

Bridging Innovation Management and Consciousness Research

Premises for a Radically Innovative Consulting Service

Raluca Cibu-Buzac

INTRODUCTION

*“I’m looking for the face I had
Before the world was made.”¹*

—William Butler Yeats

I recently responded to the invitation of one of the consciousness practitioners I have known for a long time, to participate in a meditation intended on exploring, via our subtle bodies, the landscape and conditions of the appearance of the first life form on Earth. The journey was fascinating, as I immediately perceived a distinct place on Earth, where sizes, colours, and geographies were totally different from what we see today, yet very familiar and “earthly.” The sky was charged with electricity, dark clouds were travelling quickly on the horizon, and the air contained more types of gases than our current breathable air. The scale of mountains and rocks was larger, while green pastures were also visible, alongside creeks and lakes. The first life form appeared to me as a translucent ball of liquid with a flashing light at the core. When I saw it, I instantly got the understanding that what my subtle eyes were seeing was a form of energy and matter that could not be visible with the eyes that I have at present. While focusing my view on the content of the bubble, I noticed that the core was sparkling, producing something like an electric short circuit. The core could generate processes that were replicating and extending life.

¹ Yeats, William Butler: *Before the World Was Made*, All Poetry online, <https://allpoetry.com/Before-The-World-Was-Made>

What struck me the most were my feelings while watching the scene—deep affection within and around the first life form on Earth. I felt love for it, as well. I perceived a sense of communion with the life form, of belonging to a story of creation that brought comfort, joy, and meaning.

Two weeks after the meditation, I read a piece of news mentioning that, according to recent research, it was concluded that “LUCA—The Last Universal Common Ancestor,”² a single-celled organism from which all modern life descends, existed approximately 4.2 billion years ago. Emerging during the Hadean eon, LUCA thrived in an environment starkly different from today's Earth. The atmosphere was dominated by reducing gases like hydrogen, methane, and ammonia, with no free oxygen present. LUCA likely inhabited areas near hydrothermal vents or hot springs, which provided the necessary conditions for its survival. It possessed a sophisticated cellular structure with a water-based cytoplasm, using DNA or RNA for genetic information storage. These characteristics highlight LUCA's remarkable complexity and adaptability, setting the stage for the diverse array of life that would eventually evolve on Earth.

I have intentionally created a parallel between the information I collected through two ways of knowing—one consisting of an alternative state of consciousness, based on images, intuitions, and feelings, and the other consisting of scientific research, based on correlations and data-driven assumptions. Of course, the benchmarking reveals just a preliminary finding, triggered by one single episode of meditation. To further substantiate the significance and relevance of potential synergies between knowledge gained from alternative states of consciousness and mainstream science, we need to develop a systematic approach. Nevertheless, I would like to highlight the fact that alternative states of consciousness provide us with information not (yet) available from other sources; they offer information about events that have not yet taken place (e.g., accounts of premonitory dreams); or they can bring inspiration for problem solving (e.g., we get new ideas during the early morning state, between sleep and awake).

² *The Last Universal Common Ancestor: Perplexity*, November 21, 2024.

Alternative states of consciousness (ASCs) represent a natural part of humans' and other beings' consciousness; they are not to be feared, avoided, neglected, minimized, or used as a tool for mass manipulation. In this respect, psychologist Charles T. Tart maintains that we tend to "be blindly converted to ideologies created by the powerful experiences encountered in altered states of consciousness or avoid them because of fear."³ We are naturally endowed with consciousness—the fundamental capacity for sentience, experience, subjectivity, self-agency, intention, and knowing—in all its forms (i.e., ordinary and non-ordinary states of consciousness).

I would also like to stress the fact that, once we start observing systematically the content of ASCs, we should "leave the skeptic outside the room," as Robert Moss⁴ suggests, and go beyond what we might rationally view as a "weird" attempt to turn our phantasies into a reliable source of information. The most easily available ASC to all of us is *dreaming*. They have fascinated humans for millennia, and continue to do so today. Alternative states of consciousness raise our curiosity, and, if we are sufficiently open, present themselves to us as a source of fresh and unexpected knowledge.

