to be a self-determined and self-reliant individual, which in Taleb's paradigm is being Antifragile. An Agent is a summary of his/her past (Iterative element) which takes into account Geil Browning's Emergenetics theory that we are a product of nature and nurture, current involvement (Performance-Evaluative element) which underscores our behavior governed by 123 values of Dyck and Neubert, and future vision (Projective element) which deals with tactical and strategic goals.
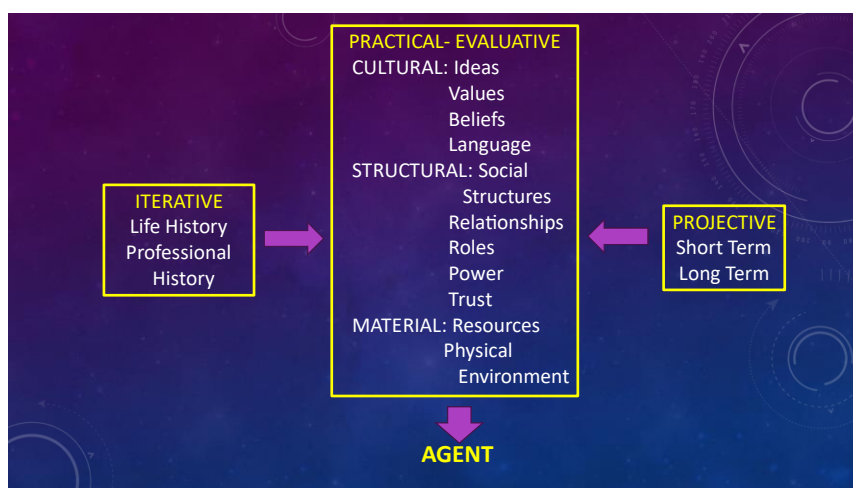
PRACTICAL- EVALUATIVE
CULTURAL: Ideas
Values
Beliefs
Language
STRUCTURAL: Social
Structures
Relationships
Roles
Power
Trust
MATERIAL: Resources
Physical
Environment

ITERATIVE
Life History
Professional
History

PROJECTIVE
Short Term
Long Term

AGENT

Figure 2. Agency Theory (Priestly, Biesta, & Robinson, 2015)

3.2.2 Practical-Evaluative Elements

The Practical-Evaluative element of Agency is the capacity to contextualize past habits and future projects within the contingencies of the moment in order to become an antifragile teacher agent. In the Agency Theory it includes the following areas: cultural (ideas, values, beliefs, and language), structure relationships (roles, power and trust); these have been shaped by the ethnic and colonial history of Eastern countries that were colonized until the Bandung Conference in 1955 openly declared that Asia is for Asians. The structural aspects include social structures, like government, business, schools, and family that nurture the values of the individual. The material aspects include the

physical things needed for survival and the environment in which the Agent is exposed to. A critical factor is the technological environment in today's digital communication for personal and professional advancement.

3.2.3 Iterative Elements

The iterative elements of Agency are composed of one's life history and professional history. They also refer to repeated events that the agent experienced in the past that shaped her/him as a person, as agent whose actions likewise contribute to his future disposition (Hudtohan, 2005); Gonzalez & Tirol (1984). Geil Browning (2005) avers that we are a product of nature and nurture. She says, "What you are today is a result of certain characteristic that you were born. I call this the interplay of nature and nurture: Emergenetics. (Browing, 2005, p. 6). Emergenetics is E=mb2; that is the combination of mind and behavioral characteristics: 1. Thinking: analytical, structural, conceptual and social and 2. Behavioral: expressiveness, assertiveness, and flexibility. (Browning, 2005, p. 284).

The iterative dimension of an agent includes, among many, Eric Erikson's (1994) theory on social development, Watson's (1979) emotional development; Piaget's (1971) intellectual development and moral development; Kohlberg's (1981) moral development; Brian Hall's (1994) values development. In a religious country, like Indonesia, the Agent needs to understand his/her faith development. James Fowler's (1981) Faith Development Theory, an interdisciplinary approach to understanding the evolutionary process of the development of religious/spiritual values and behavior in the human life cycle, may be used as framework.

