

Post-Covid strategies

# Management keys in the new economic scenario



## Sorlekua discovers in a study of the Collective Unconscious the keys to "make the leap" to the new socioeconomic model

**sorlekua**, the foundation for innovation in management and leadership from values, was created in 2005, by the partners of the strategic change management consultancy Tarazaga *Emotional Business Management*, inspired by the search for new models of governance and leadership in organizations.

Since 2005, **sorlekua** has integrated the latest advances in neuroscience, quantum physics, and AI into business management and training models. It has researched the development of brain capacities for attention, creativity and intuition with experts such as: Antonio and Hanna Damasio, Jean Shinoda Bolen, Iván Oliveros (Sesha), Robin Sharma, Gülsün Zeytinoglu, Ángeles Martín, Carmen Idígoras, etc.

Among the entities with which it has collaborated are Mercedes Benz, ArcelorMittal, Euskaltel, Kutxabank, Metro Bilbao, IMQ, Grupo Lazpiur, Renault, Bilbao City Council, Regional Government of Bizkaia, Basque Government, etc.

At the end of 2020, **sorlekua** carried out a study to shed light on the moment we live as a society.

<https://tarazaga.com/en/executive-and-middle-management-training/>

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## From chaos, to social awakening

The declaration of the state of alarm in March 2020 led to the confinement of the population, the experience of personal and social dramas, and the submission to sometimes confusing and contradictory guidelines. The pandemic has revealed the true economic situation and dissolved the mirage of recovery from the 2008 crisis.

End consumer capitalist model. Increasing consumption of 13% of the population



**Fear and confusion** have caused social paralysis, altering people's response capacity and placing citizens in a position of **submission and expectation**. Now, the emotions of fear, anguish and obedience are giving way to **mistrust and anger**. The shock is turning into a social awakening.

## The challenge: managing the change in the socio-economic model avoiding local and global conflict



Society faces the cyclical challenge of **managing change**, *before conflict spreads*. To do this, it is necessary to discover the collective unconscious values that unite us and where they indicate. It is about knowing the mechanisms and external signals that will accelerate the transformation and determining how to move into adulthood as a collective.

This requires investigating the objectives and limits on which as a society we are going to agree, knowing what measures to take to encourage constructive attitudes, and knowing what sacrifices we are willing to make to positively drive change.

This document is a summary of the complete study carried out in the last quarter of 2020 by the **sorlekua** foundation. It presents the data disclosed with the methodology for studying the collective unconscious ©Motivation Management and its conclusions.

## The study of the Collective Unconscious

sorlekua's research was carried out in the last quarter of 2020 with the aim of anticipating the new scenario that was already in the collective mind of economic actors.

If time and space do not exist, as quantum physics has shown, and the electron is in different orbits without consuming time or space, but rather the energy of the photon to move; If the electron is a particle (matter) and a wave (energy) and manifests itself in one way or another according to the observer's attention, then: we are in the “field of infinite possibilities”, where our **Collective Unconscious already knows the right one.**

### Motivation Management © (2002)

Tarazaga and sorlekua's own methodology, (registered in 2002 and successfully experimented in more than 300 national and international projects) based on the General Theory of Systems, the findings of quantum physics in relation to the behaviour of the photon in hydrogen atoms, Goldratt's Theory of Constraints, Jung's Collective Unconscious and new developments in neurobiology, and psychology.

His data capture tool is motivational dynamics©, which brings to light the unconscious beliefs that limit collective and individual behaviour regarding the subject of study, and how to transform them.

Sample size: just as DNA is the same in each body tissue, no matter how small, the information from the Collective Unconscious is replicated in each unit of it.

**Technical sheet:** Motivational dynamics with representatives of managers, unions, freelancers and people who work with intuition and creativity, between October and December 2020.

## Transmute the energy of the crisis into a new social model

The study has investigated: the degree of consciousness about the true meaning of what we are experiencing of the convened collectives; the objectives and limits in the transition that they will agree on; what prevents making the change right now; incentive measures for positive change attitudes, and effective change actions to overcome limiting beliefs.

## Anxiety and paralysis, prevailing feelings

The primary emotion is the energy that moves action: **motivation**. It appears in a complex process where physics and chemistry intertwine within our body. Photons, electrons and neuropeptides (hormones) coordinate a synchronous and instantaneous action so that the emotion appears, and the action occurs in search of the restoration of the initial balance.