Beside being a Ph.D. candidate in Consciousness Studies, I am the founder of two enterprises, one focused on innovation and business consulting (Luminspino⁵), while the other focuses on hosting ASC workshops (SunChild⁶). In recent years, I have often reflected on how to create a bridge between the two domains of knowledge and practice. Consequently, in the following sections of this paper, I will lay the conceptual groundwork for a radically innovative consulting service—blending mainstream business and innovation consulting with consciousness research focused on ASCs. My intention here is to support researchers, managers, innovators, and entrepreneurs to broaden their learning and knowledge through new information gathered during facilitated ASC sessions. The aim here is to accelerate innovations and develop visions and strategies for the future that could be potential socio-economic game-changers.

³ Tart, Charles T., PhD: *States of Consciousness*, iUniverse.com, Inc., 1983

⁴ Robert Moss School of Active Dreaming: <https://mossdreams.com>

⁵ <https://luminspino.eu/>

⁶ <https://sunchild.world/>

STATES OF CONSCIOUSNESS

*"I think you are only alert about things you know."*⁷

—Carlos Castaneda

I would like to start by clarifying the notion of "*states of consciousness*," drawing attention to different types of states available to us, and that can enrich our everyday lives—personally and professionally—by tapping into the potential of the so called altered or alternative states of consciousness.

Charles Tart maintains that we currently have a limited "one-state science," therefore we "lose some human potentials while developing others," and that we need to develop "state-specific sciences," within various ASCs, so that we can evolve overall science based on "radically different perceptions, logics, and communications, and so gain new views complementary to our current ones."

Tart classifies our ordinary waking state as the "baseline state of consciousness." All other states are considered "altered" from the baseline. Grounding his research on a systems approach,⁸ Tart notes that the ASCs make up a new system with unique properties of its own, involving a "restructuring of consciousness." In this paper, I will use the contrasting terms "baseline" and "alternative states" of consciousness, to further emphasise that they are part of a continuum of consciousness accessible to us under specific conditions.

The best-known examples of alternative states of consciousness include dreaming sleep, nondreaming sleep, liminal states such as hypnagogia (transitional state from wakefulness to sleep), or hypnopompia (state of consciousness leading out of sleep), hypnosis, drug- and plant-induced states of consciousness, and meditative states.

My passion and interest for practicing, and observing ASCs has grown in recent years, given that our experience of alternative states is conducive to creativity, problem-solving, better decision-making, as well as sentiments of hope, solace, joy, peace, and many more positive

⁷ Castaneda, Carlos: *A Separate Reality: Further Conversations with Don Juan*, Simon & Schuster, New York, 1973.

⁸ Tart argues that our ordinary state of consciousness is a highly complex construction, which can be analysed into many parts that function together in a pattern and forming a system.

ones. I discussed this in two of my previous papers.⁹ Moreover, as Christian de Quincey noticed, “our indigenous ancestors have practiced ASCs for millennia and, in doing so, have found ways to avoid or overcome the consequences of split-brains (neocortex vs. limbic system). In alternative states of consciousness, the divisions between thinking and feeling are transcended,”¹⁰ resulting in what de Quincey has termed “feeling our thinking.” When thinking remains “embodied,” there is no disconnect between the neocortex and the limbic system. We could say that when we “feel our thinking,” we are “thinking” with the *whole* body, not just the brain.

Experiencing deep relaxation, lingering in daydreaming, letting imagination run wild, or even dedicating ourselves to breathing exercises . . . all these “interludes” to the baseline state of consciousness bring inner balance, peace, and joy. During altered states like meditation or nature walks, fresh ideas, images, and inspiration surge onto our mental screen. The intentional and consistent practice of ASCs leads to an overall improved quality of life.

