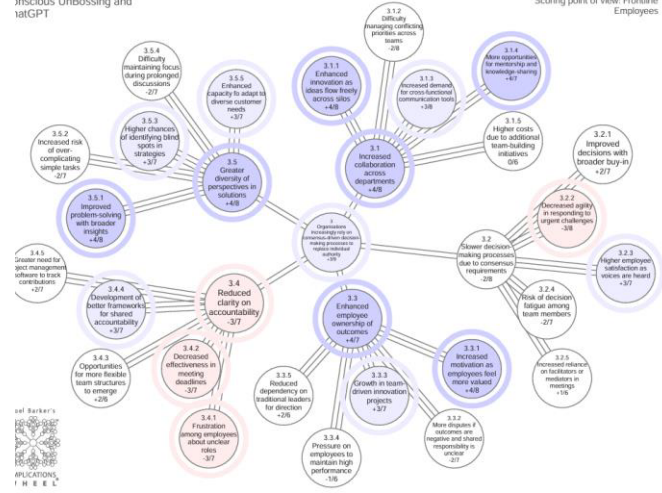


conscious Unbossing and  
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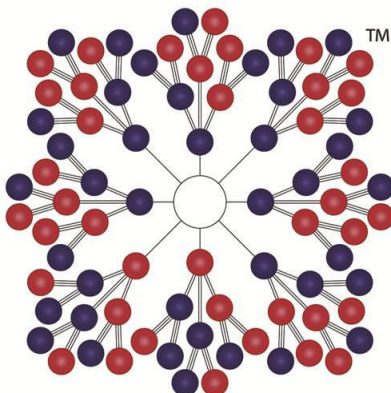
Scoring point of view: Frontline  
Employees



**A 12 - 2 - 60**  
**Scouting Journey**  
Report #25-02

What are the possible implications of the emerging trend of “conscious unbossing?”

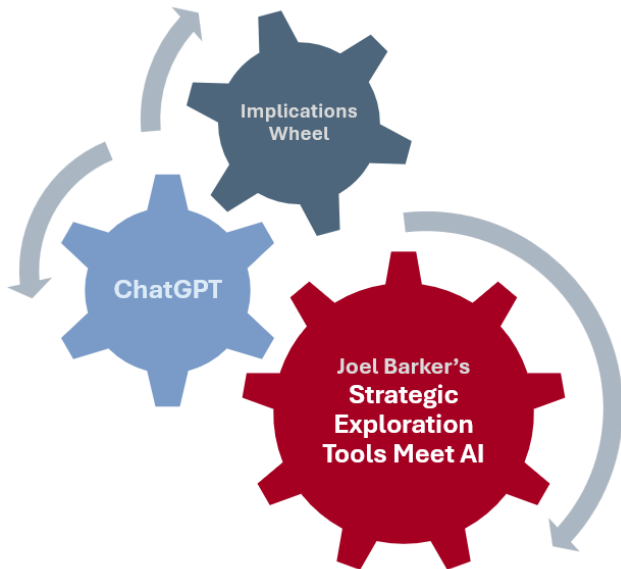
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IMPLICATIONS  
W H E E L<sup>®</sup>

*The Implications Wheel<sup>®</sup> will give you a substantial advantage in finding, recognizing, and securing your future.*

*Joel Barker*



## Introduction

When ChatGPT exploded into the world – reaching over 100 million users in January 2024, it became a focus of multiple experiments for Joel Barker’s Strategic Exploration Tools. Because Joel’s concepts and tools, specifically paradigms, T.I.P.S. Tracking, and the Implications Wheel, are based on diversity of input and a “Wisdom of Crowds” approach, the challenge of testing ChatGPT’s “Wisdom of the World” was evident.

The first experiments included completing a strategic exploration using ChatGPT on the same “center” as one conducted by I-Wheel-trained facilitators. Joel’s comment, “That’s amazing!” summarizes the results best. Further experiments tested all of the Strategic Exploration Tools. More information on these experiments is detailed at the end of this report.

An Implications Wheel exploration frequently contains 12 or more “first-orders” and completed “arcs,” resulting in over 300 specific implications. Examples on the website [implicationswheel.com](http://implicationswheel.com) include five completed “arcs” with **Desirability** and **Likelihood** scoring. For these “2 – 12 – 60” Scouting Journeys, Chat GPTs, developed for the Strategic Exploration Tools, are prompted to:

- Create a “center” using structured questions from a T.I.P.S. Tracking “Interrogation.”
- Generate 12 “first-order” implications.
- Based on the selection of one “positive” and one “negative” first-order implication, generate a complete “arc” containing five “second-order” implications and five “third-order” implications for each “second-order” (*An “arc” with 31 implications*).
- Suggest several possible “points-of-view” for scoring.