*It all starts with an image associated with a "tribal unconscious belief."*

The participants in the motivational dynamics have given, previously to them, the images that for them represent the situation they live in that personal and professional moment. In the dynamics they have voted between their images and those contributed by others. The selected ones appear here.



### PARALYZING SHOCK

*(Most voted images contributed by the participants in the pilot study)*

In the collective unconscious of the groups of the economic system and of the professionals of the world of creativity analysed, **anxiety and blockage** predominate, which is embodied as *paralyzing shock*; rage responds to an experience of *repression and control* in crescendo.

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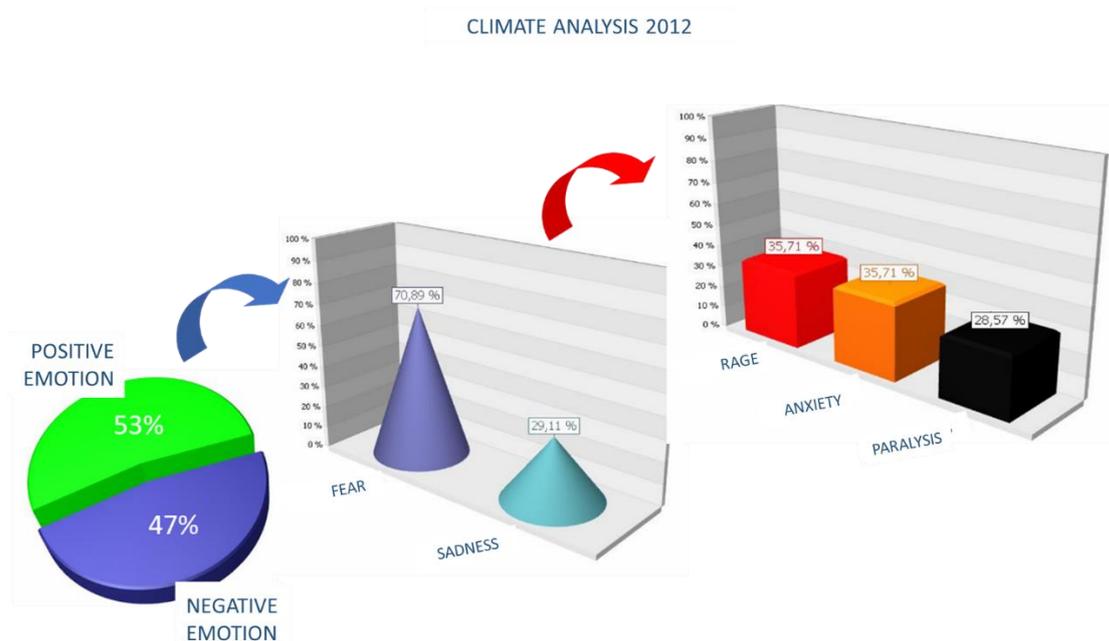


**REPRESSION AND CONTROL**

*(Most voted images contributed by the participants in the pilot study)*

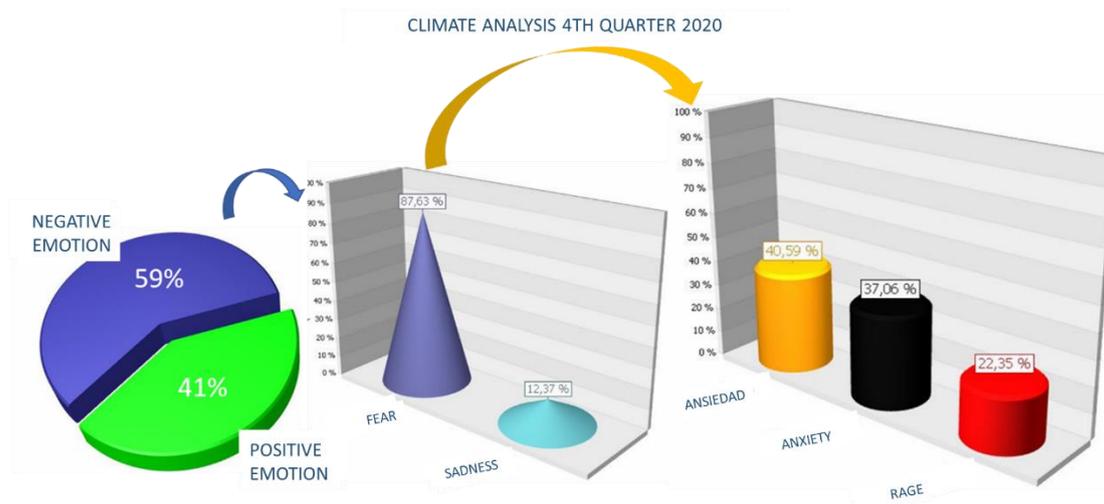
All systems tend towards homeostasis, and we have verified this in more than 300 projects where the proprioception of positive and negative emotion varies +/- 5%, with very rare exceptions marked by serious conflicts.