The main intent behind the new consulting service is to create conditions for researchers and managers to experience consciousness shifts—*breakthroughs* to a new state that enhances creativity and innovation—benefitting from new information revealed during ASC sessions related to their research or strategy.

CONSCIOUSNESS AND INNOVATION—EXTRA-RATIONAL WAYS OF KNOWING

“It is through science that we prove, but through intuition that we discover.”¹¹

—Henri Poincaré

Throughout modern history, many scientists confessed that their discoveries resulted from at least one experience of alternative states of consciousness (dreaming or daydreaming). From the perspective of history, science (like art) has always benefitted from a strong connection between innovation and ASCs.

⁹ *Let's Not Blame It on the Brain*: https://sunchild.world/wp-content/uploads/2024/10/1_Alternative-States-of-Consciousness-for-Tapping-into-the-Potential-of-Evolution.pdf, and *The Impact of Various Practices on Enhancing the Feeling of Life (Traire)*: https://sunchild.world/wp-content/uploads/2024/10/3_Impact-of-Practices-on-Traire.pdf

¹⁰ de Quincey, Christian: *Radical Knowing*, Park Street Press, 2005

¹¹ Poincaré, Henri: *The Value of Science*, Random House Publishing Group, 2012

For example,¹² Dmitri Mendeleev, who developed the periodic table, where chemical elements are organized based on their atomic and chemical properties, claimed to have envisioned the complete arrangement of elements in a dream: “*I saw in a dream a table where all the elements fell into place as required. Awakening, I immediately wrote it down on a piece of paper, only in one place did a correction seem necessary.*” Niels Bohr, who developed the “solar system” model of the atom, confessed that one night he saw electrons spinning around the atom’s nucleus like planets revolving around the sun. On waking up, he felt the vision was accurate and immediately went to his lab in search of scientific evidence to support his dream. German chemist Friedrich August Kekulé, famous for having discovered the structure of the benzene molecule, had a reverie or daydream where he saw a snake seizing its own tail, and this was the inspiration for the discovery of the ring structure of benzene.

From my own experience with innovators and scientists, I have selected two examples, related to what we call *breakthrough innovation*—a radically new product or process that represents a leap from the current state of knowledge and market. Breakthrough innovation implies a high risk, but also a high reward that could solve complex global problems. A few years ago, I supported a chemical engineer who invented a compound that can withstand fire on the most flammable materials, simply by being sprayed on. The researcher told me how he understood what composition he should create, after diving into recurrent alternative states of consciousness, during the early morning hours just before dawn.

Then, I met a woman researcher in cultural and creative industries¹³ from Brazil who came up with the idea of giant drone-animated puppet shows, after dreaming about a horse galloping in the sky, with the hooves moved by drones. We currently work together to bring her innovation to the market.

¹² Annie Web: *Dreams and Visions in Scientific Innovation*, online platform *The Space-Out Scientist*, April 2015, <https://spacedoutscientist.com/2015/04/22/the-role-of-dreams-and-visions-in-scientific-innovation/>

¹³ Cultural and creative industries encompass architecture, archives, libraries and museums, artistic crafts, audiovisual (including film, television, video games and multimedia), tangible and intangible cultural heritage, design (including fashion design), festivals, music, literature, performing arts, (including theatre and dance), books and publishing, radio, and visual arts (European Commission: Internal Market, Industry, Entrepreneurship and SMEs, https://single-market-economy.ec.europa.eu/sectors/cultural-and-creative-industries_en).



Image 1: Drawings by Julia Zamboni, Brazilian artist and researcher.

My vision is to introduce a structured and systematic approach to harvesting the potential of alternative states of consciousness with the aim of advancing innovation in scientific laboratories and in other contexts (i.e., intangible knowledge-based innovations). My vision is to support managers in building and implementing their strategy for the future of their enterprise. Because ASCs inform and enrich our daily lives on so many levels, in so many ways, I envision building a bridge between innovation management and consciousness research. In this context, a “structured and systematic” involvement of ACS experiences refers to generating a complete process (i.e., structure, method, steps, reporting, impact measurement, etc.). This process is designed to yield data and insights about how to access alternative states of consciousness and harvest their content in a consistent and systematic manner. This “radical” approach will go hand-in-hand with mainstream innovation and business development activities.