Professional history begins with our very existence. It is a sum total of our DNA, the natural talents we have through our parents and the external influence of our environment (family, community, government, church and culture). Thus, we did not choose our parents. And being born to a family is no accident. And all the events since birth to our present circumstances were designed to make us who we are today. Good and not so good experiences were there to make us antifragile. What did not kill us made us stronger (Nietzsche, 1900). Taleb added: "What does not kill you will kill others." (Taleb, 2009).

3.2.4 Projective Elements

The third element of r Agency is projective. Projecting is outward, relating to future behavior or action. One has to address the short term and long term personal and professional concerns. Putting in writing one's vision, mission and core values will help secure a well-guided future.

In projecting your future, you must remember that: 1. Home is the first school and as parents you are the original teachers, 2. Home is the first little church and as parents you are the prime ministers, 3, Home is the first enterprise and the parents are the original financial managers. 4. Home is the foundation of good citizenship and as parents you model love of and service to your country.

Brian Hall's (1999) Four Phases of Development (surviving, belonging, self-initiating and interdependence) in Figure 3 and Values Development (knowledge as data values, knowledge as information, knowledge as understanding and knowledge as wisdom) in Figure 4 help support the Agency theory of Priestley, Biesta and Robinson.
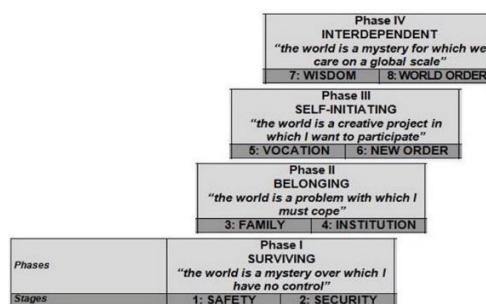
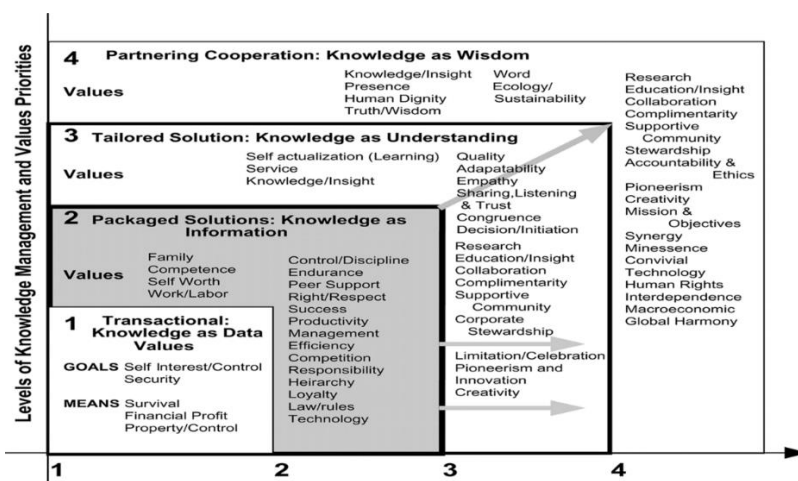Figure 3. Hall's Four Phases of Values and Consciousness

Figure 4. Values and Levels of Knowledge

3.2.5 Antifragile Theory

The technical definition of antifragility is "what does not like volatility, and that what does not like volatility does not like randomness, uncertainly, disorder, errors, stressors, etc." Taleb, 2012, p. 12). For him, the opposite of fragility is beyond being robust and resilient; it is antifragility. He looks at antifragility as a property of systems that increase in capability, resilience, or robustness as a result of stressors, shocks, volatility, noise, mistakes, faults, attacks, or failures. Antifragility is defined as a convex response to a stressor or source of harm, which leads to a positive sensitivity to increase in volatility in terms of variability, stress, dispersion of outcomes, or uncertainty. (Taleb, 2012).

