

Chapter 03 / Capítulo 03

Sustainable Managerial Transformation: Leadership, Organizational Intelligence, and Sustainability in the Postmodern Era (English Version)

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Transpersonalism and the managerial worldview of intelligent organizations

Transpersonalidad y cosmovisión gerencial de las organizaciones inteligentes

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INTRODUCTION

The world of transmodern organizations recognizes that success is viewed from various perspectives, among which we can first mention transpersonalism, a paradigm that, more than a philosophical discipline, is a way of integrating the experiences of each human being with a spiritual connection to the universe in a collective manner. It is being aware that the world does not develop without collective thinking, which allows the members of an organization to see that they are all part of the machinery that makes companies work.

Secondly, the managerial worldview, focused on the reality that companies have about the communication channels that currently move the universe, that is, the rapidly advancing digital age and human knowledge, referring to the fact that individuals move without traveling to spheres of production or acquisition of goods and services without having to be physically present in an office, but instead manage technological tools from anywhere in the universe.

Thirdly, the vision of intelligent organizations is combined with continuous and systematic learning. The people who manage this type of company use these two aspects to make it productive, through staff who are connected to them and respond to changes that arise, because their most important resource is their staff. If they are not in agreement with how they are managed, they can plunge them into uncertainty. If they do not remain in constant innovation, learning new ways of relating is not something to be taken for granted, since this new economic order makes individuals focus on collective learning while respecting individuality.

The above is the vision that management should be guided by today. However, the reality they face is different, even amid globalization. In this technological age, where man has broken down barriers to stay informed, some companies have a closed system, focused on aspects such as winning, being efficient, conquering new markets, without addressing other possibilities such as learning, communication, human talent, team learning, and shared vision, thus connecting all areas of the institution, among other aspects that lead to a unique and stable management model.

Furthermore, it can be observed that in the 21st century, some organizations with management based on traditional approaches do not draw on knowledge from fields such as economics, psychology, ecology, biology, physics, mathematics, religion, anthropology, engineering, and education, among others. This results in weaknesses in decision-making, in the emotional well-being of people, the institution, the surrounding environment, and the ecological system, as a balance that allows for social and collective impact. In line with the above, this chapter argues

for transpersonalism as a managerial worldview for intelligent organizations.

DEVELOPMENT

Transpersonalism: a comprehensive view of human existence

Transpersonalism is a field of study and a philosophical orientation that explores dimensions beyond the ego or individual self, integrating experiences of spiritual, transcendental, and universal connection. This approach seeks to understand human development beyond personal limitations, incorporating spiritual, psychological, social, and cultural aspects. It not only recognizes the existence of the ego but also explores the possibility of transcending it to access deeper levels of consciousness and connection with the cosmos (Romero, 2024, p. 199).

The vision that transpersonal psychology has of human existence is evident when it considers the evolution of man and the following stages: one of conscious knowledge, the other at the moment of sleep, which is the process of calm in the face of evolution. However, when the individual manages to suppress that state of languor or sleep, it is said that they already have consciousness. This is the method of transpersonal psychology as a science. Applying these principles to the managerial worldview will allow transmodern organizations to understand human relationships within their structure.

Using meditation, conscious breathing, induced vibration, mindfulness techniques, or full attention or awareness (a method that allows individuals to be aware of what they are doing, thinking, or feeling) are some of the tools that transpersonalism uses to access those states of tranquility, spirituality, peace, and tranquility, where man's senses are activated to be aware of his surroundings. These are traditions of Eastern culture, widely adopted in the West, as they bring people closer to spiritual knowledge. According to Salas (2020), among its leading exponents are:

Abraham Maslow, renowned for his theory of self-actualization, included peak experiences as essential elements of human development. Ken Wilber is a proponent of an integral perspective that encompasses the biological, psychic, social, and spiritual in a hierarchical model known as integral theory. Stanislov Grof, researcher of expanded states of consciousness through techniques such as holotropic breathing. Carl Gustav Jung, although not formally part of transpersonal psychology, laid the foundations for exploring spirituality within psychology with his concepts of the collective unconscious and archetypes.

Transpersonalism draws on various philosophical and spiritual traditions, including Eastern philosophy and ideas from Buddhism, Hinduism, and Taoism on non-duality and the transcendence of the self. Existentialism is the search for meaning and the exploration of individual freedom and responsibility. Phenomenology is the analysis of direct conscious experience as the basis of human knowledge. For transpersonalism, human beings are more than just a physical body with an ego that is there to make them vain; they have and are balance, the universal essence that connects the biological and energetic bodies that move in the same spiral to make them aware of the universe around them.