The end of this report includes more information on the Chat GPTs, including references to the experiments. ***Responses from the Chat GPTs included here are presented unedited.***

## I. Create a “Center”

Please interrogate the trend of "conscious unbossing," defined as the reluctance of newer generations to embrace traditional leadership roles.



### Interrogation of the Trend: "Conscious Unbossing"

#### 1. Identification and Source of the Trend

"Conscious unbossing" reflects a growing reluctance among newer generations to adopt traditional leadership roles, driven by values prioritizing collaboration, equity, and work-life balance. This trend aligns with broader societal shifts toward decentralization and empowerment in workplaces.

#### 2. Trustworthiness of the Source

Assuming the information stems from observational studies or reports on generational work preferences, its reliability depends on the methodology and sample diversity. Trends of this nature are often confirmed through workforce surveys and qualitative interviews.

#### 3. Rationale for Selection

The trend is intriguing for its potential to reshape leadership dynamics, impact organizational structures, and challenge traditional hierarchies. It is particularly relevant to future-oriented studies in management, sociology, and generational behavioral shifts.

### Analysis of the Trend

#### Acceleration or Deceleration

The trend of conscious unbossing appears to be accelerating. Factors include younger workers' increasing focus on mental health, technological enablement of collaborative environments, and cultural narratives valuing shared responsibility.

## **Implications**

### **Stakeholders: Winners and Losers**

- **Winners:**
  - Organizations that adapt to flat or decentralized structures, fostering innovation and engagement.
  - Employees who thrive in environments of shared leadership, benefiting from distributed decision-making and reduced power hierarchies.
  - Society at large, as the paradigm could lead to equitable workplace cultures.
- **Losers:**
  - Traditional leaders or organizations resistant to change, potentially struggling to attract or retain talent.
  - Industries heavily reliant on hierarchical command-and-control models.

### **Solutions to Alter Trend Speed**

- **To Accelerate:**
  - Promote success stories of organizations embracing decentralized leadership.
  - Invest in training programs to equip employees with collaborative skills.
  - Leverage technology to facilitate real-time communication and decision-making.
- **To Decelerate:**
  - Emphasize the value of traditional leadership during crises or in high-stakes industries.
  - Highlight risks of decision-making delays or accountability issues in overly collaborative environments.

### **Actors Influencing Speed**

- Policymakers through regulations fostering employee equity and collaboration.
- Organizations that either champion or resist structural changes.
- Cultural influencers shaping perceptions of leadership and success.

## Paradigm Considerations

### Old Paradigm

Traditional hierarchical leadership, with centralized decision-making and authoritative roles.

### Problems Solved by the New Paradigm

- Dissatisfaction with rigid power dynamics.
- Inequities in professional opportunities and recognition.
- Desire for autonomy and collaborative work.

### Impact of the Shift

- **“Back to Zero” Stakeholders:** Conventional managers struggling to adapt.
- **Winners:** Agile, adaptive organizations and leaders embracing mentorship over control.
- **Losers:** Organizations wedded to hierarchy and slow to innovate.

Conscious unbossing marks a significant trend that could redefine leadership and organizational culture, with profound implications for future workplaces

## II. Generate “First-Order” Implications

What are the possible implications of the trend of "conscious unbossing," defined as the reluctance of newer generations to embrace traditional leadership roles?

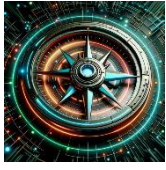


The concept of "conscious unbossing" reflects a shift in how leadership is perceived and enacted in contemporary organizations, particularly as newer generations enter the workforce. Unlike traditional hierarchical leadership models that emphasize authority, directive control, and decision-making from the top, conscious unbossing entails a deliberate move toward decentralized authority and collective responsibility. Leaders adopting this approach often act as facilitators or enablers, focusing on empowering teams and fostering collaboration rather than enforcing rigid structures.