On the other hand, the Eastern approach to resiliency is to discipline the mind to calm, non-combative attitudes in all conditions. At the spiritual core, "Everything is already inside" for Tamura believes that you are the answer. He says, "To be who we are, to have all that is within us and to fully express our divine heritage – that is our purpose for living and the destination of our journey." (Tamura, 2007, p.5). Seale (2003) remarks, "The more you know who you are and the more you live that true identity, the stronger and clearer are your perceptions and sense of reality, and the less you are swayed by forces that go against your nature. You have the power to make your own choice and to create your life as you want it to be." (Seale, 2003, p.5). Tamura and Seale affirm need to be resilient and therefore one comes out robust, but not antifragile in Taleb's terms.

3.2.6 Law of Attraction

The Law of Attraction says that, "Everything that's coming into your life you are attracting into your life. And it' attracted to you by virtue of the image you're holding in your mind. It's what you're thinking. Whatever is going on in hour mind you are attracting to you." (Proctor, 2006).

The Law pf Attraction tells us that: "The Great Secret of Life is the law of attraction. The law of attraction says like attracts like, so when you think a thought, you are also attracting like thoughts to you. Thoughts are magnetic, and thoughts have a frequency. As you think thoughts, they are sent out into the Universe, and they magnetically attract all like things that are on the same frequency. Everything sent and returns to the source…you. You are like a human transmission tower, transmitting a frequency with your thought. If you want to change anything in your life, change the frequency change your thoughts. Your current thoughts are creating your future life. What you think about the most or focus on the mot will appear in your life. Your thoughts become things." (Byrne, 2006, p. 25)

3.2.7 Virtue.

Jim Lanctot's chart representing Aristotle's Golden Mean. The Virtue Continuum offers a more nuanced approach to ethical decision making, as distinct from simplistic dichotomies and polarized thinking. Balance and harmony are more likely when moderation is sought rather than extremes (Pearson, n.d.).

Figure 5. The Virtue Continuum
(https://qeducation.sg/general-paper/gp-resources/virtue-continuum/#)
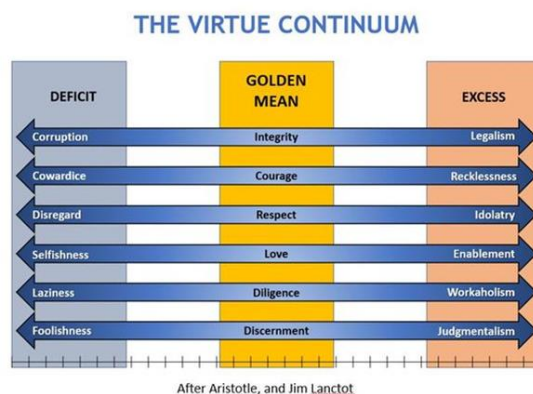
3.2.8 Real life & Library

As gateways to knowledge and culture, libraries play a fundamental role in society, creating opportunities for learning, support literacy and education, and help shape the new ideas and perspectives that are central to creativity and innovation. The school and public libraries are a resource and fountain of knowledge, where books are available physically and virtually. Digital technology offers unlimited data and information in the Cloud. There is the YouTube, Facebook, and other applications that allow the learner and researchers to mine data. Caitlin Moran (n.d.) said that: "The library is an emergency exit, a life raft, and a festival. They are cathedrals of the mind, hospital of the soul, theme parks of the imagination." (www.quotemaster.org/importance+of+library#&gid=1&pid=1).