There are distinct characteristics that explain transpersonalism, among which are multidimensionality and the integration of biological, psychological, social, and spiritual aspects of the human being. Approaching the understanding that the human mind operates on a transpersonal level through relationships with others, in organizations with coworkers. A comprehensive approach considers the individual as a whole, including their relationships with

their environment and the transcendental. That is, it transcends the physical and experiences to focus on the spiritual.

Transcendence of the ego explores experiences that go beyond individual identity. This allows for greater understanding of wisdom, creativity, unconditional love, and compassion. Transformative practice promotes techniques for personal and spiritual growth, such as meditation and conscious breathing. In organizations, it is a tool that supports healthy interpersonal relationships and enables high job performance.

Its principles include: the fundamental unity of being, that is, recognizing the interconnection between all aspects of existence. Transcendence of the ego, full development involves going beyond the limitations of the individual self. Exploration of expanded states of consciousness: these experiences are considered valid and essential for human growth—integrating ancient and contemporary wisdom, including knowledge from spiritual traditions and scientific advances.

Transpersonalism provides key elements for management training by integrating deeper human dimensions into business management. Some of these contributions include conscious leadership and promoting a holistic vision that combines empathy, creativity, and connection with the organization's values. Human potential development, helping managers recognize and enhance individual and collective capabilities. Ethical and sustainable decision-making, which fosters an approach oriented toward global well-being and sustainability. Stress reduction and improved organizational well-being can be achieved by introducing mindfulness and meditation practices into the corporate environment. Transpersonal leadership is that which transcends the personal, permeating the being's spirituality.

As an approach that integrates individual experiences and self-knowledge for human development, it has a significant impact on management in the following areas: in business practice, managers maintain a leadership style that is conscious of their own knowledge, actions, and reflections. In addition, they have the human capacity to be aware of the reality surrounding them and to connect with it, which is therefore innate in each individual.

Development of human potential through collective or group learning, teamwork, communication, and respect. Ethical and sustainable decision-making. Sustainable decisions are those related to the environment; protecting it is everyone's responsibility. Moral choices are those that management must address objectively without harming members or the company. In other words, it comprises a hierarchy of values that the manager or leader orders, guided by objectives and goals. To achieve them, they must confront them with their environment (with the entire work group) and analyze the possibilities of carrying them out.

Improvement of organizational well-being by using measures that contribute to the physical, emotional, and mental health of employees. This not only benefits employees but also increases productivity, helping avoid staff turnover and regenerate the company's image. Finally, it strengthens the organizational climate.

The transpersonal leader is characterized by self-managing their development in line with socially acceptable, ethical, and moral principles. This is interpreted as the manager who first self-evaluates, is aware of their transpersonal nature, and takes into account their own values while merging them with those of society and facilitating the development of others so that they reach ethical and moral levels. Understanding that the learning achieved by their employees is

a tool that enables the organization they lead to succeed, and that values such as ethics and morals are pillars of their own job satisfaction, they will perform better at work.

Remove the power to influence from the leadership process and replace it with the power to facilitate change. In other words, shift the influence over your collaborators so they understand the changes without compromising their own principles, culture, and beliefs. Consider the collaborator, the context, and yourself as fundamental factors of leadership (decision-making and change). Place human talent as a priority in decision-making, because you recognize them as your most important and irreplaceable investment.

Combine internal and external motivation to make them fundamental to individual development. Recognize that each person has their own motivation, which is why the motivation you provide must be in line with that of your team. To achieve this, you must understand each individual's needs, weaknesses, and strengths. Move from the self to the organization and to society, balancing and combining personal knowledge of oneself with organizational, social, and global expertise. Here, the transpersonal leader sets aside their ego to intertwine the knowledge they have as a spiritual and human person with that of their staff, the community, and the world to achieve balance in the organization.

Provide and promote meaningful meaning for their collaborators. In this characteristic, the leader uses learning to help the worker acquire new knowledge and strengthen what they already possess. All the contributions that transpersonalism makes to management are essential. The transpersonal leader is key to business success because, to carry out the mission of leading staff, they must first know themselves and recognize that meditation, yoga practice, and other relaxation techniques provide the foundation for building a solid team with values, ethics, commitment, and loyalty.

Transpersonal leaders can significantly influence management development by promoting a more conscious and holistic leadership style. To achieve this, they unify knowledge, learning, culture, and spirituality to articulate the motivations and limitations of their collaborators, enabling them to respond effectively to the challenges companies face in this global era.