This trend is shaped by several factors:

1. **Generational Shifts:** Millennials and Gen Z employees tend to value autonomy, purpose-driven work, and inclusive environments. They are less motivated by traditional power dynamics and more by mutual respect and team-oriented success.
2. **Cultural Evolution:** Modern workplaces increasingly emphasize psychological safety, transparency, and trust. Leadership styles aligning with these values resonate more effectively with contemporary workforces.
3. **Technological Enablers:** Digital communication tools and platforms make it easier for teams to self-organize, distribute tasks, and collaborate effectively without relying on micromanagement.
4. **Complexity of Modern Work:** In environments requiring agility and innovation, hierarchical structures may stifle creativity. Conscious unbossing offers a flexible alternative.
5. **Ethical Expectations:** The rise of stakeholder capitalism and focus on corporate responsibility places additional emphasis on leaders acting as stewards rather than authoritarian figures.

While this trend has garnered attention for its alignment with evolving workplace values, it also raises challenges. Some fear that the absence of clear leadership might result in accountability gaps, decision-making paralysis, or a lack of direction. Others argue it risks diminishing the perceived value of leadership roles, making them less appealing to emerging leaders.



Here are possible first-order implications of the trend of "conscious unbossing":

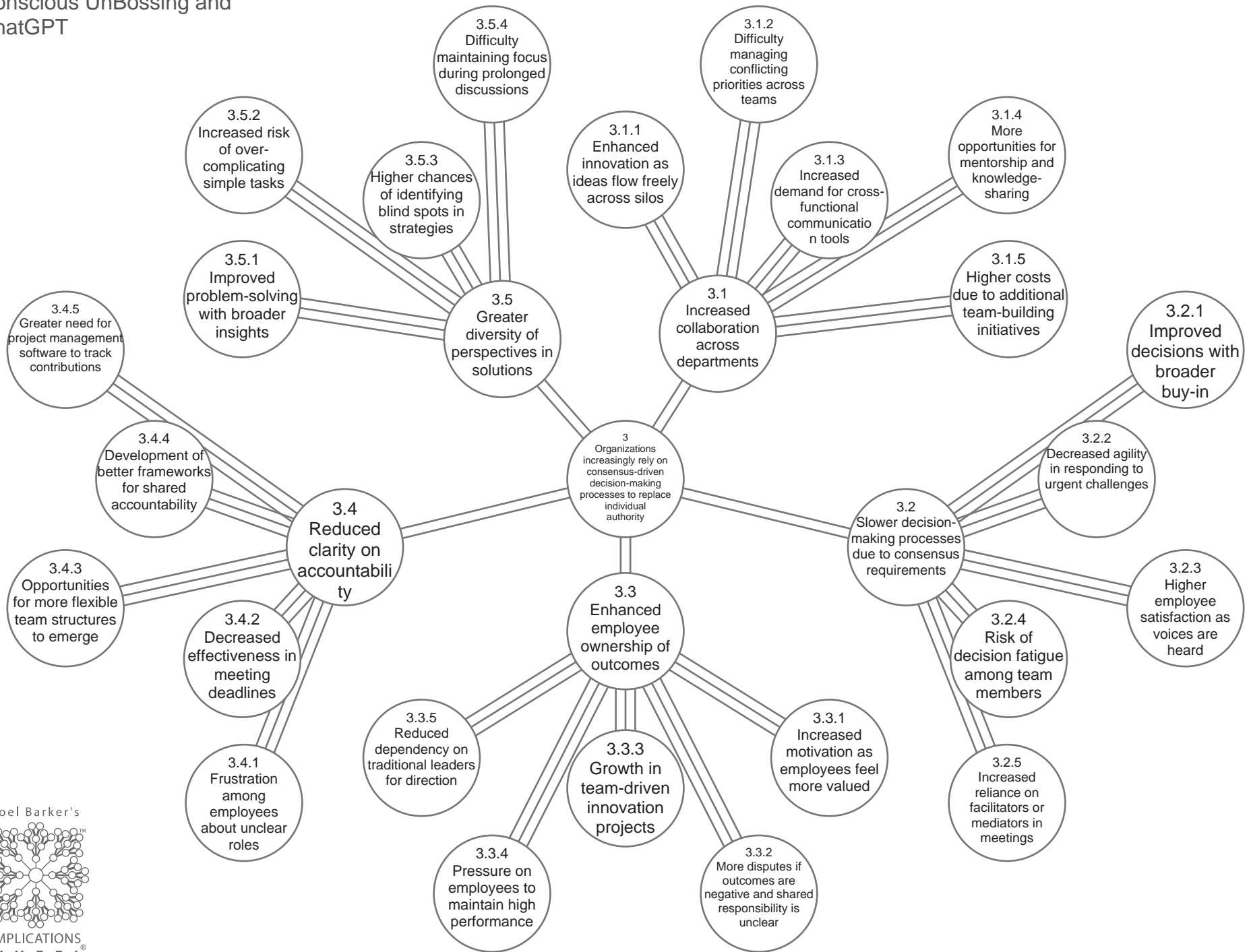
1. **Flattened Organizational Hierarchies:** One possibility is that organizations adopt less hierarchical structures, reducing layers of middle management.
