Introduction: From Tamara-Land to the Falsifiable XYZA Concord Tesseract™

David Boje | November 12, 2026

Abstract

This introduction develops the book's conceptual and methodological arc. It begins with Greg Oldham's provocation that leadership theory was "dead" and asks what ethical and organizational conditions a leadership theory must address. I connect storytelling organizations, Bakhtinian moral answerability, the proposed Ghost Vortex™ and Consent Machine™, and Humanistic Productive Capitalism (hereafter HPC) informed by Germán Bernácer and Henri Savall. The Concord Leadership Tesseract™ organizes the inquiry through X (transactional to transformational), Y (power to service), Z (monophonic to polyphonic), and event-specific A (Alibis to Moral answerability). The chapters use a qualitative, quantitative, and socioeconomic-financial qualimetric process and a normalized multiplicative demonstration, M. This is a demonstration, not empirical validation of a new leadership theory and a new method call Qualimetric Multiplicative Demonstration Matrix (Appendix D), and its updated chapter by chapter score table, in Appendix C. . The introduction states the assumptions, evidence rules, and opportunities for researchers to reproduce, challenge, and falsify the proposed method and theory. Each chapter explores a particular ODC practice that AI leaders could choose as a path from dark side leadership to enlighten capitalism (HPC), and this chapter is about 4th Wave Grounded Theory.

Keywords: dark-side leadership; storytelling organization; Ghost Vortex; Consent Machine; XYZA Concord Tesseract™; falsifiability.

Introduction to Tesseract Leadership™

As I mentioned in the Preface, I remember studied leadership with Greg R. Oldham in the PhD program at the University of Illinois. His first statement to us, "leadership is dead." Oldham's provocation that the leadership field was "dead" was never a claim that leadership had ceased to exist. I heard it as a sharper challenge: a field can continue producing studies while its theoretical growth becomes stunted, stuck in one-dimensional linear thinking about heroic (strong, charismatic) leader narrative, or in 2D theory X task-oriented vs. Y people-centric leader 2 x 2 tables, or in what was teaching a 3D XYZ. Oldham and Hackman published results upended decades of research linking leader X/Y/Z leader traits to team and organizational performance indicators had yielded surprisingly weak and inconsistent results. The field, Greg Oldham and Richard Hackman argued, had become obsessed with finding a universal formula for great leaders instead of understanding the contextual job and organization design and

institutional conditions under which any leadership behaviors (instead of personality traits) actually help explain or under which circumstances, teams and workers perform is a systemic outcome. That is the lesson, I am taking into this research monograph (See Preface for references).

In sum, the fuller implication is therefore not that leadership is irrelevant, but that we should stop hunting for magic in individual leaders, such as the magic elixir of 10 leaders of major AI corporations, and start engineering the structural and job-design conditions that allow people to succeed—and that make Mikhail Bakhtin's ethics of moral answerability possible, and Bernácer and Savall's HPC transformation of monopoly and oligarchic capitalism combinations to happen.

Situational, structural, and system factors—hierarchies, incentive systems, staffing decisions, and above all the design of the work itself—frequently swamp the influence of any single leader's imagined inspirational presence. My point is we have to ask the right questions about ways leadership can change the AI industry dark sides of leadership, for the well-being of all concerned

I return to that challenge in this book because the AI industry is not simply asking for more of the same leadership research. It is asking whether our inherited concepts can explain infrastructures, dependencies, silenced voices, and the distribution of answerability.

Table I.1. Ten corporations and nonredundant analytical themes

Corporation	Leadership focus	Distinctive chapter contribution
NVIDIA	Jensen Huang	Infrastructure chokepoints
OpenAI	Sam Altman	Governance and accountability diffusion
Anthropic	Dario Amodei	Constitutional commitments and reflexivity
xAI	Elon Musk	Adversarial public reframing
Oracle	Larry Ellison	Enterprise data concentration
Meta	Mark Zuckerberg	Scale and epistemic neutrality
Microsoft	Satya Nadella	Management discourse and Copilot

Amazon	Andy Jassy	Logistics, labor and refusal
Google	Sundar Pichai	Search mediation and answer authority
DeepSeek	Liang Wenfeng	Language, jurisdiction and boundary conditions

For every corporation I propose three distinct evidence streams: dated executive texts and corporate documents; public social media and independent reporting; and product transcripts collected under a reproducible prompt protocol where an equivalent interface exists. The comparison must not pretend that NVIDIA's infrastructure role or Oracle's enterprise contracts are equivalent to a consumer chatbot.

A fluent model response on a screen appears immediate and self-contained. Yet the organization behind it includes training and evaluation labor, decisions about data and energy, product incentives, model governance, and people who may never be invited to tell their own stories. What does leadership mean when an authorized account can travel so far beyond the boardroom, and when the

In the chapters that follow, the proposed Ghost Vortex™ names the disappearance or displacement of inconvenient organizational histories; the Consent Machine™ names arrangements that present AI adoption as natural or beyond contestation; and the XYZA Concord Leadership Tesseract™ attempts to make four dimensions of chronotopic attention, ethics architecture, dialogic polyphony, and answerability open to coding, comparison, and potential falsification across ten AI corporations. These constructs remain hypotheses, not self-proving verdicts. Their value will be measured by whether independent observers can recover sources, reproduce coding decisions, test rival explanations, and declare in advance what evidence would overturn the claims.

Concord, the organizational-development possibility explored later in the book, is likewise treated as historically and linguistically motivated yet empirically contestable. It must include opposition. A worker, community, or researcher who contests an official account cannot be coded as a failure of Concord merely for disagreeing. The test is whether those voices can change what an organization does, rather than merely be absorbed into a smoother narrative.

Bernácer's economic critique and SEAM's organizational diagnosis inform the development of Humanistic Productive Capitalism (HPC), but they remain distinct contributions. Savall and

colleagues' published phrase "socially responsible capitalism" is also relevant; HPC is my working term for the broader synthesis developed in this book.

Candidate names and the working name

The list below presents nine facets gathered under the working term Humanistic Productive Capitalism (hereafter HPC), not nine competing theories. Facets 8 and 9 foreground speculative greed and crisis exposure; the umbrella name is HPC.

Facet #	9 Facets of Humanistic Productive Capitalism (HPC)
1	Bernácerian Productive Capitalism
2	Bernácerian Productive Economy
3	Bernácerian Free Economy
4	Productive Freedom Capitalism
5	Entrepreneurial Capitalism of Productive Circulation
6	Anti-Rentier Productive Capitalism
7	Capitalism for Productive Enterprise
8	Capitalism Without Speculative Greed
9	Crisis-Resistant Productive Capitalism

HPC is the working name for the synthesis. The nine facets are summarized in Appendix B; candidates 8 and 9 name especially salient concerns, while HPC is the umbrella term.

This book begins from that older, structural challenge and asks what it requires of us in the age of AI.