The approach is multidisciplinary and involves three main building blocks, with their own principles and operations. First, is *consciousness research*, through which we will address the experience and content of ASCs, as well as the complexities, intricacies, and implications involved in integrating them with mainstream work within laboratories and enterprises.

Second, contemporary *innovation management*, which follows the worldview of mainstream science. Most of the innovation cases I consult on are research-based. Innovation management implies going through all the steps “from laboratory to market” —

the whole process (e.g., prototyping, technology, demonstration, etc.), and then making the innovation available to society.¹⁴

Third is *business strategy and planning*, usually implying a consultancy approach that facilitates the entire process from strategy design to implementation. The endeavour typically involves collaboration with external stakeholders, and the achievement of future goals through collaboration.

I often talk with researchers about the “unfair advantage”¹⁵ their innovation creates for them, as authors and owners of the intellectual property, and eventually for their current or future businesses. In most cases, we agree that the unfair advantage does not consist in the features or functions of the technology, but resides in intangible assets, such as personal authority, partnerships and networks, the cohesive team that created the innovation, the depth and length of the research process, valuable data, or in the ability to develop the innovation further on the market. I agree with Ash Maurya, creator of the Lean Canvas business tool,¹⁶ that the strongest unfair advantage is represented by continuous learning, by constantly pushing the boundaries of our knowledge.

By inviting researchers and managers to engage in alternative states of consciousness, I aim to facilitate expanding the mainstream learning horizon by tapping into the learning potentials that lie within what Eric Weiss defined as “transphysical worlds.”¹⁷ According to Weiss, the universe of the human experience consists of three domains: the *physical* world, the *vital* world (perceived by us during dreams of the night and lucid dreams, containing imagination and feelings), and the *mental* world (focused on meaning, the pursuit of harmony and coherence, containing thoughts). The vital and mental worlds belong to the transphysical or subtle realm.

¹⁴ See the example of the *Breakthrough to Scale* mentoring programme created by *Luminspino*:

<https://luminspino.eu/breakthrough-to-scale-mentorat-avansat-de-proces-pentru-inovare-climatica/>

¹⁵ The *unfair advantage* attached to an innovative product/service consists of something that cannot be easily copied or bought: <https://www.leanfoundry.com/articles/how-to-formulate-your-unfair-advantage-strategy>

¹⁶ The Lean Canvas is an effective and impactful tool that helps entrepreneurs to define the business model for their product or service, by going through nine steps of reflection and strategizing.

¹⁷ Weiss, Eric M., *The Long Trajectory: The Metaphysics of Reincarnation and Life After Death*, iUniverse Inc. Bloomington, 2012.

The radically innovative consulting service proposed here will entail working with researchers and managers, accompanying their everyday endeavours, within both the physical and transphysical worlds. The multidisciplinary and systematic process, encompassing “multiple-states sciences” will allow for the domains of innovation and entrepreneurship to blend seamlessly with consciousness research, and to lead to the revealing of yet unexplored potentials of knowledge and action.

TRIGGERS FOR THE NEW CONSULTING SERVICE

“The intuitive mind is a sacred gift, and the rational mind is a faithful servant. We have created a society that honours the servant and has forgotten the gift.”

—Albert Einstein

From my perspective, one of the underlying premises for the new consulting service is that, although consciousness is intrinsic to all forms of knowledge, it is often overlooked as the *context* for all knowledge *content*. We need to shift focus to include research into the dynamics of consciousness, and thus reveal the creative role of ASCs (dreams, etc.) in knowledge generation. At least two factors trigger this: the first is a barrier to overcome, while the second is an opportunity to grasp.