Managerial worldview: a comprehensive perspective on transmodern management

According to Luna (2019), the managerial worldview refers to “a holistic and systemic approach to management that integrates philosophical principles, ethical values, organizational theories, and cultural perspectives (p.180).” According to this approach, the worldview seeks to understand and address the complexities of today's organizations by connecting their internal and external components and aligning them around a common purpose that benefits both individuals and society.

On the other hand, the comprehensive perspective in contemporary management must be proactive and encompass all the parts that comprise and involve it, to achieve more productive organizations that can exclude processes that do not add value, avoiding difficulties and uncertainties that arise and prevent them from achieving their goals.

The prominent representatives are: Peter Senge, considered a leader in organizational learning theory and author of *The Fifth Discipline*. Fritjof Capra introduced the systemic view to management sciences, emphasizing the interdependence between the elements of a system, and is an advocate of social theory. Edgar Morin contributed with his approach to complex

thinking, applicable to management decision-making. Otto Scharmer, author of Theory U, focused on conscious leadership and organizational transformation.

Its philosophical foundations are complex thinking, which emphasizes integrating multiple perspectives and disciplines to address management problems. Holism, whose central idea is that organizations should be seen as an integrated whole, where the parts interact constantly. Phenomenology enables us to understand individuals' subjective experiences within organizations—systematism, which views organizations as living systems in constant interaction with their environments.

Its characteristics: systemic, analyzing organizations as complex adaptive systems. Humanistic, it prioritizes the development and well-being of people in the organization. Innovative, it encourages creativity and adaptability to face challenges. Comprehensive, it integrates economic, social, environmental, and cultural aspects. Transformative, it seeks to generate a positive impact both inside and outside the organization.

Its fundamental postulates are that organizations are living systems that interact with a dynamic environment. Continuous learning is essential for organizational survival. Leadership must be transformational and conscious. Organizational success depends on collaboration and collective intelligence. Sustainability is a fundamental principle for management decisions. The guiding principles are: interdependence and recognition of the connections among the different actors and elements of the system; responsibility; and ethical and social commitment in decision-making. Creativity, drive towards constant innovation: balance, harmonization between economic, social, and environmental objectives.

His contributions to management science include: systemic models, tools for understanding and managing organizational complexity, conscious leadership, and promoting reflection and action aligned with organizational values: sustainability and the integration of long-term objectives with environmental and social well-being. Likewise, innovative strategies involve developing new ways to adapt to uncertain environments.

The managerial worldview provides key elements for the development of competencies in: strategic thinking, the ability to integrate external and internal variables into decision-making; transformational leadership, fostering an inspiring vision and shared values; change management, skills to lead organizational transformations; innovation and creativity, designing disruptive and adaptive solutions; sustainability and ethics, incorporating responsible principles into managerial practice. In short, the managerial worldview is nothing more than the organizational culture, the values by which an organization is governed, and the managerial activity of the leader, which can be summarized as the transformation of organizational values with respect to the values of each member of the organization.

The managerial worldview is related to the lives of human beings as they develop, with values that are not renewed but somewhat removed. In other words, they change when the individual, a company, or a community ceases to assign merit to them and assumes new values and mental representations of the world, the community, and the organization.

In addition, this approach promotes a sense of corporate identity among the workforce, recognizing that different cultural groups and subcultures deserve to share their perspectives to help them accept the values, commitments, and loyalties that influence how each person

responds to reality (Santos, 2018). Therefore, the managerial worldview is found within:

- Strategic thinking, in which there is greater participation by all the organization's staff, executing a process that, according to Silvestri (2010, p.88), is "democratic, with fluid communication between staff, the company, and the cultural environment in which the company operates, these being standards typical of strategic management" (Silvestri, 2010, p.88).
- Transformational leadership, which considers that part of its management approach is to motivate workers by transforming their attitudes and values, helping them to develop their potential for personal growth (Castillo, 2022).
- Change management: similarly, an organization with a managerial worldview must undergo change, which "requires the commitment of all the people who work there to participate and contribute their ideas and values to the change" (Pineda & Cortes, 2018, p.39). The managerial worldview focuses on comprehensive change.
- Innovation and creativity: "focuses on human talent, taking advantage of opportunities for effectiveness, efficiency, and job performance" (Córdoba et al., 2018, p.55). These are essential for achieving organizational objectives.

Intelligent organizations in transmodern management

Intelligent organizations are those that promote a continuous learning environment, integrating collective knowledge, innovation, and adaptation to respond effectively to environmental challenges. These organizations are characterized by their ability to evolve through the effective use of information, technology, and collaboration among their members. They argue that within the models of learning organizations are those that promote the management of the vast knowledge of all members and constantly change to meet market needs (Flórez & Lugo, 2019).