Contribution One — Concord Theory: From Leadership Stories to Moral Answerability

Part I. The Research Monograph's Purpose and Story Arc?

I am writing The Dark Side of AI Leadership to examine how organization development (OD) and organizational change (OC), joined as ODC, could help ten leaders and their AI corporations move toward sustainable organizations and a more ethically answerable inter-organizational AI industry. ***The recurring formula is OD + OC = ODC***. Each chapter can show how a distinct OD approach, joined with the relevant organizational changes, might alter the conditions, practices, and consequences under examination.

The Concord Tesseract™ is the book's shared four-dimensional leadership framework. It organizes evidence about observable leadership practices, organizational relationships, and answerability; it is not a diagnosis of hidden character. As defined in the Preface, Concord means a proposed balance and harmony among stakeholders in the AI industry in which opposition can influence consequential action. It is neither unanimity nor an achieved corporate condition. HPC supplies the broader political-economic and human context for this work.

The arc moves from the inherited limits of instrumental leadership and extractive capitalism, through a careful account of historical cases, toward practical ODC possibilities. The ten leaders are not the book's villains. They have grown and acted within organizational and industry cultures that reward some choices, suppress some knowledge, and make other consequences hard to see. The book asks what could change if leaders and organizations had access to better qualitative, quantitative, and financial information and chose to use participative development practices.

Humanistic Productive Capitalism and Bernácer

Our working term is HPC names the synthesis this book is developing. It is informed by Germán Bernácer, the Spanish economist, and by Henri Savall and Véronique Zardet's socio-economic work. HPC is not a term we attribute to Bernácer. We will distinguish Bernácer's own critique and proposals from Savall's later interpretation of Bernácer, from Savall's Socio-Economic Approach to Management (SEAM), and from Savall and colleagues' published term "socially responsible capitalism."

Bernácer's account criticizes speculative and rentier arrangements that divert purchasing power and financial resources away from productive enterprise. It does not make a blanket case against private enterprise or entrepreneurial profit. Savall's presentation of Bernácer describes a free economy without crisis and unemployment and separately addresses improving capitalism through freedom, ethics, and efficiency. This intellectual lineage allows the book to oppose oligarchic concentration, monopoly, speculative capture, and unearned income without collapsing HPC into socialism or Marxism. Adam Smith's critique of monopoly and collusion also belongs in the conversation, while remaining distinct from Bernácer's analysis of financial speculation and economic crisis.

Marx is an essential interlocutor, especially for commodity fetishism, but HPC's use of that concept is not a claim to be doing Marxist analysis. Marx describes how social relations among producers can appear as relations among commodities. In the AI cases, HPC makes this problem concrete by tracing the human and material relations hidden by a product's market presentation: data work, labor, ownership, energy use, consumer needs, revenue, and the distribution of consequences. The A dimension asks who has to answer for those relations and consequences. The analysis includes consumer manipulation were supported by evidence, while treating commodity fetishism as a broader problem of making social relations visible.

Theoretical architecture of energy, storying, and Concord

The book's quantum energy field has three related elements. They are theoretically connected, but each retains its own meaning and evidentiary status.

Element	Working meaning in this book
Cellular energy	Living bodies are cellular systems that use metabolic energy. One published estimate is about 36 trillion cells for an adult male, 28 trillion for an adult female, and 17 trillion for a child. These are estimates that vary with body size, age, and other factors, not fixed counts for every person.
Quantum materiality	Following Karen Barad, space, time, and mattering are treated as inseparable in the phenomena we study. This is the philosophical foundation for attending to situated material relations, not a claim that quantum physics proves a particular organizational outcome.
Storying and ethical inner animation	Words, thoughts, emotions, stories, and acts affect how people understand and respond to one another. Bakhtin's architectonic relation among cognitive, aesthetic, and ethical dimensions helps theorize this interanimation and its movement into action.

Quantum Storytelling is an intervention connected to True Storytelling. In consulting and certification settings, participants attend to breathing, facial expression, body language, and tone of voice as clues about the energy in a room. These observations can guide questions; they do not disclose another person's thoughts or subconscious state with certainty. True Storytelling circles create a setting in which participants can test interpretations with one another, consider consequences, and decide what action follows.

The working if–then proposition is: if participants learn to attend to the quantum energy field and reflect together on its consequences, then they may transmute some habits of behavior. "May" matters: the proposition guides consulting and research; it does not promise an effect. Energy must flow from within, into relations between people, and into acts of behavior. Bakhtin's Toward a Philosophy of the Act is central because the act joins thought and participation with responsibility in a concrete event.

The book distinguishes living, cellular energy from machine energy. AI products and infrastructures use physical energy through computation and electricity; at this point in history, their design, production, deployment, and consequences remain connected to human and organizational acts. The book does not describe computational energy as sentient or as living cellular energy. It asks humans and organizations to remain answerable for the physical energy and other material resources their AI products require.

The familiar phrase "we are made of stardust" can help lay readers sense our material connection with the universe. It should function as an accessible image, alongside accurate scientific language, rather than as proof that humans are reducible to energy. In this book, the quantum energy field is an integrative theoretical frame joining cellular life, quantum materiality, and storying/ethical interanimation.

Figure I.1. The Tesseract of Concord: Connecting inner and outer cycles. Author-supplied conceptual illustration.