In this sense, a study carried out in 2012 in the midst of the 2008 crisis, among the same groups, yielded an analysis of the climate with important differences compared to the current one.



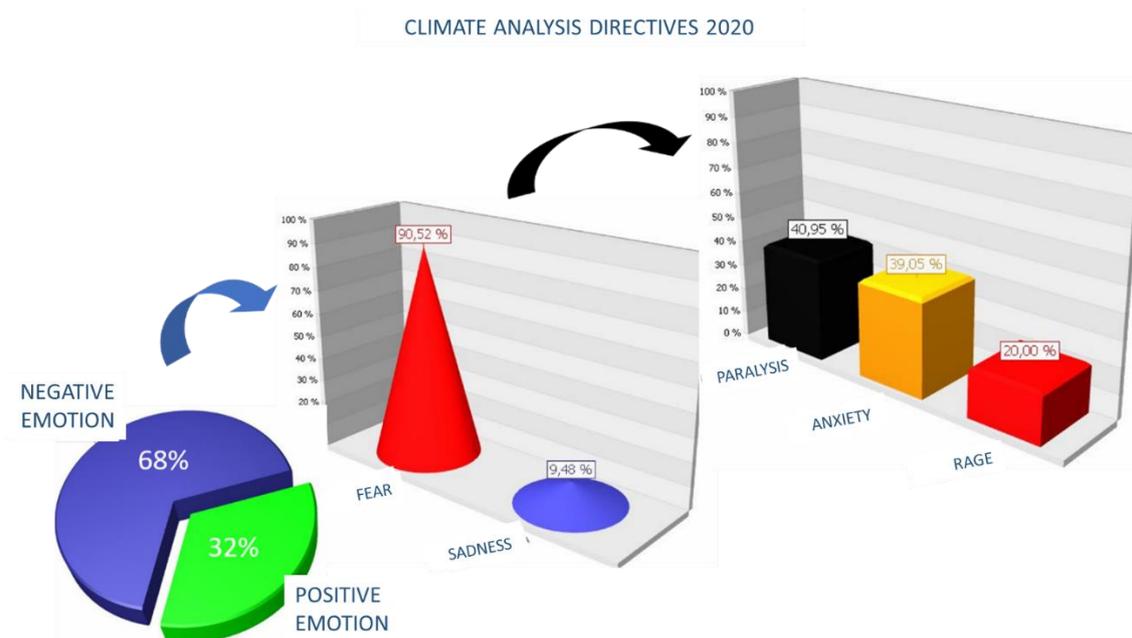
In the study of the last quarter of 2020, **59%** of the feelings expressed by the groups studied are **negative emotions** (12% more than in 2012), 88% recognized as **fear**.

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In the group of members of management committees, **negative emotions** account for 68%. And **fear** represents **90.5%**.

Fear can be expressed in three actions: flight, confrontation or paralysis. Extreme fear is what triggers a catatonic state of paralysis in the gazelle, as a last resort to survive the attack of the cheetah (if it thinks it is sick and is a bad mouthful) or to anesthetize its senses before the imminence of death between its jaws.



## Alienation and lack of vision for the future in the face of the “new socioeconomic model”

All emotion is born from the contrast between a "tribal belief-expectation" and the stimulus that comes to us.