Learning is not about acquiring new information and skills, but rather a social activity expressed in many forms of collaboration. In addition, they can bring together and integrate different experiences, strengths, knowledge, and skills from the community. Furthermore, for these organizations, knowledge is a set of shared relationships and beliefs that result from the interaction between workers and the entire organizational structure that defines them.

In other words, the product of that knowledge is reflected in organizational competencies, without forgetting that from a cognitive point of view, learning occurs through codified, transmitted, and stored knowledge, to be used in conflict or problem resolution. Hence, these institutions create information exchange networks through which communication flows within the business system. The prominent representatives: Peter Senge, author of *The Fifth Discipline*, which introduces the concept of learning organizations. Chris Argyris and Donald Schön, pioneers in organizational learning, highlighted the concepts of single-loop and double-loop learning. Fritjof Capra contributed to systemic thinking, essential for understanding the interconnections within organizations. Otto Scharmer's Theory U offers an innovative approach to leadership and organizational transformation. Nonaka and Takeuchi, creators of the knowledge management model, based on the conversion between tacit and explicit knowledge.

Among their philosophical contributions is systemism, which views organizations as living systems and emphasizes the interconnection of their parts. Complex thinking proposes approaching organizations from a multidimensional perspective. The epistemology of learning, developed by Argyris and Schön, analyzes how organizations can reflect and adapt. Holism encourages integrating internal and external aspects into management.

Its characteristics are continuous learning and intelligent organizations investing in developing each worker's competencies (knowledge, skills, abilities, values, and attitudes). Systemic thinking they understanding the relationships between different organizational elements and their impact on the whole. They use it to evaluate a common problem or conflict in the organization, for which the employee acquires the skills to solve it by breaking it down into parts until reaching the whole. Adaptability, they respond quickly to changes in the environment. This strength is observed when an employee's duties are changed, they are promoted, or they are transferred to another franchise of the organization.

Likewise, knowledge management involves capturing, sharing, and effectively using knowledge. It is the best way to have information available when requested, as the entire structure knows and manages it. Innovation: They promote an environment that stimulates creativity and problem-solving. Through innovation, organizational effectiveness and efficiency are improved.

The fundamental principles of innovative organizations are: learning is a collective and continuous process; collaboration and communication are key to innovation; sustainability must be an integral objective of the organization; technology is a tool to enhance organizational intelligence, not an end in itself; adaptation to change is an essential skill.

As well as interdependence, recognition of the connections between internal and external systems; autonomy, promotion of decentralized decision-making; sustainability, consideration of long-term impacts in all decisions; transparency, promotion of a culture of trust and openness; and innovation, commitment to continuous improvement and creativity.

Its contributions to management sciences include knowledge management, strategies for capturing and using information effectively; transformational leadership; models that promote inspiration and collaboration; organizational adaptability, approaches to respond quickly to change and crisis; organizational learning models; tools to foster continuous growth and sustainability; and the integration of responsible practices in management.

Innovative organizations offer valuable lessons for training modern leaders, including systemic thinking skills, the ability to analyze problems from a global perspective, collaborative leadership, developing skills to encourage teamwork, adaptation to change, skills to manage dynamic environments, innovative management, the ability to implement disruptive solutions, and a focus on sustainability, integrating ethical and responsible principles.

Innovative organizations ensure continuous learning for human talent, to put the skills developed into practice, as this allows workers to understand complexity, take on responsibilities, tackle challenges, and pursue self-growth, thereby creating synergies through teamwork. "Companies must recognize the need to adapt to the constant changes demanded by the political, economic, and social environment and invest in internal resources such as intellectual capital, human talent, knowledge, and technology" (Navarrete & Sánchez, 2022, p.100).

For these companies, human talent is the most valuable asset within their structure and, therefore, the active capital that generates wealth and progress for the organization. Therefore, both inside and outside the organizational system, they are committed to knowledge management, focusing their efforts on strengthening the bonds between their workers, communicating, and creating an environment of trust that facilitates the acquisition of new

knowledge, the development of skills that add value to the company's activities, and the strengthening of social ties that will generate an organizational identity.

Transformational leadership inspires employees to exceed their expectations, achieving more than they thought possible at the outset. It is associated with satisfaction, effectiveness, and motivation. Intelligent organizations can adapt through continuous learning and develop strategies that enable them to outperform their competitors. Similarly, they are agile in their responses to maintain and retain their external customers, as well as to satisfy their internal customers, i.e., their human talent. Finally, it is known that this adaptability can be spontaneous or planned.