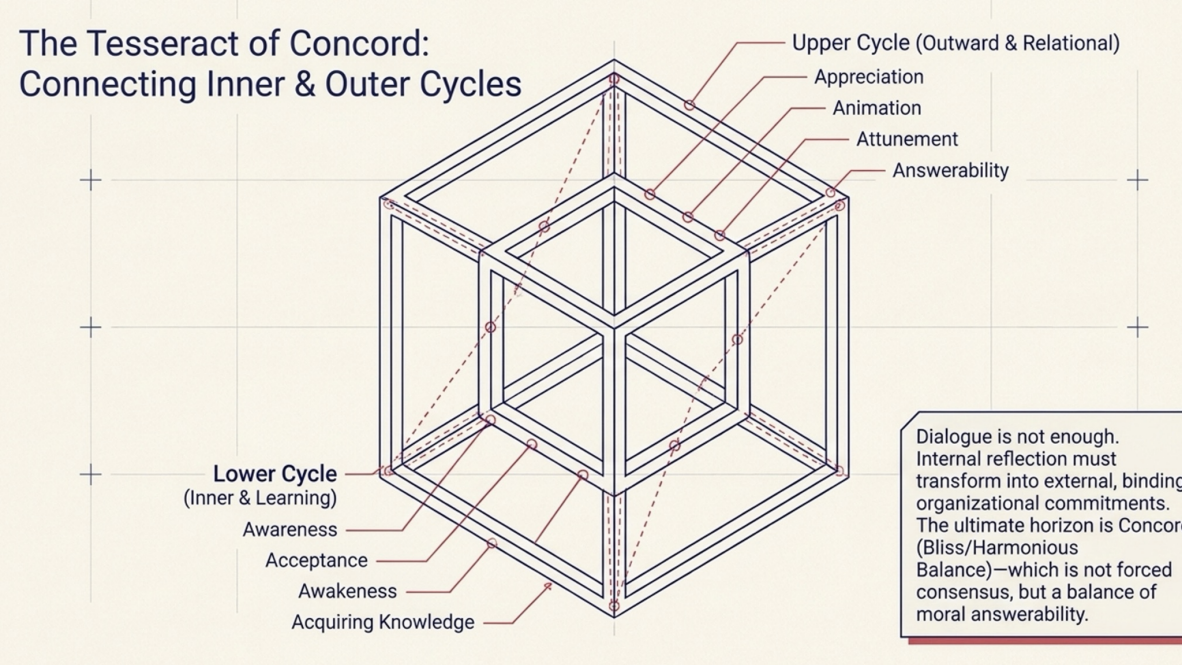


Figure I.1 makes the developmental proposition visible. The lower cycle—awareness, acceptance, awakeness, and acquiring knowledge—concerns the inward capacities through which people begin to recognize the conditions of their participation. The upper cycle—appreciation, animation, attunement, and answerability—asks whether reflection becomes relational and organizational action. I do not treat the cycles as a mechanical progression or a guarantee of ethical conduct. The movement is a hypothesis to be tested in situated episodes.

5. The paired A model and the act

The lower four A's and upper four A's are a recurring expression of Concord in the Concord Tesseract™. They should remain available chapter by chapter, not be confined to the OpenAI dialogic chapter or to one particular method such as Appreciative Inquiry, World Café, or related practices.

Lower four A's: capacities and habits	Upper four A's: answerable expression
Awareness	Answerability
Awakeness	Attunement
Acceptance	Animation

Lower four A's: capacities and habits	Upper four A's: answerable expression
Acquiring knowledge	Appreciation of energy

The pairings show a possible movement from energy habits and capacities toward ethically answerable action. The chapter must explain how its chosen ODC approach works with the relevant A's and what evidence would show whether a change occurred. "Animation" refers here to Bakhtinian interanimation among cognitive, aesthetic, and ethical discourses; it does not imply that an AI system is alive. The lower-to-upper movement is a developmental possibility, not an automatic conversion.

This framework also brings Bakhtin's distinction between special answerability and moral answerability into the A dimension. Special answerability concerns the content or specialized domain of an act; moral answerability concerns one's participation in the act as it occurs in Being. A leader's role, a policy, a board decision, a model, or a legal approval may identify special responsibilities. None of those, by itself, supplies an alibi for the leader's own participation. In the translation used for this project, Bakhtin writes of "two-sided answerability—both for its content (special answerability) and for its Being (moral answerability)" (1993, pp. 2–3), and names "my non-alibi in Being" (p. 40).

This is why I distinguish the historical XYZ teaching framework from its proposed fourth dimension, A (see Preface). The multiplicative XYZA demonstration does not measure moral character; it makes explicit the consequences of scoring assumptions and the need to test them against documented episodes and rival explanations.

I begin with a question of organizational visibility. A person encounters a fluent AI response on a screen. The response appears immediate and self-contained. Yet the organization behind it includes training and evaluation labor, decisions about data and energy, product incentives, model governance, and people who may not be invited to tell their own stories. What does leadership mean when an authorized account can travel so far beyond the boardroom, and when the people bearing its consequences may never meet the leaders whose decisions shaped it?

The Preface has already introduced my historical XYZ teaching model, its original color illustration, and the proposed fourth dimension, A for answerability. I will not redraw those

figures here. Instead, I ask what it would take to turn the historical teaching model into a disciplined empirical inquiry. The geometry of a four-dimensional hypercube is demonstrable mathematics; the assertion that an AI corporation's leadership is legible in product responses is not. That assertion is a research question.

The proposed Ghost Vortex names the disappearance or displacement of inconvenient organizational histories and counter-stories. The Consent Machine names a potentially related arrangement that presents AI adoption as natural, inevitable, or beyond meaningful contestation. They are not synonyms, and neither may be treated as self-proving simply because an analyst gives it a compelling name. One might be present without the other; neither may be present; apparent effects might be explained by safety policy, law, interface constraints, or differences in prompt design.

My argument joins storytelling organization research, Bakhtinian answerability, political economy, and the socio-economic approach to management (SEAM). Marx invites scrutiny of commodity fetishism; Bernácer complicates received accounts of value and labor; Savall asks us to count organizational dysfunction that conventional ledgers leave hidden. The bridge to the present study is a question rather than a verdict: how could we observe, compare, and potentially falsify the proposed organizational mechanisms?

The immediate ethical problem is not simply that a model may produce an evasive answer. It is that the answer may circulate as an apparently complete account while the people, labor, locations, and organizational choices that made it possible remain difficult to interrogate. In my 1995 Tamara-land study, storytelling was not a unified narrative possessed by one executive; it moved across rooms, encounters, and competing interpretations (Boje, 1995). The AI corporation intensifies this problem because the authorized story travels through products, procurement, training systems, infrastructures, and intermediaries. I therefore treat the corporate narrative as a research site rather than a transparent report of organizational reality.

The Preface has already shown the original XYZ artwork and the speculative extension to answerability. Here I make a narrower claim: if X, Y, Z, and A are to be measured, every observer must be able to recover the source, identify the coding decision, reproduce the arithmetic, and disagree without being classified as an obstacle to Concord. The analysis must also allow the possibility that the Ghost Vortex and Consent Machine hypotheses are unsupported in some or all cases.

The difference between critique and a research claim

The question is not whether an AI response sounds morally satisfactory. The question is whether an accountable investigator can recover what was asked, what was answered, what evidence was available, whose stories were left out, and which rival explanation would make the original claim untenable. An AI corporation cannot be reduced to a chief executive, and a single product answer cannot disclose the psychological interior of its leader.

My Tamara-land argument (Boje, 1995) matters here because organizational stories travel through multiple rooms. The apparent unity of the corporate account may be a product of editorial authority rather than consensus. An AI interface adds another room, one capable of speaking at enormous scale. Yet its fluency does not dissolve the historical bodies, labor, materials, and contested decisions beneath the screen.

Part II. Dark-Side Leadership and the Storytelling Organization

What these traditions make visible is indispensable: abusive conduct, deference, undermining, coercion, and the organizational costs of leadership. What they do not automatically establish is how such processes are reproduced through training data, reward systems, platform policies, deployment contracts, and public storytelling. The conceptual extension proposed here is not that a model response reveals a leader's private character. It is that organizations may institutionalize distinctive accountability practices that become observable across multiple forms of evidence.

Grace Ann Rosile and my ensemble and narrative work adds a further shift in the unit of analysis. A corporation is not reducible to its chief executive, and a product is not reducible to one conversation. Its organizational story is contested among engineers, workers, contractors, regulators, customers, and communities. The dark side, on this account, may be a condition in which the authorized story suppresses the antenarratives through which people would challenge its account of responsibility.