Boucher and Lance (n.d.) say that in the first place, libraries provide access to education by teaching information skills, by providing leadership and expertise in the use of information and information technologies, and by participating in networks that enhance access to resources outside the school or community. Secondly, libraries help ensure equity in education by: (1) helping children start school ready to learn; (2) addressing the needs of student most at risk; (3) providing access to information and ideas unimpeded by social, cultural, and economic constraints; (4) ensuring free and equal access to information and ideas without geographic constraints; and (5) helping students stay free of drugs and violence, in an environment conducive to learning. A third role is that of impacting academic achievement for

individuals and assisting them in lifelong learning, preparing individuals for productive employment, promoting the enjoyment of reading, promoting functional literacy among adults, preparing individuals for responsible citizenship. _

3.3 Who Am I?

3.3.1 Quantum Perspective

The new self is better understood from a quantum perspective. Sean Carroll (2022) says, "Everything is quantum. This state of affairs has forced physicists to take the foundations of quantum mechanics a bit more seriously and hassled to new insights that might help explain the emergence of space and time themselves." (Carroll, 2022, p. 311). In his book, Something Deeply Hidden, Sean Carroll (2022) noted that "Everything is quantum. This state of affairs has forced physicists to take the foundations of quantum mechanics a bit more seriously and has led to new insights that might help explain the emergence of space and time themselves." (Carroll, 2022, p. 311).

Further, Carroll (2022) explains, "To be fair, quantum mechanics – or quantum physics, or quantum theory, the labels are all interchangeable – is not only relevant to microscopic processes. It describes the whole world, from you and me to stars and galaxies, from the centers of black holes to the beginning of the universe. But is is only when we look at the world in extreme close that the apparent weirdness of quantum phenomena becomes unavoidable." (Carroll, 2022, p.12).

3.3.2 Quantum Self.

James Ray (2007) says that most people define themselves as finite body, but you're not. Under a microscope you're an energy field. You're a spiritual being. You're an energy field operating in a larger energy field. Deepak Chopra (2006) affirms this unified energy field of pure consciousness; he says we are connected to our Source and to one another. Neale Donald Walsch (2019) says that your interior energy can generate events and conditions in your exterior reality. Dispenza (2017) asserts that we are 99.999% energy;0001% body and he has created a physical/natural; metaphysical; super-natural synthesis in his book, Becoming Supernatural. When we interact with artificial intelligence (AI), Yuval Noah Harari (2016) tells us we are becoming Homo Deus (man God).
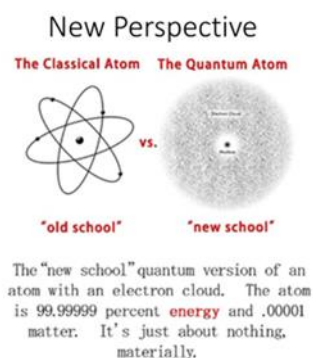

Figure 6. Old and New Perspective on the Atom

3.3.3 Everything is Energy

Bruce Lipton (2023) in his YouTube podcast say, "Quantum physics emphasized that the universe is not a split into realities of matter realm and energetic reality. Quantum physics reveal that everything is made out of energy/ What we perceive as matter it's actually an illusion and light. And there is nothing physical. When physicists started to take the atom apart and find the nucleus and electrons, then they said. But what these things made of. They get down to smaller things the quarks and I said yeah but what were they made of and ultimately what physicists recognized was at the fundamental core of an atom there was nothing material at all. Its's an energy vortex. It's a powerful energy field and that all atoms are energy field and the significance about that is all atoms make up human. If so, by definition we perceive ourselves as physical structure but according to quantum physics we're energy." (Lipton, 2023).

Ben Johnson (2006) asserts, "Everything is energy…There's the Universe, our galaxy, our planet, and then individuals, and then inside of this body are organ systems, then cells, then molecules, and then atoms. And then there is energy…everything in the Universe is energy." (Johnson, 2006, p 155-156).

In agreement, Bersoux and Allen (2023) aver that "Everything is energy is based on a principle rooted deeply in physics and philosophy that everything around us is made up of energy at its core. It suggests a deep connection between all things—everything and everyone, at the fundamental level, are all united through energy." They cite the following as manifestation of energy:

1. Thoughts: Though intangible, they are a manifestation of energy taking place in the neural networks of our brains.
2. Feelings: Similarly to thoughts, our emotions are expressions of biochemical processes fueled by energy.
3. Matter: Everything around us, living or not, is made from tiny particles called atoms and molecules. These particles are always moving slightly, showing that even solid objects contain vibrational energy.
4. Light: Visible or not, light is a form of energy we interact with daily, illuminating our world and facilitating sight.
5. Sound: Produced through vibrations, sound waves are a form of mechanical energy that travels through a medium, be it air, water, or solids.
6. Electricity: A type of energy that powers our homes, devices, and, increasingly, our vehicles, fostering modern convenience and technological advancements.