1. *Limitations of mainstream science*

Nowadays, we live in an extremely fragile planetary context, caused by our actions (e.g., industrialisation, over-consumption, waste of resources, pollution, etc.), driven by a materialist-worldview. I do not want to downplay the positive results achieved by science (e.g., health services for all beings, space travel, renewables, technological solutions that work with nature, etc.), but I would like to stress what I mentioned in one of my previous articles,¹⁸ that science should revisit its foundations, according to which there is a mind-matter split, and the only way to overcome it is by limiting science to the study of the only “real” component/aspect, i.e., matter. Moreover, science should acknowledge the sentience of nature, of all animals, including humans, and of the entire universe. This knowledge has

¹⁸ *Nature, Consciousness and the Twist of Innovation*: https://sunchild.world/wp-content/uploads/2024/10/9_Nature-Consciousness-Innovation.pdf

been excluded by mainstream science, what de Quincey calls “Plate-Glass Science,”¹⁹ because consciousness “could not be measured” because it is not accessible to sensory empiricism.

To achieve this metamorphosis, science needs to develop what de Quincey defines as “Looking-Glass Science,” where the knower becomes the known, with no separation between subject and object—*consciousness is studying consciousness*. The five criteria of Looking Glass Science will be embedded into the consulting process, as follows:

- 1) *Subjectivity*—the observer now participates; the “subject” becomes its own “object.”
- 2) *Engagement* with qualities for fine distinctions, through self-reflection or intersubjective mutual reflection (in place of *measurement*).
- 3) *Meaning*, at the core of the exploration, to intuitively understand or *feel* patterns of shared experiences. This replaces mechanistic explanations.
- 4) *Growth*—understanding is enriched as participants undergo personal and/or interpersonal development. This replaces “prediction” as the aim of science.
- 5) *Transformation* of experienced value—unfolding of the participants’ inherent potentials and capacities.

2. *The integral mutation of consciousness*

The “integral mutation of consciousness”²⁰ refers to a transformative process described by Swiss philosopher-linguist Jean Gebser, where consciousness evolves beyond the mental-rational structure into an integral, aperspectival structure. This involves integrating all previous structures of consciousness—Archaic, Magical, Mythical, and Mental—into a dynamic and harmonious whole. Gebser’s concept emphasizes the emergence of a new form of time- and space-perception, where past, present, and future coexist interactively. This mutation is not merely an evolutionary step, but an intensification and enrichment of human consciousness, enabling a more holistic and vibrant awareness.

¹⁹ de Quincey, Christian: *Consciousness from Zombies to Angels*, Park Street Press, 2008

²⁰ Gebser, Jean: *The Ever-Present Origin*, Ohio University Press, 1985

The radically innovative consulting service outlined here will both rely on and boost the features of the integral mutation of consciousness defined by Gebser, as follows:

- *Integration of previous structures*: The approach to bridging innovation and consciousness will involve practices that once belonged to the Magical or Mythical phases of human development, thus contributing to understanding how these diverse structures interact and coexist within integral consciousness.
- *Non-linear nature*: Embracing new modes of generating knowledge, and going beyond linear of mainstream scientific procedures, researchers and entrepreneurs can gain novel insights, involving discontinuous leaps or transformations, leading to breakthrough results.
- *Perception of transcending linear time*: During ASCs, the perception of time blurs, and we can perceive past, present, and future simultaneously, and thus enlarge the scope of our decisions. The integral mutation introduces a “timeless intensity” that transcends linear time perception. For example, in specific ASCs, we can detect probable future events, by “reading” probabilities that exist in present time. Although these *quantum probabilities* do not qualify as knowledge of a definite future, they can bring additional insights that influence our course of action.
- *Supersensible perception*: By their essence, ASCs introduce different modes of knowing, extra-rational, and largely intuitive, thus making room for subtle perceptions in our everyday lives, on a personal and professional level.
- *Non-sensory empiricism*: Due to the non-physical nature of consciousness (i.e., not an object detectable by the senses), the mainstream approach of science, based on gathering sensory empirical evidence, does not work in consciousness research or in the context of Gebser’s integral mutation. Nevertheless, by relying on “radical empiricism,”²¹ shifting to Looking-Glass science, and applying the POR method (see