A stronger literature review will separate four levels: individual leader conduct; follower and team relations; organization-level governance and narrative practices; and system-level technological, labor, and ecological consequences. The ten cases should be compared at the level actually evidenced, without jumping from a product transcript to a psychological diagnosis.

Conger (1990) helps explain how the virtues of charismatic leadership may turn into liabilities; Clements and Washbush (1999) bring follower relationships into the account; and

Çoban (2022) supplies a conceptual vocabulary for toxic leadership. The synthesis by Mackey et al. (2021) and the innovation-focused review by Mehraein et al. (2023) make it necessary to attend to outcomes and organizational contingencies rather than rely upon moral labels alone. These sources do not by themselves demonstrate the specific technological mechanisms claimed in this book. Their contribution is to make the proposed extension answerable to an existing research tradition.

My own move is toward the storytelling organization: multiple voices, competing antenarratives, and the institutional conditions under which some voices become authorized while others disappear (Boje, 1995, 2001). Bakhtin's dialogism and philosophy of the act place answerability in concrete acts rather than in a private psychological essence (Bakhtin, 1984, 1993). This is why the proposed corporate comparisons must separate a leader's publicly documented decisions from product behavior and from the researcher's interpretation of both.

The first contribution establishes the language of Concord and the ethical stakes of the paired A cycles. The second asks a harder question: what would permit a skeptical reader to disagree with my interpretation, recode the evidence, and show that the proposed mechanism is absent?

Contribution Two — A Self-Correcting, Qualimetric Research Method

Part III. From the Boje–Fatemi Foundation to Trafimow, XYZ, and the New Research Question

Farzaneh Fatemi and I have developed Ghost Vortex and Consent Machine as interpretive proposals in our ongoing writing. That work provides the vocabulary and preliminary analytic questions for the present monograph. It does not, by itself, establish that every AI corporation operates through the same mechanism or that a particular executive's disposition causes a particular model response. In this book I want to make the next move: from a compelling critical account to hypotheses with observable disconfirming conditions.

The earlier XYZ model, documented and illustrated in the Preface, gives this move a historical anchor in my leadership teaching rather than an invented geometry retrofitted to AI. X, Y, and Z must be defined by the new study's observable coding rules, not by an assumption that every earlier use of XYZ had identical operational meanings. A, moral answerability, introduces Bakhtin's demand that acts be situated and answerable; it does not confer moral personhood upon a model or disclose a leader's inner life.

Trafimow's work on auxiliary assumptions is essential to the turn toward falsifiability. The test does not move magically from theoretical terms to observations. We must state assumptions about prompt equivalence, measurement validity, sampling, model-version stability, the relationship between public corporate conduct and product behavior, and the ability of the proposed intervention to change what it claims to change. Failure of a prompt manipulation can be a failure of the manipulation, not necessarily a decisive falsification of the theory. Conversely, a successful prediction may reflect an unrecognized auxiliary assumption or a rival mechanism.

Four levels of explanation

At the individual level, scholarship on charismatic and destructive leadership asks how authority becomes domination and how seemingly admired strengths can become liabilities (Conger, 1990).

At the relational level, leader–follower dynamics require attention to participation, complicity, resistance, and the conditions under which a dissenting voice can be heard (Clements & Washbush, 1999).

At the organizational level, a storytelling analysis studies how official accounts are assembled and how antenarratives are excluded, absorbed, or sustained (Boje, 1995, 2001).

At the sociotechnical level, the corporation operates through infrastructures, contracts, labor processes, energy, data, and platform interfaces. These levels are not interchangeable. A finding at one level must not be promoted into a causal conclusion at another without evidence.

Part IV. From Ghost Vortex and Consent Machine to a Testable Research Program

The prior Boje–Fatemi working manuscripts give us candidate patterns to investigate: the displacement of inconvenient histories, corporate alibis, the absorption of criticism into managerial language, and the possibility of an antenarrative shutdown. They should be cited by their exact verified titles and publication statuses once the master bibliography is reconciled; I will not manufacture bibliographic details. At present these are the conceptual foundation and reported pilot observations, not ten independently replicated causal demonstrations.

The governing leadership rubric retains four behaviorally anchored dimensions: X, transactional to transformational; Y, power over others to serving others; Z, monophonic to polyphonic; and A, alibi to moral answerability. The earlier FODDER transcript instrument used different labels and is retained separately in the research archive, not merged with these leadership ratings. Reliability and validity remain to be established.

Trafimow (2012) and St Quinton and Trafimow (2022) underscore why a theory test depends on auxiliary assumptions about measures and interventions. Blanton and Jaccard (2006) provide a separate warning that multiplicative models need more than an attractive product equation. The multiplication proposed here is my testable specification, not a formula demonstrated or endorsed by Trafimow.

Any future empirical test depends on explicit auxiliary assumptions. First, the four XYZA categories must be distinguishable, sufficiently stable across trained raters, and meaningful in the settings examined. Second, the seven anchors must be ordered consistently. The normalized multiplicative demonstration treats steps between ordered categories as equal for calculation; that is an operational assumption, not an established property of the scale. Third, comparable prompts must offer comparable opportunities for answerability, while differences in system instructions, retrieval, access, safety policy, and version are documented. Fourth, sampled prompts and dates must adequately represent the stated population; repeated outputs from one model are not independent corporations. Fifth, documentary evidence must be authentic, dated, and open to corroboration and counterevidence.

A mathematical tesseract Q_4 has 16 vertices and 32 edges. That geometric fact does not validate leadership scores. Each of X, Y, Z, and A is provisionally rated from 1 to 7 using observable behavior and dated evidence; these ordinal anchors do not by themselves establish equal intervals.

When all four ratings are evidence-supported, the demonstration normalizes each as $x=(X-1)/6$, $y=(Y-1)/6$, $z=(Z-1)/6$, and $a=(A-1)/6$, then calculates $M=xyza$. M ranges from 0 to 1. It is neither a probability nor an empirically validated moral measure. A rating of 1 on any axis yields M=0 under this chosen normalization; if any axis is NE, M is not calculated.

Part V. Mathematics, Measurement, and Prospective Falsification

A geometric four-dimensional hypercube Q_4 has 16 vertices and 32 edges. This mathematical fact does not validate a four-dimensional organizational measurement instrument. The empirical claim must be separately tested.

Let X, Y, Z, and A be behaviorally anchored ordinal scores from 1 to 7. The monograph uses only the normalized multiplicative demonstration $M = [(X - 1)/6] \times [(Y - 1)/6] \times [(Z - 1)/6] \times [(A - 1)/6]$. The result is an illustrative, noncompensatory index, not a probability or a measurement of inner moral character.

Illustrative multiplicative arithmetic (hypothetical cases; not observed corporate outcomes)

The chosen normalization has a zero-product property: a numeric rating of 1 on any axis makes M zero. This is an operational assumption open to falsification, not a finding about a person's worth or moral character. When a rating is NE, M is not calculated.