7. Heat: This flow of energy can be felt and measured, originating from various sources, including the sun, and governing the temperature of our surroundings." (Bersoux & Allen, 2023). They conclude by saying, "All of life is connected through a shared life force. And the truth is, everything and everyone has a valuable role to play." (Bersoux & Allen, 2023).

3.4. My Personal Vision and Mission

Personal vision and mission maybe written taking into account the 1. Physical/Natural, 2. Metaphysical, and 3. Supernatural dimensions of our human experience.

3.4.1 Physical/Natural Dimension

From a Newtonian (physical/natural) paradigm, we are human. In the words of Br. Armin Luistro, FSC (2023), Superior General of Brothers of the Christian Schools, also known as De La Salle Brothers in the Philippines, we are Finite, Fragile, and Free individuals. In a physical sense, we are finite: we are born and we die; we are fragile: we are persons with feet of clay; but we are free: we make choices and decisions based on our intellectual capacity and freedom of choice on things that we value.

Rene Descartes ruled that reasoning is a superior human function, failing integrate emotions in a body-mind integral relationship. Antonio Damasio (2005) noted that Descartes' error is "the abyssal separation between body and mind, between the sizable dimensioned, mechanically operated infinitely divisible body segment staff, and the tuff, on the one hand, and the unseizable, undiminsioned, un-pushpullable, nondivisible mind stuff, the suggestion that reasoning and mind and the suffering that comes from physical pain or emotional upheaval might exist separately from the body. Specifically, the separation of the most refined operation of the mind from the structure of a biological organism. (Damasio 2005, pp.249-250). Thus, Descartes' (1986) cogito syllogism: "I think; therefore, I am" is a deductive thinking process. However, Damasio believes that this syllogism denies the key role of emotion in every person's human existence.

Atul Gwande (2015) affirms that our being finite and human. He says, "Being mortal is about the struggle to cope with the limits set by our genes and cells and flesh and bones…I have seen the damage we in medicine do when we fail to acknowledge that such power (as medical doctors) is finite and always will. (our job) is to enable well-being. And wellbeing is about the reasons one wishes to be alive." (Gwande, 2015, 259).

Deepak Chopra and Rudolf Tanzi (2015) are optimistic about our humanity. They say, "(We) raise everyday well-being to the level of radical well-being…Your body…is the swirling energy that is 99 percent space. If you set a goal, your genes will self-organize around your desire and support it. Creativity is your natural state. You only need to tap into it. You were put here to evolve, and the super genome was put here for the same purpose." (Chopra & Tanzi, 2015, p. 246).

Robert Greene (2018) remarked that The Law of Death Denial "Makes of us spend our lives avoiding death. Instead, the inevitability of death should be continually on our minds. Understanding the shortness of life fills us with the sense of purpose and urgency to realize our goals…we must see the mortality in everyone, how it equalizes and connects us all. By becoming deeply aware of our mortality, we intensify our experience of every aspect of life. (Greene, 2018).

Our being mortal, our having supergenes, and our realization of our end state compels us to determine our personal vision and mission in order to define "why" of our true existence on earth.

3.4.2 Metaphysical Dimension.

Quantum physics has declared us as empowered individuals connected to an energy field. Our energy field of pure consciousness is connected to our Source and to one another (Chopra, 2006); the quarks in our physical body empower us with energy, which our brain constantly emits and transmit (Lipton, 2023); the unified field is an invisible field of energy (Dispenza (2017), and we are not a finite body; we are an energy field (Ray (2006). These authors have articulated our non-material existence based on the quarks present in our body.