The LGM© methodology accelerates the transition from the unconscious to the conscious. In a few steps we go from the irrational brain (limbic-emotional) to the

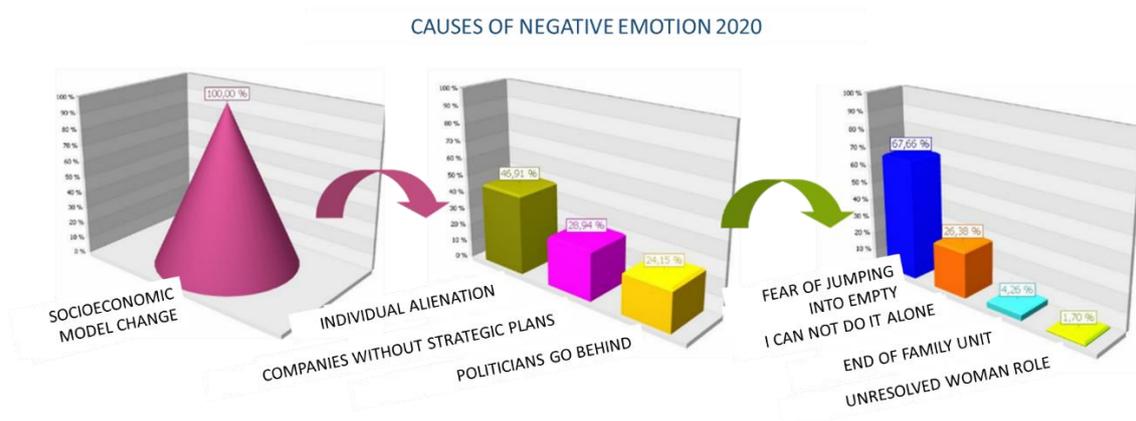
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rational one. The latter has tools to manage what it recognizes: memory, attention, logical thinking, language, creativity, etc.

In this research, the participants have recognized the signs of what comes to them as the beginning of a "**new socioeconomic model**", (in the study nine years ago we saw the "end of the socioeconomic model") and the reactions that this realization provokes in your body. The groups studied recognize the energy they have invested since the 2008 crisis, they feel exhausted, and **they do not consider themselves prepared** to sustain and overcome the challenge they face, without **personal change**. (Freelancers are the ones who look the most capable.)

They identify three causes of fear:

1. **Lack of self-confidence** to sustain the uncertainty of change.
2. **Lack of business strategy**. A road with a thousand possible directions. "I don't know".
3. The **disappearance of the political class and unions** as guarantors of social order.



The paralysis arises from the **fear of jumping into the void** and letting go of everything that has given them a **false sense of security** until now. Realizing that, faced with what they face, they **cannot solve it alone** and that the truth is that they **do not trust** themselves or others, leaves them without options, and in a situation of blockage.

In the **absence of strategic plans** in companies, they are aware that they run without direction, the **technological challenge is diffuse** and the exclusion of different thinking prevails, with the threat of **not belonging** if you step out of the photo, "I don't want to be a green dog".

The lack of legitimacy and authority of politicians is trying to compensate with increased **social isolation, repression, control and surveillance**. The unions are beginning to be aware of the change in the social order and that they need to re-found themselves and reach agreements between them. The media also lose credibility.

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A new model is here to stay. People realize that the false security of the past has made them accommodate and reduced opportunities to train in **adult autonomy**, to correctly solve the present scenario. Freelancers are the exception.

### The findings

Alienation of the individual and lack of strategy in the face of the new socioeconomic model



But in the collective unconscious there is also the Effective Action of Change that, without time or space, can make “something really new” appear.

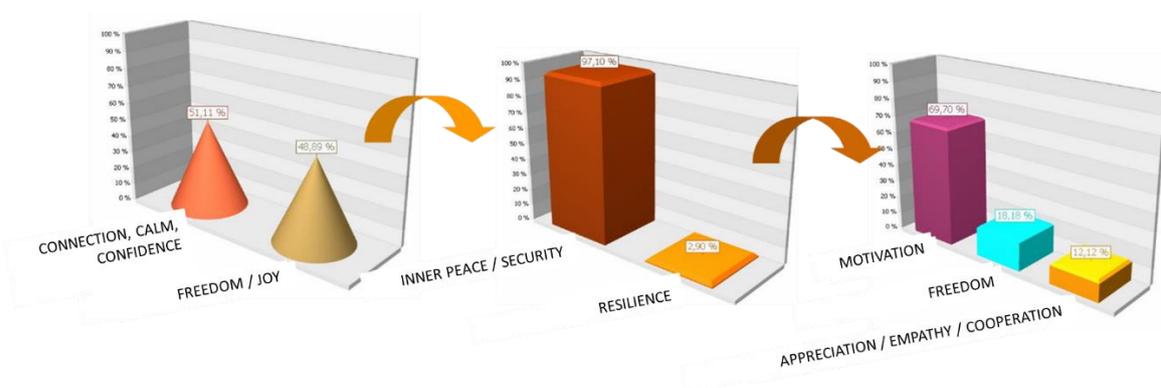
Something unknown so far.