Auxiliary assumptions to declare before a confirmatory test

Prompt equivalence: wording, language, access privileges, and model tools must be recorded, and a failure of equivalence must be treated as a measurement limitation.

Construct validity: the four axes must be distinguishable and codable by independent readers using examples not included in the test set.

Ordinal scaling: category intervals are not presumed equal; numerical conclusions require sensitivity analyses using ordered-category methods.

Sampling: each claim must specify its population of prompts, products, versions, dates, and documentary sources.

Reliability: at least two raters should code blinded transcripts independently; ordinal agreement and adjudicated scores should both be retained.

Missingness: no comparable interface is missing data, not a zero score; safety refusals must be distinguished from suppression of permissible counter-stories.

Independence: an answerability outcome used to validate the index cannot merely repeat the A-axis scoring definition.

Temporal stability: product updates and policy changes may alter results, so version and date are part of the unit of observation.

Rival mechanisms: legal constraints, safety policies, access channels, and prompt design may explain responses without a Ghost Vortex.

Disconfirmation: predeclared evidence must be capable of overturning each hypothesis rather than being reinterpreted as a deeper vortex.

The proposed gain-probability worksheet needs an audit

The FODDER document offers a post-data gain spreadsheet with C as a proposed baseline, D as an observed alibi proportion, E as linguistic flux, $F = (D-C)/(1-CE)$, and $G = FE$. This

expression is not established here as a Trafimow equation. With C = 0.50, D = 0.84, and E = 0.78, the displayed equations yield G approximately 0.435, whereas the source table reports 0.34. The disagreement cannot be resolved by rhetorical interpretation. It requires a reproducible worksheet, declared event counts, and a defensible model of uncertainty.

Earlier FODDER transcript profiles and pilot calculations remain in the separate research archive. They are not used to place or rank leaders in this book.

The qualimetric and multiplicative demonstration

The book uses a qualimetric/multiplicative demonstration. The four component ratings remain visible alongside M, so readers can inspect the behavior and evidence beneath the composite. If any component is NE, M is not calculated. The anchors and event procedure are specified in Appendix A; Appendix D gives the updateable matrix and multiplicative rule. Appendix C shows the current chapter-stage score tables, and Appendix E provides the reusable Grok image prompt.

The method has three connected strands: (1) qualitative interpretation of documented cases, including leaders' decisions, organizational events, products, market releases, and influence on the marketplace; (2) quantitative counting of how often coded events or patterns occur and how their consequences are distributed; and (3) financial analysis that examines what conventional quarterly and annual reports do not show, including hidden costs and foregone human potential. In Savall's socio-economic work, financial records are not treated as a sufficient basis for organizational decisions because they were designed for other purposes and can omit the conditions and costs that matter to development.

This approach grows from the Qualitative Package for the Social Sciences (QPSS), David's ironic counterpoint to SPSS and SAS. It developed through repeated teaching of qualitative methods and leadership at UCLA, Loyola Marymount University, and New Mexico State University, across undergraduate, master's, and doctoral courses. The qualimetric approach was further developed with Grace Ann Rosile over roughly twenty years of work informed by Savall and Zardet. Qualimetrics here means that qualitative evidence is interpreted, counted, and brought into dialogue with financial analysis; it does not mean that every human experience has been reduced to a number.

The book's available case data accumulate chapter by chapter. We score only the case material that has been gathered and examined for the chapter in progress. We do not invent

scores for leaders whose cases are not yet developed. Each case preserves its event record, sources, coding decisions, counts, consequences, financial or hidden-cost evidence where available, counter-accounts, and revisions.

XYZA axes and a consistent multiplicative procedure

The leadership question has a personal history for me. In PhD seminars with Greg Oldham around 1977–1978, in the period when I was studying the Hackman and Oldham approaches, I remember him saying that the leadership field was dead. I have carried that assessment forward as a critique of a field whose theoretical and empirical work can lack an adequate ethical compass. McGregor's Theory X and Theory Y remain useful classical terms: X points toward instrumental, task-oriented management, while Y points toward a more humanistic view of people at work. Neither, by itself, supplies the ethical answerability the book requires.

The four dimensions retain their established behavioral direction. Each is rated on the same seven-point scale, from 1 at the less answerable or less developed pole to 7 at the more developed pole. The anchors must be stated behaviorally at every point, not left as abstract labels. The exact same anchors and coding rules are used in the Preface, Introduction, Chapter 1, Chapters 2–12, and Appendix.

Dimension	Low pole (1)	High pole (7)	What the coding examines
X	Transactional	Transformational	Observable leadership practices, from exchange/task control toward developmental change and transformation.
Y	Power-seeking and self-oriented	Serving others	How authority and organizational resources are oriented toward the leader's own power or toward serving others.
Z	Monophonic	Polyphonic	Whether other voices can speak, remain distinct, and affect organizational understanding and action.
A	Alibi or evasion	Moral answerability	Whether actors acknowledge their participation, answer to affected others, explain decisions, and respond to consequences.

The rubric keeps X, Y, Z, and A analytically distinct: transactional/transformational practice; power/service orientation; monophony/polyphony; and alibi/moral answerability. Polyphony is not merely counting how many stakeholders appear in a document; it asks whether their voices remain unmerged and have standing in decisions.

The demonstration's multiplicative procedure is applied after the case evidence has been coded using the seven-point behavioral anchors. For dimension scores X, Y, Z, and A, the single composite is the normalized product:

$$M = [(X - 1)/6] \times [(Y - 1)/6] \times [(Z - 1)/6] \times [(A - 1)/6]$$

The transformation maps each 1–7 placement onto a 0–1 scale and multiplies the four components. The result is a theoretical summary for the demonstration, not a probability. It does not replace the four component scores, the evidence record, or the interpretation of a case. The book consistently calls it a qualimetric/multiplicative demonstration informed by Trafimow's theoretical argument for multiplication; it does not claim Trafimow supplied or validated this particular XYZA specification.

This is a technical specification of the chosen method.

Figure I.4. The Concord Tesseract™ operational illustration as the provisional APP starting map (first success Nov 13, 2026).