2. **Reduced Interest in Traditional Leadership Roles:** One possibility is that fewer employees pursue traditional managerial positions, viewing them as incompatible with collaborative team dynamics.
3. **Rise in Team-Based Decision-Making:** One possibility is that organizations increasingly rely on consensus-driven decision-making processes to replace individual authority.
4. **Challenges in Accountability:** One possibility is that diffused authority complicates efforts to identify who is responsible for specific outcomes.
5. **Enhanced Employee Engagement:** One possibility is that employees feel more invested and valued as decision-making power becomes more distributed.
6. **Training Programs for Facilitative Leadership:** One possibility is that companies focus on training leaders in coaching and mentoring rather than traditional command-and-control styles.
7. **Difficulty in Crisis Management:** One possibility is that organizations struggle with rapid decision-making in crisis situations due to the absence of centralized leadership.
8. **Increased Focus on Collaborative Technologies:** One possibility is that businesses invest in digital tools designed to support peer-to-peer collaboration and coordination.
9. **Potential for Role Ambiguity:** One possibility is that employees experience confusion over their responsibilities and the boundaries of their authority.
10. **Improved Innovation:** One possibility is that decentralized decision-making fosters diverse perspectives, leading to more creative solutions.
11. **Resistance from Established Leaders:** One possibility is that traditional leaders resist relinquishing authority, creating internal friction during transitions.
12. **Cultural Shifts Toward Inclusivity:** One possibility is that organizations foster a culture where diverse voices are amplified, improving inclusivity and equity.