²¹ According to philosopher William James, *radical empiricism* accepts all experiences as valid data for science, including non-sensory experiences, such as feeling, intuition or telepathy (*Stanford Encyclopedia of Philosophy*): <https://plato.stanford.edu/entries/james/>).

section “Process and Tools”), we can account for and extend the conclusions of the ASC-facilitated experiences.

- *Interdisciplinary nature:* Understanding the integral mutation requires insights from various fields, and, as a result, the approach proposed here is multidisciplinary, involving innovation management, in synergy with consciousness research.

HOW IT WILL WORK IN PRACTICE

The radically innovative consulting service will support researchers to develop and advance innovations, and for managers to refine and expand their vision and mission for the future, and to develop the right strategy to sustain the vision. The key intent here is to re-introduce the *mind* of the researcher/manager into mainstream science and business. During previous mutations of consciousness (e.g., Mythical or Magical), this aspect has been achieved implicitly—for example, in indigenous societies, people shared the sleeping space with their families and tribes (and often with other animals), they were dreaming²² together and waking up during the night to share dreams, while the *ayahuasqueros*²³ shared the knowledge gained from plant-induced ASCs with the entire community, for the interest and benefit of all its members.

At least two potential scenarios will be considered during the service delivery:

A. *Scientists and researchers meditating and dreaming with the subject of their research*

Similar to shamans who can communicate with the sentience of (molecules in) a mountain, researchers could meditate and dream about—and with—the research subject. In this way, the researcher operates within both the physical (scientific laboratory) and the transphysical worlds (ASCs). By connecting, through meditation/daydreaming, with the sentient cells and molecules of any living organism (e.g., bacteria, trees, animals), the researcher will re-enforce a sense of communion with all creation, while at the same time gaining or confirming specific information about the subject of study.

²² Moss, Robert: *The Secret History of Dreaming*, New World Library, 2008.

²³ Narby, Jeremy: *The Cosmic Serpent*, Weidenfeld & Nicolson, 1999.

B. *Managers meditating and dreaming on their vision and strategy for the future*

At the level of a company's team, people could meditate or daydream on their vision for the future, on roadmaps to achieve it, or even on potential solutions to technological or other types of bottlenecks their enterprise encounters. In this case, the role of ASCs would be to expand the horizon of exploration with new inspiration, insights, and solutions, that otherwise would not arise during the baseline state of consciousness.

In both scenarios, the criteria of Looking-Glass science—consciousness knowing itself—will be applied to the process. The role of the consultant will be to oversee and facilitate the service delivery, by moderating subject-to-subject connection, either for an individual beneficiary (*subjectively*), through formal meditation practice and introspection, and/or for a group or team (*intersubjectively*), through two or more sentient beings sharing meaning, co-creating and participating in a higher unit of consciousness.

De Quincey highlights the fact that, when people share psychic content, consisting of feelings and moods, rather than exchanging cognitive ideas, they intersubjectively share *meaning*. By contrast, words are *objective* and physical (and, therefore, do not carry meaning), which is *subjective* and non-physical (not confined by space or distance). Within the scope of the proposed service, the focus will be on the *experiential* or *existential meaning* (instead of symbolic meaning), the kind of meaning we have in mind when we talk about, for example, “the meaning of life.” Here, “meaning” is an experience of belonging.

At the core of the new service, researchers and managers will be invited to share *experienced meaning* about their scientific and business concerns and aims. As such, this service is meant to herald the dawn of a new profession, the Chief Consciousness Officer, who can be trained to facilitate internal individual or group sessions.