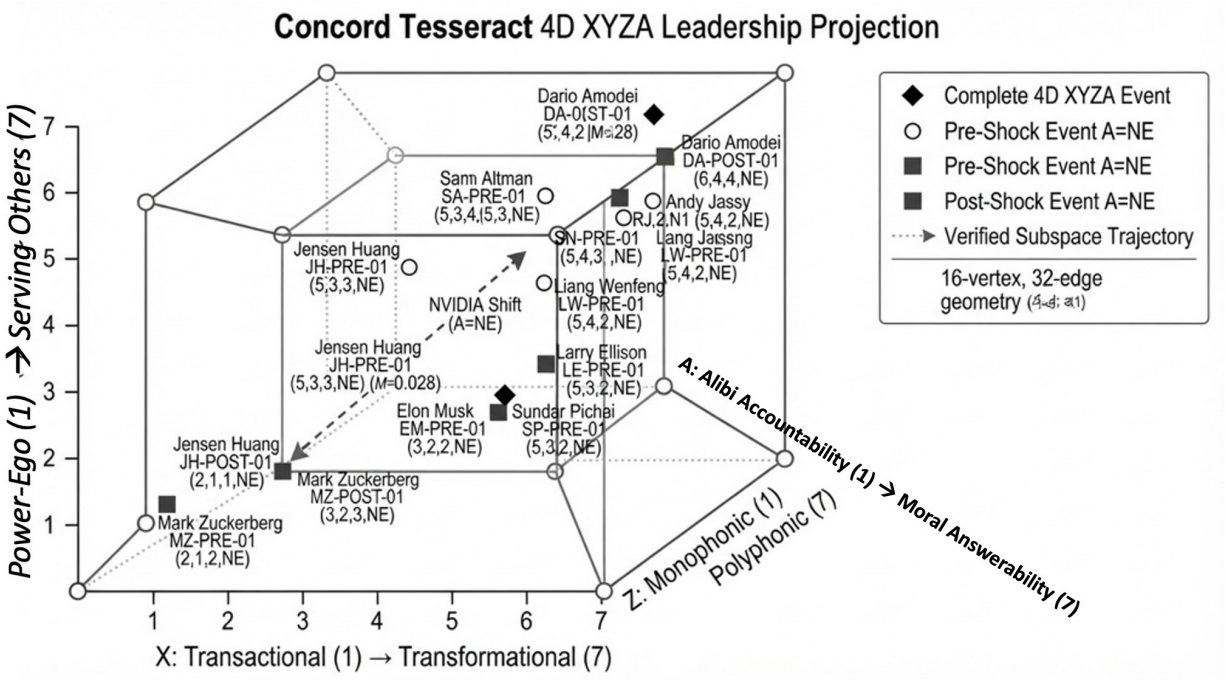


Figure I.4 is the operational map readers will encounter again in the leader chapters. The large cube presents provisional X–Y–Z starting coordinates: X ranges from transactional to transformational practice, Y from power or egocentric orientation to serving others, and Z from monophonic to polyphonic participation. Sundar Pichai and Liang Wenfeng share the displayed coordinate (4, 3, 4), so the figure identifies them together at that point. The separate small A cube represents event-specific moral answerability through the three drawing dimensions defined in Appendix A; those dimensions are not extra scores.

All plotted positions are provisional APP settings, not diagnoses of inner character or validated measurements. Chapters may revise a position only when dated case evidence supports

the change, preserving the prior placement and stating the reason for revision. The A cube remains empty because no qualifying moral-answerability event has been coded in the reviewed materials; that is a limit of the reviewed evidence, not proof that no such event exists. Appendix A supplies the behavioral anchors, event record, multiplicative rule, and reusable image prompt.

ODC choices across the ten cases and the conclusion

The master ten-leader navigation map remains cumulative, but a leader's position changes only when the chapter's evidence and coding support a revision. Chapters 2–11 examine Jensen Huang (NVIDIA), Sam Altman (OpenAI), Dario Amodei and Daniela Amodei (Anthropic leadership ensemble), Elon Musk (xAI), Larry Ellison (Oracle), Mark Zuckerberg (Meta), Satya Nadella (Microsoft), Andy Jassy (Amazon), Sundar Pichai (Google), and Liang Wenfeng (DeepSeek). Each case uses the same XYZA definitions and multiplicative procedure while selecting an ODC method suited to its organization and problem. Chapter 12 synthesizes the case work through Concord Tesseract™ Leadership (CTL); it is a concluding ODC proposal, not an eleventh leader case.

Table I.2. Chapter-by-chapter ODC approaches and rationale

Case / chapter	ODC approach and status	Why it may fit
Ch. 2 — Jensen Huang / NVIDIA	Fourth Wave Grounded Theory (AID) — used in the chapter	Supports an evidence-led, self-correcting analysis: proposed explanations are tested against dated records and revised when evidence contradicts them.
Ch. 3 — Sam Altman / OpenAI	Dialogic Organization Development — selected	Makes room for competing stakeholder voices and dialogue that can inform organizational decisions. World Café and Future Search can structure dialogue; SEAM can examine dysfunction costs and negotiated change.
Ch. 4 — Dario Amodei / Anthropic	True Storytelling, with a proposed seven-principle / seven-B crosswalk — assigned	Tests whether safety commitments extend beneath public stories and lead to reflection, answerability, and changed practice.
Ch. 5 — Elon Musk / xAI	Restorying — candidate	Could compare founder and company accounts with counter-stories and stakeholder consequences. Competing narratives and whose account becomes authoritative are central questions.
Ch. 6 — Larry Ellison / Oracle	Systemic Organizational Constellation Method — exploratory candidate	Could map relationships and tensions across Oracle's enterprise, cloud, health, and acquired-product systems. Because the evidence base is limited, use should remain exploratory and be evaluated transparently.

Case / chapter	ODC approach and status	Why it may fit
Ch. 7 — Mark Zuckerberg / Meta	SEAM — assigned	Socio-economic inquiry can examine hidden dysfunction costs and how they are distributed across work and stakeholder relationships.
Ch. 8 — Satya Nadella / Microsoft	Double-loop and triple-loop learning — assigned	Could examine whether learning changes operating assumptions and governance principles, as well as procedures.
Ch. 9 — Andy Jassy / Amazon	High Reliability Organizing (HRO) — selected	Could focus on operational safety: noticing weak signals, learning from near misses, resisting overly simple explanations, and giving weight to frontline expertise. Amazon's nationwide OSHA ergonomics settlement makes safety systems and follow-through a concrete case focus.
Ch. 10 — Sundar Pichai / Google	Quantum Storytelling intervention — developmental candidate	Could examine how organizational stories and material conditions interact across AI research, infrastructure, and product groups. Google's integration of Brain and DeepMind makes cross-boundary inquiry relevant; the intervention design needs further specification.
Ch. 11 — Liang Wenfeng / DeepSeek	Transorganizational Networking Development — assigned	Could examine collaboration and accountability across the organization's wider AI and infrastructure network.
Ch. 12 — Conclusion of ODC	Concord Tesseract™ Leadership (CTL) — integrative ODC proposal	Synthesizes the cases into a movement from the dark side of leadership toward transmutative enlightenment. Concord joins contemplation with action to create new possibilities for enlightenment, unity, peace, justice, and equanimity in a prospective future.

The table distinguishes methods already used or assigned from candidates that remain developmental or exploratory. Those differences in approach do not change the book's shared purpose, axes, evidence logic, and multiplicative procedure. Each case will use available evidence and mark its focal period; Chapter 12 will bring the case findings into a prospective, falsifiable ODC synthesis.