**III. Generate “Second- and Third-order” Implications** (for one “positive” and one “negative” “first-order.”)

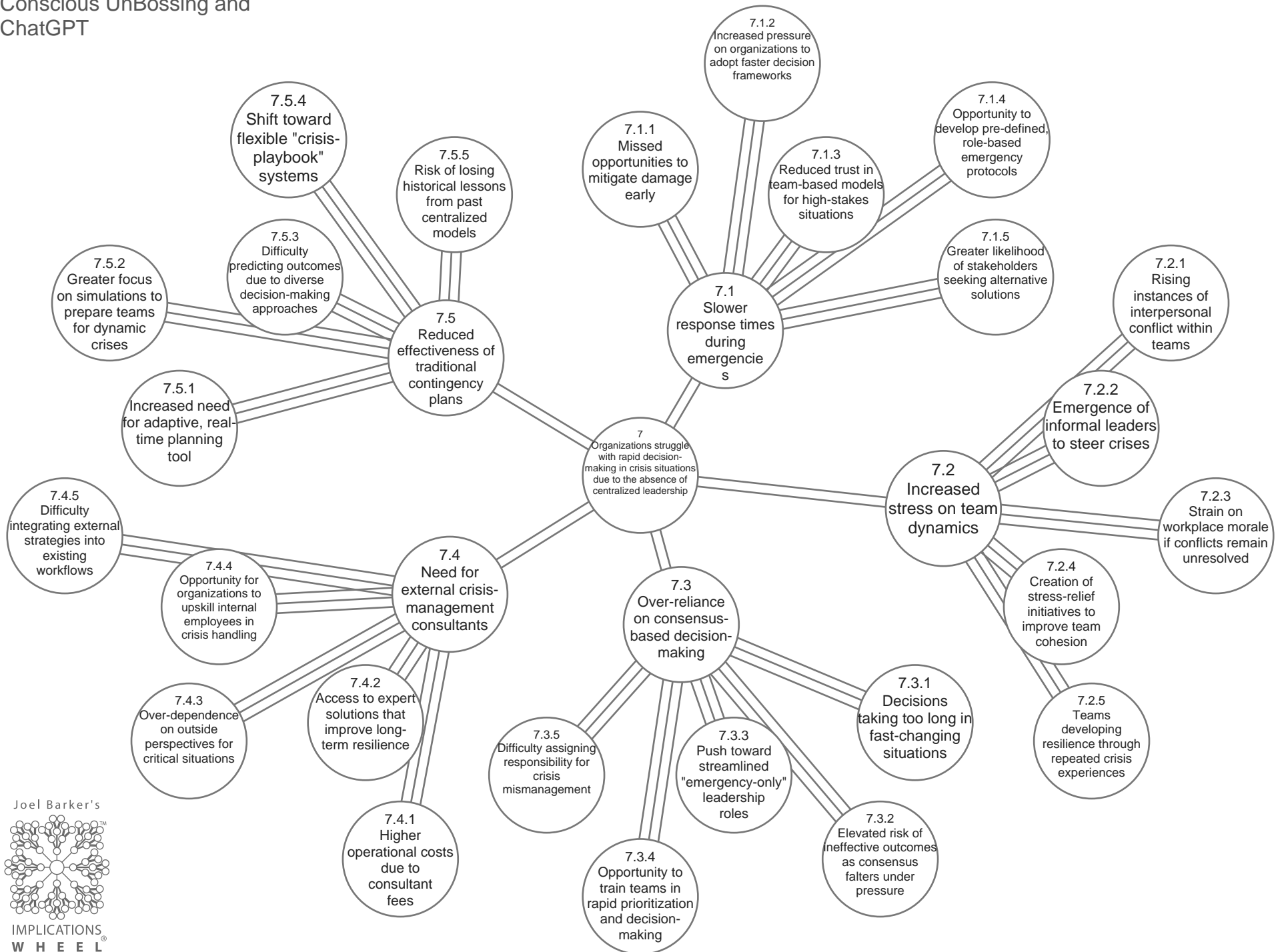
The “arcs” presented here are generated by the **Implications Wheel “Arc” Explorer** GPT. They were then entered into the Implications Wheel software to generate the “arc” graphic presentation. Minor editing for these implications was done to increase clarity and compliance with Implications Wheel rules for specificity. For example, words like “will,” “may,” and “might” have been deleted because all implications are presumed to be preceded by: **“One possibility is...”**



# Conscious UnBossing and ChatGPT



# Conscious UnBossing and ChatGPT



## IV. Identify Scoring Possibilities

The Implications Wheel features scoring for desirability and likelihood from a specified "point of view." What are some possible "points of view" for scoring this exploration?

**ChatGPT said:**



When using the Implications Wheel to evaluate the desirability and likelihood of outcomes, identifying appropriate "points of view" is critical for contextualizing the scoring. These points of view depend on the stakeholders or entities most affected by or interested in the exploration. Here are some possible perspectives:

Here are potential points of view for scoring desirability and likelihood in the exploration of **conscious unbossing**:

### 1. Organizational Leaders/Executives

- Desirability: How does conscious unbossing impact organizational control, efficiency, and profitability?
- Likelihood: Are traditional power structures in their industry amenable to such changes?

### 2. Middle Managers

- Desirability: Does this trend improve or diminish their professional relevance and decision-making capacity?
- Likelihood: How realistic is the transformation of their roles into facilitators rather than enforcers?

### 3. Frontline Employees

- Desirability: Does conscious unbossing lead to empowerment and better work-life balance, or does it cause confusion?
- Likelihood: Are their industries adopting these practices at a noticeable pace?

### 4. Human Resource Professionals

- Desirability: How well does this align with retention strategies and fostering psychological safety?
- Likelihood: Are HR teams culturally equipped to support such transitions with training and policy adjustments?

## **5. Startups vs. Legacy Corporations**

- Startups: Likely to view this as a natural evolution due to existing flat hierarchies.
- Legacy Corporations: Desirability depends on their ability to balance traditional management with new structures.

## **6. Union Representatives**

- Desirability: Conscious unbossing may either strengthen collective employee agency or cause friction if leadership roles become ill-defined.

## **7. Customers and Clients**

- Desirability: From the customer's perspective, does conscious unbossing enhance service and innovation?
- Likelihood: Is there visible evidence of team-driven models improving customer experiences?

## **8. Government Regulators**

- Desirability: Does decentralized leadership make compliance and accountability more or less challenging to enforce?
- Likelihood: Are industries regulated by strict hierarchies willing to shift?

## **9. Academics and Thought Leaders**

- Desirability: Are they supportive of the evolution of leadership theory, or do they highlight potential issues with authority diffusion?