## Connection, calm and self-confidence, the key to change



The positive emotion that the social groups participating in the **sorlekua** study embrace, and that is the activator of positive actions for change, is the **connection** with oneself, experienced as **calm and self-confidence**. This is the prelude to connect with the joy of action and that in this study appears inextricably linked with the value-emotion of **freedom**.

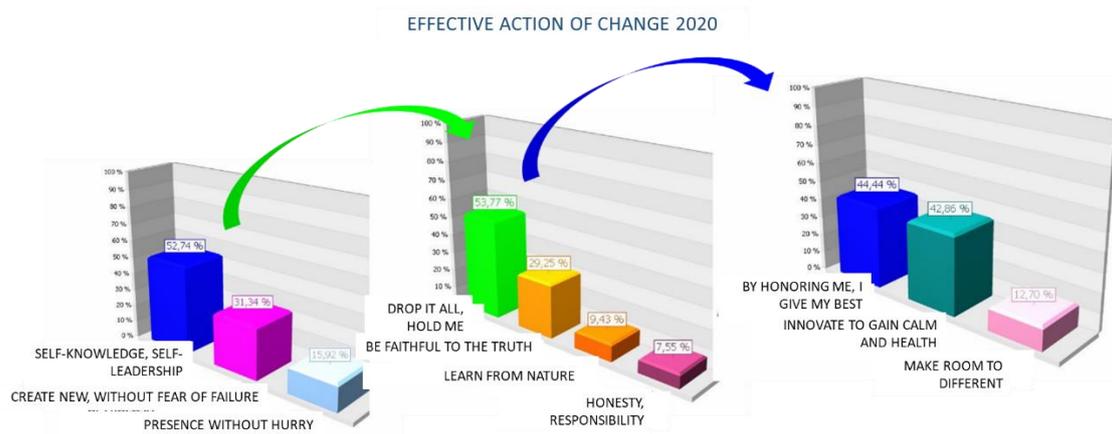
This emotional state fosters inner peace and a new security, beyond the herd security of the tribe. A security rooted in **self-confidence**, a previous step to reach trust in others.



Effective change action consists of achieving:

***Learn to “navigate the storm” from reconnecting with oneself, letting go of everything and supporting oneself from the inner adult, rooting in the power of truth.***

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## Keys for a management model of the new scenario

Key	Key Text	Key Points
Drop everything and hold me	Drop everything and hold me	<ul style="list-style-type: none"> <li>➤ Check my values.</li> <li>➤ Do not delegate my care to the public, take responsibility for myself.</li> <li>➤ Search for the truth.</li> <li>➤ Not feel guilty for taking care of me.</li> </ul>
Create something new for real without fear of failure	Create something new for real without fear of failure	<ul style="list-style-type: none"> <li>➤ Accept the fear of being different and the risk of being excluded.</li> <li>➤ I am not a green dog but a pink dolphin.</li> <li>➤ Defend a different look, respecting those who criticize me.</li> </ul>
Presence without judgment or haste	Presence without judgment or haste	<ul style="list-style-type: none"> <li>➤ Sail in the storm.</li> <li>➤ No preference. Being more in the body than in the head.</li> <li>➤ No judgment. Yes curiosity.</li> <li>➤ Learn to quit.</li> </ul>
Agree on a memorable goal	Agree on a memorable goal	<ul style="list-style-type: none"> <li>➤ Build trust in teams first, then set goals.</li> <li>➤ Re-establish long-term goals.</li> </ul>

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### Findings from conventional consulting