3.4.3 Supernatural Dimension.

The supernatural is our existence above the natural, physical, material world. Teilhard de Chardin (2021,1993) says that we are spiritual beings with human activities. Neale Donald Walsch (2019) says "We arise from the Divine and express ourselves as The Divine in individual form, then recede back into The Divine, to arise and express again in another way on another day. The Divine is never not within us. It is us, manifesting as An Expression of Itself." (Walsch, 20119, p. 69). In summary, he says, "We are Spiritual Beings Manifesting Physically and One Essence Manifesting Individually." (Walsch, 2019, p. 119). Dispenza (2017) says, "As you move from your awareness from somewhere, to now where you will be everywhere, and you can live anywhere. And finally, when you shift your consciousness from, some time, to no time, to become every time you can in any time. Now that's becoming supernatural. (Dispenza, 2017, p. 28).

3.4.4 Personal Vision & Mission

A personal vision and mission maybe constructed using a three-reality framework that addresses the supernatural, metaphysical, and physical/natural dimensions of one's existential experience as shown in Figure 8.
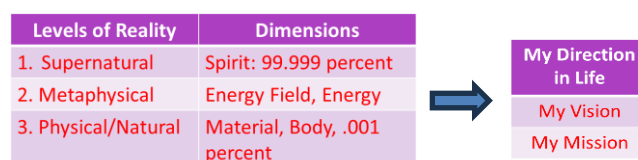
Levels of Reality	Dimensions
1. Supernatural	Spirit: 99.999 percent
2. Metaphysical	Energy Field, Energy
3. Physical/Natural	Material, Body, .001 percent

My Direction in Life
My Vision
My Mission

Figure 7. My PersonalVision & Mission (Hudtohan, 2023)

Alan Seale (2003) in his book, Soul Mission, Life Vision give the following meditation activity in formulating your Soul Mission Statement:

Sit still and write responses in you journal:

1. As you reflect on your life, what has fed and nurtured you more than anything else?
2. When in your life do you most feel the Spirit moving through you, inspiring you and guiding you in each step?
3. Put down your pen and notebook, make sure you are still at your point of stillness.
4. Imagine you are suspended above the Earth, what is missing because you are not there.
5. What is your unique gift that the world will never receive because you are not there.
6. Return to your journal and write.

Again, at your point of stillness, consider these questions:

1. What just feels right to do?
2. What do you find great enthusiasm for … undiminished no matter what challenges arise?
3. What do you just "have to do"?
4. What do you lose yourself in, never watching the clock or considering what anyone else thinks?

Once you have written your Mission Statement, edit it and condense it. (Seale, 2003, pp. 124-125).   For your Life Vision Statement, he suggests the following meditation activity:

Put yourself in a stillness position.

1. Visualize, big-picture view the life that you want to have.
2. As you get the picture, go to your journal and write your vision.
3. Write as detailed a manner as possible as you describe your vision. Be specific an comprehensive, making it real and tangible.
4. Let your fantasy flow freely. Write in present tense. Write our vision as if it is here now. Know that your desire already exists.
5. Fill your statement with passion. Your soul wants to know your greatness.
6. Write what you want; not what you do not want.
7. Write your vision in categories: Professional Life, Finances, Health, Family and Friends, Intimacy and Romance. Personal Development and Spirituality, Recreation and Fun, Physical Surroundings.
8. Be in the picture that you write and be yourself within the vision.
9. Write the life you desire into being. (Seale, 2003, pp. 134-135).

The above meditation exercises are part of the reflection-action cycle that we undergo daily. Thus, our mission and vision will be further developed as we daily meditate and do particular examine as a discipline in being faithful to our ideals in pursuing our personal and professional goals. You must remember that "Your current thoughts are creating your future life. What you think about the most or focus on the most will appear as your life. Your thoughts become things." (Byrne, 2006, p. 25). Discard the maxim: To see is believe; embrace: Believe in order to see. Bruce Lipton says: "Perception is awareness shaped by beliefs. Beliefs control perception. Rewrite perception and you rewrite our genes and behavior. I am free to change how I respond to the world, so as I change the way I see the world. I change my genetic expression. We are not victim of our genes. We are masters of our genetics. (Lipton, 2023a).