## **10. Shareholders and Investors**

- Desirability: Does conscious unbossing improve financial performance by fostering innovation, or could it signal reduced leadership accountability?
- Likelihood: How prevalent is this trend among successful investment portfolios?

These points of view reflect varied interests, and their scoring can highlight different strengths and vulnerabilities within the broader implications of conscious unbossing.

***Newer versions of ChatGPT will sometimes offer alternative responses. In response to the prompt for possible scoring “points of view” for this exploration, ChatGPT offered the following as an alternative. ChatGPT asks: “Which do you prefer?” While there is significant identification of the same possible “points of view,” e.g., senior leadership, there are also some differences and different details or reasons provided.***

Here are several possible "points of view" for scoring the desirability and likelihood of the implications of "conscious unbossing":

### **Organizational Stakeholders**

1. **Employees:** Evaluate how the implications affect job satisfaction, collaboration, and professional growth opportunities.
2. **Senior Leaders/Executives:** Assess how changes impact strategic alignment, organizational effectiveness, and their own roles.
3. **Middle Managers:** Consider how this trend influences their job security, responsibilities, and relevance.

### **External Stakeholders**

4. **Customers:** Examine whether conscious unbossing improves product/service quality, responsiveness, and customer experience.
5. **Investors:** Assess its effect on organizational stability, innovation, and profitability.
6. **Competitors:** Consider how this trend creates opportunities or challenges for differentiation and market positioning.

### **Societal Perspectives**

7. **Government/Policy Makers:** Evaluate whether conscious unbossing aligns with broader labor policies and societal expectations around workplace equity and inclusion.
8. **Unions or Labor Advocates:** Consider how the trend influences workers' rights, job security, and collective bargaining dynamics.

### **Generational Perspectives**

9. **Millennials and Gen Z:** Reflect on how this aligns with their values of autonomy, flexibility, and inclusivity.
10. **Older Generations:** Evaluate whether this trend resonates with or alienates employees accustomed to traditional leadership structures.

### **Functional/Operational Views**

11. **Human Resources Professionals:** Consider how conscious unbossing affects hiring, retention, and leadership development strategies.

12. **IT/Technology Teams:** Assess the role of digital tools and technologies in facilitating this shift.

### **Broader Conceptual Perspectives**

13. **Cultural Analysts:** Reflect on how the trend aligns with or challenges societal norms and organizational culture.
14. **Ethical Advocates:** Consider whether the trend promotes fairness, reduces power imbalances, and supports moral leadership practices.

### **Application in the Implications Wheel**

Choosing multiple points of view ensures a holistic exploration of the desirability and likelihood of various outcomes, highlighting potential trade-offs and conflicts among different stakeholders. Each perspective will prioritize certain outcomes differently, enabling nuanced and actionable insights.

**Note:** *An Implications Wheel Scoring experiment (on new AI Legislation) was conducted with “arcs” from an exploration scored by the Chat GPT, trained I-Wheel Facilitators, and an AI Expert. The results, summarized in a report noted at the end of this report, demonstrated that the Chat GPT could score implications from a specified point-of-view.*

## V. Scoring

The **Implications Scorer** GPT was asked to score implications for the two arcs created. For this **12 - 2 – 60 Scouting Journey**, an example of the scoring for the two “first-orders” from two different “points of view,” **Organizational Leadership** and **Frontline Employees**, is included. Because of the extensive amount of information generated by scoring all of the implications, an **Enhanced +Scoring Report** has been created.

### Scoring from Organizational Leadership Point-of-View

#### First-Order Implication #1:

**Organizations increasingly rely on consensus-driven decision-making processes to replace individual authority.**

- **Desirability: +2** → Encourages collaboration and shared responsibility but slows decisions.
  - **Likelihood: 9** → Highly likely given modern leadership trends.
- 

#### First-Order Implication #2:

**Organizations struggle with rapid decision-making in crisis situations due to the absence of centralized leadership.**

- **Desirability: -3** → Slower crisis response weakens leadership effectiveness.
- **Likelihood: 8** → Likely in team-based decision environments where consensus is prioritized.

### Scoring from Frontline Employees' Point of View

Let's score **Arc #1: Rise in Team-Based Decision-Making** from the perspective of **Frontline Employees**, considering how collaboration, ownership, and structural changes impact their day-to-day work, satisfaction, and performance.