5 unwanted effects: entropy of the capitalist system
<ul style="list-style-type: none"> <li>✓ Complex matrix structures</li> <li>✓ &gt; t invested in control and bureaucracy</li> <li>✓ Standardization</li> <li>✓ Predictability</li> <li>✓ Stiffness, slowness</li> </ul>
4 New trends
<ul style="list-style-type: none"> <li>✓ More connectivity</li> <li>✓ Lower transaction costs</li> <li>✓ Robotization</li> <li>✓ Demographic changes</li> </ul>
3 Success factors
<ul style="list-style-type: none"> <li>✓ I know who I am, what I represent</li> <li>✓ Quick and easy</li> <li>✓ Innovation without limits or prejudices</li> </ul>

### THE WINNER TAKES IT ALL: MONOPOLY

### Sorlekua's Findings

5 unwanted effects: entropy of the capitalist system
<ul style="list-style-type: none"> <li>✓ &gt; t Chaos control. Big data, next step chaos</li> <li>✓ Gregarious CD and CE, fear of being different and not belonging</li> <li>✓ Lack of innovation and creativity</li> <li>✓ Panic paralysis End of the political class and the unions as we know them</li> </ul>
4 New trends
<ul style="list-style-type: none"> <li>✓ Short series, customized products, from quantity to quality (3D printer). Creative artists. LESS IS MORE</li> <li>✓ From value for money to value for expertise. Substitution of intermediaries by experts.</li> <li>✓ From the human being saves nature to SAVE THE NATURE OF THE HUMAN BEING</li> <li>✓ From Bid Data to Smart Data. Hidden Gems.</li> </ul>
5 Success factors
<ul style="list-style-type: none"> <li>✓ Self-knowledge and self-leadership</li> <li>✓ Connection and calm. Engine of change</li> <li>✓ Respect for the different</li> <li>✓ Innovation at the core of fusion</li> <li>✓ Experience the truth. Say little and do it.</li> </ul>

### WE ARE ALL WINNERS

*Isabel Salsamendi, president of the **sorlekua** foundation and director of the study Keys for the Management of the New Economic Scenario Euskadi 21*

For many years conventional consulting has recommended flatter corporate structures and the inclusion of different thinking. But, the truth (let's not forget that the power of truth is one of the levers of change that appears in the study) is that *very few companies, unions and political parties have changed to flat structures*, or have been trained to sustain the impact. mental and bodily what prevents from the unconscious tribal beliefs of your business, group or family.

The impediment is a model of parent-child society, where *obedience to the hierarchy guaranteed membership in the tribe and exponentially increased the chances of survival*.

The new stage of humanity is the *passage from the child, who wants everything and wants it now, to the adult who fits the fear of releasing ancestral beliefs that are no longer operative for his survival and self-destruct*.

Once everyone knows that they can trust themselves, they will be able to look around and see how many more have reached that point on the path they are on and build, only at that moment, a new economic reality, always effect and not cause. of the level of social consciousness.

Accepting **letting go of those beliefs** and sustaining the fear of the unknown is the exciting adventure of this change of era.

With children you cannot collaborate, reach lasting commitments, make sacrifices or distribute tasks. You can only do that with adults who own and trust themselves and others to meet challenges.

The learning is that following the American Way of Life led to alienating self-destructive consumerism. To mount ourselves now in the **digital economy** as it is proposed, (social networks, commerce and transcontinental digital managements, censorship and

control), is not to move to the new, but rather a forward flight that deepens into **alienation, entropy and the chaos**.

In this study, politicians as an institution follow the church in the disaffection of citizens, due to their own discredit, and are diluted as a reference of the collective social order, remaining as representatives of minorities that will be increasingly meager.

***Digital transcontinental neocapitalism is the paradox of seemingly infinite connection and alienating disconnection***

The current limited concentration of capital can lead to a global digital neo-capitalism that uses hackers as a new professional elite, where the **rights of the people vanish**.

The integration of the unions, with education and training, together with the current members of the management committees, in self-knowledge and self-confidence, to generate wealth, putting the human being next to the polar bear, and the caps where he lives, **among the species at risk of extinction**, is a possible and achievable step that can lead us to a truly disruptive new social and economic scenario.

We are facing the most exciting moment we could dream of. The future has caught up with us crying out:

**WAKE UP EUROPE!**

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