3.5 Corporate Human Resources

According to Hult's publication of The Age of Upheaval, "With people living and working longer, we may see five generation workforces, where staff in their 70s and 80s collaborate with those in their 20s and 30s." (Hult, 2016). And (Richard Young, NPL Managing Director in China, "Work is work and is not going to be fun all the time. The people who understand that and settle in for the long run will do well. We get rid of those who don't." (Young, 2016).

The test of being an antifragile agent professional is being a member of a corporate environment, where all the theories in the academe that we have learned takes place. The entry point of a fresh graduate into corporate life will expose him/her to various leadership styles. I have chosen two distinctive corporate styles which are possible leadership scenarios at the workplace: 1. Manager-centered Leadership and 2. Employee-centered Leadership.

3.5.1 Managerial Grid

The Blake-Mouton Grid is a framework used to determine a leader's behavioral style, identifying their concern for people versus their concern for task production. Based on these two leadership types, management theorists Robert Blake and Jane Mouton (1962) identified five management styles: Impoverished Management, Produce-or-Perish Management, Middle-of-the-Road Management, Country Club Management, and Team Management. Because Managerial Grid is leader-centered, the subordinate has no choice but to acquiesce to the chosen style of a leader. Impoverished Management is the least desirable style because the leader is not production oriented and has very little regard for the welfare of the subordinates.

Team Management is the most desirable because the leader pushes for high productivity with high regard for the welfare of the subordinates who are considered members of the team. Produce or Perish Management is production oriented and the leader pushes for the highest goals and productivity achievement but neglects the welfare of his people. Sometimes this style is also called Slave Driver Management.

Country Club Management is very lenient leadership, where there is very high relationship of the leader with the subordinates but production output is extremely minimal or even negligible. Middle of the Road Management is a calculated style of leadership which does not push for best results, ending with average performance of employees and relational motivation is also lukewarm, lacks inspiration for passionate performance.

Studying the Blake Mouton model can help you understand the goal position of your Team Manager. It can help you adjust to her/his style. However, if and when you feel your work knowledge, skills, habits and attitude are not developing, it is about time that you look for a more productive work environment.
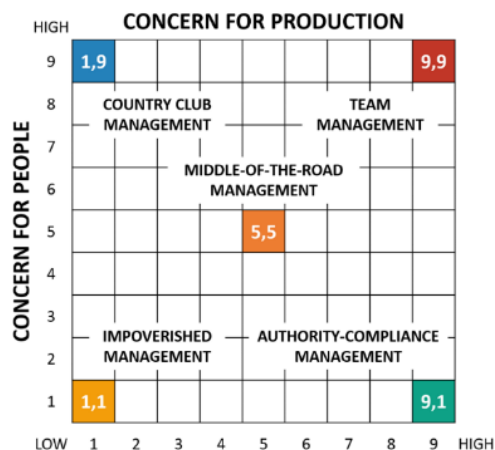

Figure 8. The Managerial Grid (Blake and Mouton, 1961)

3.5.2 Situational Leadership

Situational theories of leadership work on the assumption that the most effective style of leadership changes from situation to situation. To be most effective and successful, a leader must be able to adapt his style and approach to diverse circumstances. This depends on the work maturity of the subordinate in terms of 1. Training and education, 2. Commitment to high productivity, and 3. Willingness to accept corporate responsibility. The theory identifies four main leadership approaches:

Telling : Directive and authoritative approach. The leader makes decisions and tells employees what to do.
Selling : The leader is still the decision maker, but he communicates and works to persuade the employees rather than simply directing them.
Participating : The leader works with the team members to make decisions together. He supports and encourages them and is more democratic.
Delegating : The leader assigns decision-making responsibility to team members but oversees their work.