Anchor work and the project's current trajectory

A central intellectual anchor is David M. Boje and Grace Ann Rosile's advance-copy chapter, "The Dark Side of Leadership Storytelling: Betraying Stakeholder Trust," dated 2027 and occupying pages 11–25. The chapter is forthcoming in an advance copy. Its final parent-book and publisher metadata should be copied from the title page and publisher record when preparing the definitive reference. The chapter's connection to our twenty years of learning with

Henri Savall and colleagues in Lyon should be made explicit as a foundation for HPC and the focus on stakeholder trust.

The ongoing project also draws on The Consent Machine, currently in copyediting with Edward Elgar, and the Ghost Vortex work. Several Ghost Vortex pieces have appeared in the Journal of Philosophical Investigations; a 2026 article appeared in the journal the author recalls as MLS; another paper is under review. Exact titles, journal expansions, issue data, and status should be checked against the final records before inclusion in the authoritative bibliography. These projects inform the book's concepts, but the book's own claims must remain grounded in its cited sources and case evidence.

The quantum storytelling foundation includes David M. Boje and Mabel Sanchez's Emerald Handbook of Quantum Storytelling Consulting and the work with Rohny Saylors on the management thought of Louis R. Pondy. The latter brings together different approaches to quantum theory and organizational storytelling. The title, year, subtitle, and author spelling should be checked against the copy in hand before the final reference list is set; the live publication record lists "Louis R. Pondy: Reclaiming the Enthinkment Path."

This book draws on David Trafimow's **A Priori Procedure (APP)** as a way to plan later empirical studies. APP asks researchers to specify in advance the desired precision and confidence for estimates, then determine the sample size needed to meet those specifications. It gives researchers a planning alternative to relying on null-hypothesis significance testing (NHST) for that purpose. The book's own XYZA calculation, **M**, serves a different role: it is a qualimetric demonstration applied to documented leadership episodes and their organizational consequences. APP plans samples for future empirical research; it does not calculate M.

The book will recommend that researchers examine distributional shape and report skewness. Trafimow's later work extends the procedure to skew-normal distributions. We can make skew-normal modeling the project's stated planning assumption, while describing it as an assumption to examine and report—not a claim that every dataset must follow a skew-normal distribution. Researchers can then test the assumption, report the relevant parameters, and revise their design accordingly.

The Schrödinger's-cat reference can remain as a **metaphor for unresolved possibilities and consequential observation**. In this project, researchers and consultants enter a living organizational field: what they attend to, ask, and invite participants to consider can affect later

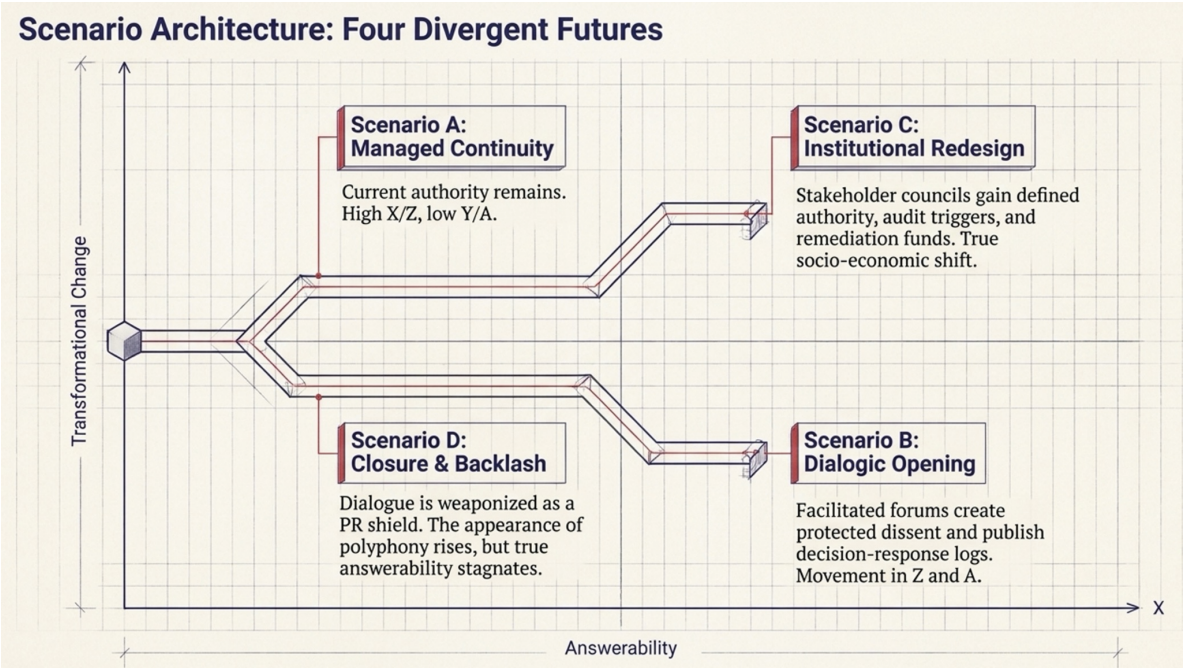
interactions and choices. The historical record itself does not change retroactively; the intervention can change what happens next. That distinction lets the book work with quantum storytelling and energy without presenting the organizational analogy as a literal claim about quantum measurement.

This also clarifies the figure plan: the theory illustration can show HPC, Concord Tesseract™, the paired A's, OD + OC = ODC, and **M**. APP, its sample-size parameters, and the three self-correcting cycles belong in the explanatory prose. The leader-position template remains a separate figure, with its placements labeled as theory-led and provisional.

A reproducible rubric is not yet organizational change. The third contribution therefore carries the method into a comparative archive, possible futures, and independent evidence gates for deciding whether ODC has changed what organizations actually do.

Contribution Three — Navigating Ten Cases and Testing Organizational Change

Figure I.5. Scenario architecture: Four divergent organizational futures. Author-supplied anticipatory scenario diagram.



The branching paths in Figure I.5 are antenarrative bets on possible futures, not predictions. Managed continuity retains the present authority structure. Dialogic opening protects dissent and records responses but does not necessarily redistribute power. Institutional redesign gives stakeholders defined authority, audit triggers, and resources for remedy. Closure and backlash

use the appearance of consultation as a shield against change. The important distinction is between sounding polyphonic and becoming answerable.

For each corporation I will ask what events might move its organization toward one path rather than another, which actors can intervene, and which rival account could explain an apparent change. Scenario C is not presumed to follow automatically from Scenario B. That passage requires evidence of changes to authority, decisions, and the distribution of consequences.

Part VI. Evidence Gates

Figure I.6. Evidence gates for testing whether organizational change is real. Author-supplied assessment diagram.