PROCESS AND TOOLS

The consulting mission would start with a needs assessment, based on the company's motivation to benefit from the service. For example, for researchers, this could be advancing their technology, or, for managers, advancing the innovation strategy's design and execution. In Luminspino, we have already put into place a complete mentoring,

consulting, and coaching programme, *Breakthrough to Scale*,²⁴ which consists of a body of knowledge to be made available, in a customised manner, to innovators and entrepreneurs. It will also support clients to achieve significant impact in terms of decreased time required to advance the maturity level of the innovation, decreased time-to-market and time-to-profit, increased sustainability within their value chains, as well as increased income from sales of innovative products and processes. Regarding strategy design and implementation, in collaboration with various stakeholders, Luminspino has established a facilitated process, “Learning Networks for First Movers.”²⁵

From the perspective of consciousness research, Luminspino and SunChild will offer several practices/techniques to facilitate the ASC experience. These will include:

- At least two types of meditation:²⁶
 - Concentrative meditation, focused on one “thing”
 - Opening-up meditation, “whatever happens”
- Active Dreaming techniques: dream-sharing, dream re-entry and tracking, dream journaling, or waymaking.

Before and after each workshop, the facilitator will apply the processes of induction and then deinduction²⁷ of ASCs, using drumming, nature sounds, or harmonious music. These help to disrupt the current state of consciousness and to stabilise the new state (meditation). And so, the process continues . . . using techniques to disturb the new ASC to reconstruct and stabilise a new baseline state of consciousness.

At the same time, participants will be made aware of the “observer” role they should maintain during the ASC, enabling them to account for the experience. This will involve applying the POR (*Procedure, Observation, Report*) approach both to first-person subjective,

²⁴ *Breakthrough to Scale Advanced Process Mentoring* by Luminspino: <https://luminspino.eu/breakthrough-to-scale-mentorat-avansat-de-proces-pentru-inovare-climatica/>

²⁵ *Learning Networks for First Movers* by Luminspino: <https://luminspino.eu/learning-networks-for-first-movers/>

²⁶ Defined by Naranjo and Ornstein, quoted by Charles T. Tart.

²⁷ According to Charles T. Tart, *induction* is the process by which the baseline state is disrupted, and an alternative state is initiated and stabilized, while *deinduction* is the process by which the alternative state is disrupted, to allow for the baseline state to be reestablished.

as well as to second-person intersubjective experiences. As de Quincey²⁸ explains, the POR methodology, employed by mainstream science, can also be extended and applied to Looking-Glass science, encompassing all three investigative perspectives of *objectivity*, *subjectivity*, and *intersubjectivity*. In a nutshell, POR is a three-part method:

- *Procedure* sets the protocols for conducting the investigation; it represents a third-person objective framework.
- *Observation*, a first-person subjective event, where the subject attends to whatever shows up in experience as valid research data.
- *Report* consists of communicating the findings to a community of peers, for other researchers to further replicate and test the experiment, thus representing a second-person intersubjective endeavour.

NEXT STEPS

In view of generating this “prototype” of the radically innovative consulting service, we envision the following steps:

- ✓ Select the name of the service
- ✓ Define and explain the complete process behind the delivery of the service.
- ✓ Describe the profile of a typical service beneficiary.
- ✓ Design an introductory presentation, for potential early adopters.
- ✓ Prepare the toolkit to sustain the process.
- ✓ Pre-define the role of the Chief Consciousness Officer.
- ✓ Host a couple of online events.
- ✓ Launch the testing phase: implement, measure, improve (based on client feedback)

In today’s troubled world, I see a growing need for such a radical research approach. At the forefront of future-shaping, managers and researchers could benefit most from this innovative approach to innovation. Indeed, all life on Earth would gain from wiser, more

²⁸ de Quincey, Christian: *Consciousness from Zombies to Angels*, Park Street Press, 2008

conscious, leaders and scientists. Above all, the mission of the new consulting service is to be a beacon of truth.