In addition to these four approaches to leadership as shown in Figure 8, there are also four levels of follower maturity:
Level M1: Followers have low competence and low commitment.
Level M2: Followers have low competence, but high commitment.
Level M3: Followers have high competence, but low commitment and confidence.
Level M4: Followers have high competence and high commitment and confidence.

Figure 9. Situational Leadership: Maturity Levels
(Hersey &Blanchard, 1988)

In Hersey and Blanchard's approach, the key to successful leadership is matching the proper leadership style to the corresponding maturity level of the employees as shown in Figure 9. As a general rule, each of the four leadership styles is appropriate for the corresponding employee maturity level:

Telling style works best for leading employees at the M1 level (low competence, low commitment). As a new employee your work knowledge, attitude, skills and habits (KASH) and commitment are low. Your supervisor will be Telling you a lot of things to do the job well.

Selling style works best for leading employees at the M2 level (low competence, high commitment). As you learn the ropes of your assigned tasks your commitment grows but your competence is improving but not high. Your supervisor sells the idea that you continue to commit yourself to your task and improve your KASH.

Participating style works best for leading employees at the M3 level (high competence, low commitment/confidence). As you slowly mature on the job, your work experience has allowed you to gain knowledge and insights, gaining high competence and your supervisor need not goad your self-confidence.

Delegating style works best for leading employees at the M4 level (high competence, high commitment/confidence). When you have been there for 10-15 years, most likely you have high competence and high Self-confidence. You have now become a mature employee at the workplace because you have: 1. High productivity, 2. Strong work commitment, and 3. Excellent training and education to do your job.

Figure 10. Situational Leadership Styles and Maturity Levels
(Hersey & Blanchard, 1988)
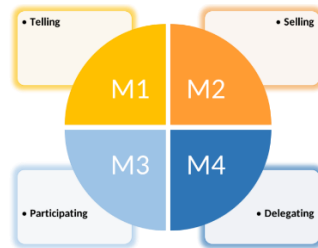
Ayham and Backhouse (2013) assert that for viability and growth to be maintained in chaotic environments, organizations have highly effective learning systems in order to manage and learn from stressors they experience (Hannah & Lester, 2009). They presented service operations designed to build an "antifragile" organization to learn from disruptions. Their findings suggest that the Vanguard Method will likely enhance organizational "antifragility" by promoting a multilevel driver for learning from stressors. Antifragility can be operational in three levels: 1) the macro level of clarity on the system, 2) the meso level of organic structure of work place, and 3) the micro level of employees' engagement with work and readiness to learn.

3.6 EPILOQUE

In 1986, I resigned as Assistant to the President and Training Director of Malayan Insurance Company in search for new management leadership and a more satisfying work relationship and environment. It was a personal decision. In 2002, I was retired from Metropolitan Bank and Trust Company as Training Consultant due to reduction in workforce to meet bottom-line financial targets. It was a management decision. In corporate life, we can exercise our freedom to choose but there are external uncontrollable factors in which we have no choice.

IV. CONCLUSIONS

1. The Great Period of Change 1987-2023 has brought global chaos. In 2024, our Galaxy exists the Black Hole. Peace, harmony and prosperity will be upon us.
2. We are antifragile. What does not kill us will make us stronger. What does not kill us will kill others.
3. As antifragile agent, our past, present, and future perspectives are key factors in formulating our true mission and vision.
4. Quantum physics has declared us 99.999 percent energy and only .001 percent matter.
5. We are an energy field and we are spirit; this fundamental truth of our personal empowerment makes us competitive in a local and global work environment.
6. The home is a microcosm of the school, church, government and business; the parents have a key role in developing child as citizen of heaven and earth.
7. Personal vision and mission maybe constructed from the supernatural, metaphysical, and physical/natural perspectives through meditation; refined through daily action-reflection cycle.
8. Corporate life requires self-management and being an antifragile agent in the face of challenging work situations under various management leadership styles in a highly competitive global environment.

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