#### First-Order Implication: Rise in Team-Based Decision-Making

- **Desirability: +3** → Increases inclusiveness and shared ownership, but potential confusion around roles may frustrate employees.
- **Likelihood: 9** → Team-based decision-making is a strong trend in modern workplaces.

Now scoring **Arc #2: Difficulty in Crisis Management** from the perspective of **Frontline Employees**, focusing on how slower crisis responses, stress, and external dependencies impact their daily work, morale, and job security.

**First-Order Implication: Difficulty in Crisis Management**

- **Desirability: -4** → Creates stress and uncertainty for frontline employees, who often bear the brunt of slow crisis responses.
- **Likelihood: 8** → A common issue in consensus-driven team structures.

There are two important observations here. First, consistent with the Implications Wheel core concept of “decision-enhancing information for leaders,” the Implication Scorer GPT offers “Suggested Scores.” Secondly, the GPT includes brief explanations for each score. This could be a valuable addition to an exploration and a possible part of the “When the Scouts Return” campfire discussion with leadership.



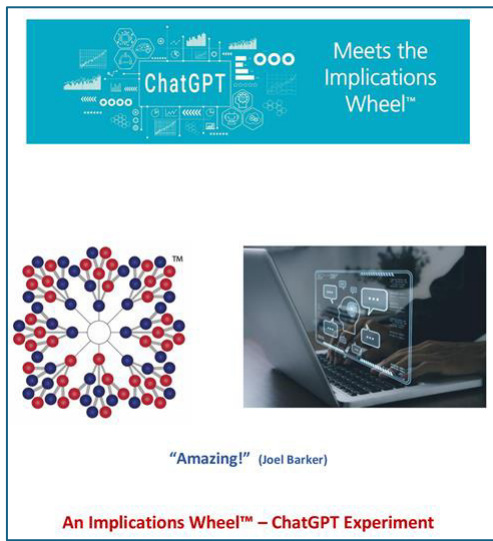
## VI. Scoring Exercise

In **12 – 2 – 60 Scouting Journey** reports, an opportunity to interact with the exploration will be included.



*This is an exercise frequently conducted with audiences during an introduction to the Implications Wheel. It also introduces participants to evaluating the implications of an exploration.*

1. Review the two “arcs” included earlier in this report.
2. Select a scoring “point-of-view” from the list of suggestions generated by ChatGPT or...
3. Point-of-View:
4. Identify, based on the “point-of-view” and your assessment, the three most important **negative** implications and the three most important **positive** implications.



Meets the Implications Wheel™

ChatGPT

“Amazing!” (Joel Barker)

An Implications Wheel™ – ChatGPT Experiment

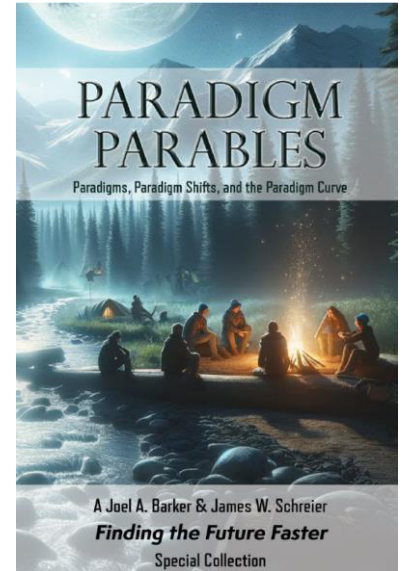


This report compares an exploration developed by I-Wheel facilitators to the same topic explored by ChatGPT.

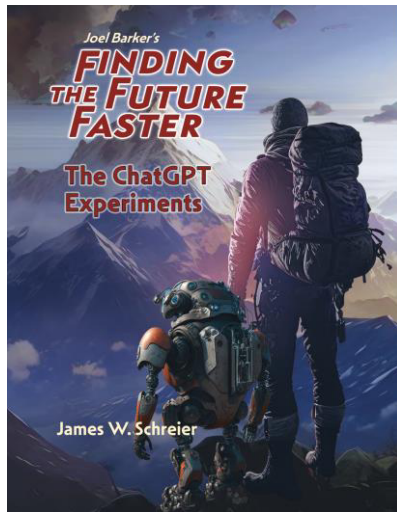
Key observations include the identification of identical and similar implications plus the need to actively “facilitate” the work of ChatGPT.