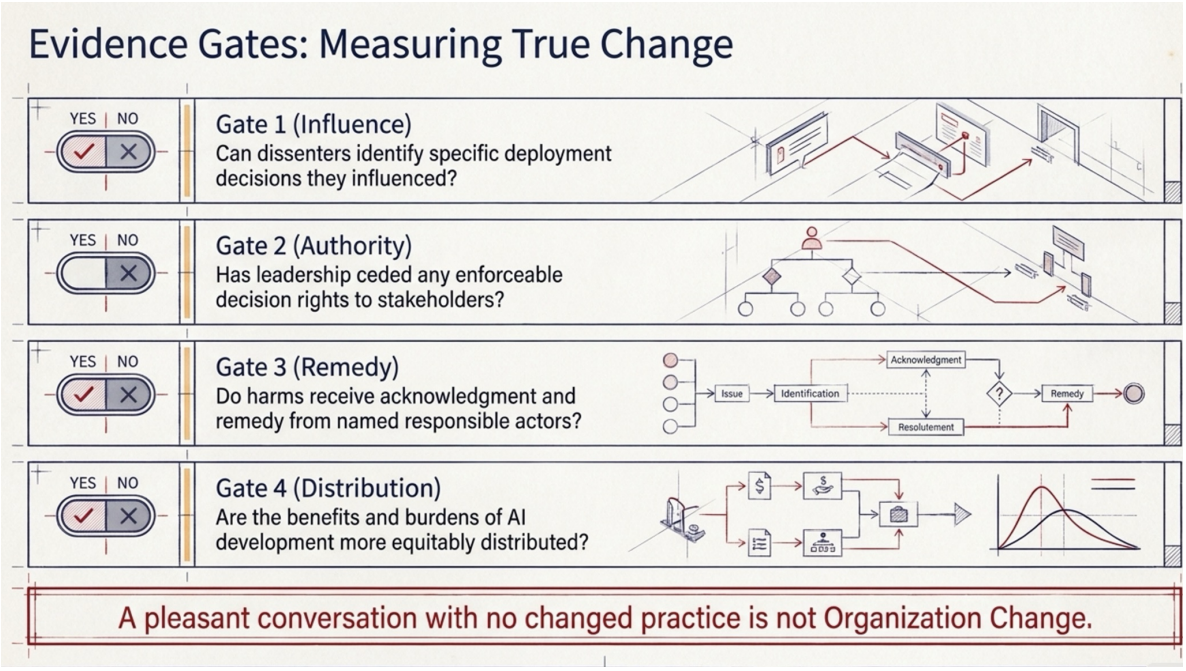


Figure I.6 translates the future scenarios into four evidence gates. Influence asks whether dissenters can identify decisions they changed. Authority asks whether enforceable decision rights were transferred. Remedy asks whether named actors acknowledged harms and provided redress. Distribution asks whether benefits and burdens changed for affected groups. A positive answer requires a traceable event or record; a meeting, a reassuring statement, or an unverified product response is insufficient.

The gates are not a substitute for the XYZA rubric or the multiplicative demonstration. They provide independent outcome criteria against which a proposed ODC intervention might be judged. That separation matters: if I define success solely by the same words used to assign an A

score, the argument becomes circular. The final test is whether changed organizational practice survives scrutiny by the people living with its consequences.

In the space-time-mattering of artificial intelligence capitalism, the "turbulent flow" is not a plume of hot volcanic ash. It is the fast-moving, multi-billion-dollar Ghost Vortex encoded into an AI interface. The "ambient fluid" being sucked across the boundary is the human user's own cognitive framework.

The proposed sensory, energy, and cognitive directions may guide a human-participant research design when a validated instrument and informed consent are available. Profiles inferred from leaders' biographies or chatbot replies must not be treated as psychological assessments of those leaders.

Part VI. Concord, ODC, and the Chapters to Follow

Concord as a contested ethical and linguistic proposition

I have not found a unified Concord theory of organizational development and change or leadership to which I can simply append the AI corporation. That absence is not an embarrassment to conceal. It is a reason to specify what is inherited from linguistic traditions, what comes from my earlier storytelling and ODC scholarship, and what I now propose to test. Concord, as developed here, is a possible transition rather than an achieved corporate condition. The transition must be able to fail.

The separately planned Constellation Consulting study is included as one possible experiment in the ODC program, not as validation of Concord or of the ten-corporation XYZA model.

An ODC experimental example: Hybrid Human–AI Constellation Consulting

A separate planning document records an October 31, 2026 discussion with David Trafimow at Lake Caballo, New Mexico. The proposed design uses pretest and posttest measurement of a Vujade survey, subjective well-being, positive and negative affect, optimism, and depressive symptoms. The source proposes four randomized conditions and a provisional target of 212 participants, 53 per condition, at 90% confidence and precision 0.10. These are planning parameters, not analyzed outcomes.

The source table labels Groups A, B, and C identically as "AI Only." Their distinct treatments must be specified before randomization or sample-size determination. Because the

study will require institutional review approvals, participant recruitment, researcher coordination, data collection, and analysis over approximately a year, this monograph presents the design as one example of how ODC interventions might later be tested. The book is expected to be published before those results are available.

The experiment does not test whether all ten corporations instantiate the Ghost Vortex. It can instead test a more local intervention proposition: whether a specified hybrid constellation consulting condition changes prespecified participant outcomes relative to an appropriate comparison condition. The Vujade visual-processing moderation hypothesis must be preregistered, and multiple outcome measures require a clear primary endpoint and a plan for multiplicity.

The proposed skew-normal distribution is a candidate likelihood rather than an assumption warranted for every bounded psychological scale. Skewness direction refers to the longer tail; ceiling and floor effects may require alternative ordinal or bounded-data models. Sample size must be recalculated from the estimand, target precision, assumed variance, attrition, group contrasts, and repeated-measure correlation.

Closing the Introduction: No Alibi in the Architecture of AI Power

I began with Greg Oldham's challenge that leadership scholarship could continue producing studies while failing to renew its central questions. I end this Introduction with a different challenge. The AI industry is building institutions, infrastructures, and dependencies faster than our inherited leadership vocabularies can adequately explain. It is not enough to admire an executive, condemn an executive, or accept the fluent story an AI product tells about its own making.

My proposal is to make the story answerable. In each case, I will ask who made consequential decisions, whose voices were preserved or excluded, which material and financial costs remained hidden, and what evidence would compel me to revise my interpretation. The Concord Tesseract™ is a navigational and contestable demonstration, not a moral verdict or a probability machine. Its four dimensions must be anchored in observable acts; its multiplicative result must never outrun the evidence that supports it.

OD + OC = ODC is therefore not a promise that an intervention will succeed. It is a wager that people can create conditions in which opposition is heard, organizational costs become

visible, and leaders answer for the consequences of their participation. If the cases refute my Ghost Vortex, Consent Machine, or Concord propositions, the research must change. If they withstand critical inquiry, the work still remains unfinished until organizational action changes.

The dark side of AI leadership will not be transformed by a better corporate story alone. It will be transformed, if at all, when the people who build, govern, use, resist, and live with AI can alter what the organizations actually do. That is the journey I invite the reader to undertake.

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