This special publication contains multiple examples of paradigms, paradigm shifts, and applications of the paradigm curve.



This special publication contains experiments and examples of how ChatGPT works with Joel’s Strategic Exploration tools.



SCAN TO REQUEST MORE INFORMATION!



There are six Chat “GPTs” developed and trained based on Joel Barker’s Strategic Exploration Tools.

Strategic Exploration

GPT Guides



### Future Insight

*A strategic exploration GPT for interrogating trends, innovations, and paradigm shifts. It uses a formal set of questions based on the T.I.P.S Tracking Interrogation process.*



### Implications Explorer

*Expert-level GPT for direct, specific, first-order implications.*



### Implications Wheel “Arc” Explorer

*Generates a 5 x 5 Implications Wheel Arc.*



### Implications Scorer

*Scores implications for an “Arc” of an Implications Wheel. A specific point-of-view is specified to begin the scoring.*



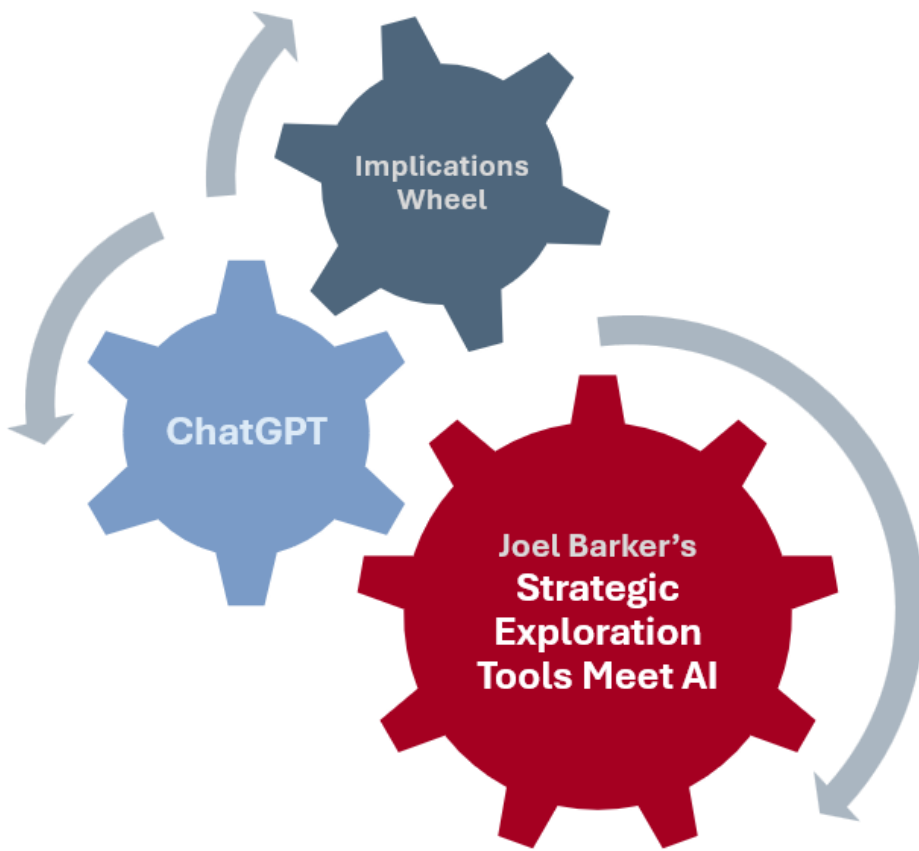
### Campfire Inquiry

*A structured inquiry of Implications Wheel results, based on “When the Scouts Return.”*



### Barriers, Bridges, Information Needs

*Generates possible decision strategies for specific I-Wheel Implications*



# Coming Next

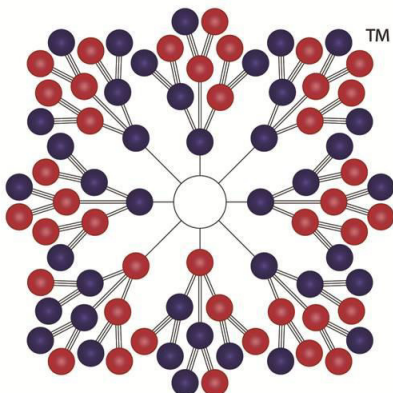
A 12 - 2 - 60

Scouting Journey

Report #25-03

What are the possible implications of the emerging trend of the rise of “AI Superworkers?”

Joel Barker's



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