Learning models: this management model transforms individual learning into collective learning at the cognitive level, interpreting it as an exchange of ideas that improves practice and strengthens a common understanding for all. Meanwhile, at the social level, socialization transmits knowledge and enables workers with different perspectives to come together to solve problems through dialogue.

Sustainability: Smart organizations have the structure that allows them to pay attention to "the environment and take advantage of it as an opportunity to obtain special funding resources or participate in environmental projects with added benefits" (De la Rosa, 2021, p.1). However, attention to the environment is often driven by the obligation to comply with ecological provisions, regulations, standards, and procedures.

FINAL REFLECTIONS

To manage an organization in these times, when information is available to everyone, it is necessary to integrate spirituality, self-knowledge, learning, values, and experiences into a transcomplex process, as these factors interact with the motivations, emotions, and behaviors of human talent. This indicates that transpersonalism and the managerial worldview of intelligent organizations converge in recognizing that they work when managers understand the humanity and spirituality of their workers and consider their own individual and collective values to make organizations successful.

Therefore, it has been shown that managers who put self-motivation into practice are more effective at understanding workers' needs, weaknesses, and strengths in certain areas, fostering a sense of belonging and teamwork, and enabling them to make decisions in times of uncertainty. Spirituality can be seen as a motivational tool used by leaders in management. This allows workers to recognize that humanity has both a material and a spiritual side, and that, when combined, they enable better job performance. They are trained to understand spirituality.

To achieve this, the organization can implement the following: open spaces, meditation, meetings twice a month to discuss work-related or personal concerns, and talks on spiritual values that promote healthy coexistence in the workplace. All of the above elements support spirituality in business management, as the changes achieved through the application of the aforementioned strategies will foster loyalty and genuine commitment among employees, making them more productive and helping them make clearer decisions. In addition, they will give their work and personal lives meaning, significance, and purpose.

Similarly, it is important to mention the following characteristics of transpersonalism, the

managerial worldview, and intelligent organizations, noting where the three converge and the others that differentiate them. This allows organizations to consider them as management tools. These are shown in figure 3.1, which is based on the theoretical foundations of Moreno (2022), Luna (2019), and Rodríguez (2024).

Approach	Similarities	Differences
Transpersonality	Conscious leadership Development of human potential Sustainable decision-making	Improvement of organizational well-being Transpersonal leader
Managerial Worldview	Transformational leadership Innovation and creativity	Strategic thinking Change management
Intelligent Organizations	Knowledge management Transformational leadership Sustainability	Organizational adaptability Learning models

Source: Pérez, Juan (2024)

Figure 3.1. Similarities and differences

Organizational learning was evident in the three approaches developed, each associated with a leadership style. The chapter discussed three types of leaders: transformational, conscious, and transpersonal. Among their characteristics, learning is a plus for companies as it makes them productive and efficient. In addition, the relevance of the organizational learning models adopted by management enables the evaluation of the entire organizational structure, minimizing the risk of ineffective practices that a company may adopt if it wants to gain ground and take over the market in which it operates.

Another critical point is innovation and the ability to adapt to change. Not only must organizations adapt to change, but so must the entire structure, especially human talent, as innovation adds competitive value to the company, optimizing management, driving growth, and fostering flexibility, development, and the implementation of organizational strategies that enhance its dynamism and teamwork.

On the other hand, these approaches present sustainability as an essential part of organizations and environmental preservation. Among the principles of sustainable development they uphold, we can mention fair remuneration for workers based on their responsibilities within the organization and the implementation of social responsibility programs that support the creation of microenterprises. They also include helping with small urban agriculture projects and biodiversity protection programs, as well as topics on the importance of nutrition and balanced diets in the training program given to workers. There are several principles organizations can implement to preserve the environment.

Culture, values, spirituality, continuous learning, leadership, and decision-making promote an innovative and united work environment. In addition, the incorporation of transpersonal competencies in organizations, such as emotion, meditation, spirituality, and transpersonal

leadership, provides benefits that can be summarized in managerial competencies and organizational well-being. Consequently, improving employee well-being enhances productivity, internal communication, job satisfaction, teamwork, collaboration, and collective work, while fostering understanding among leaders, management, and workers.

Therefore, it is essential to promote an organizational environment that strengthens an enriching, productive, and cohesive workplace. Organizations must be open to continuing to innovate in the area of transpersonalism within companies, whether public or private, large or small, since understanding and managing issues such as spirituality, developing anti-stress programs, and understanding and controlling emotions represent an absolute opportunity to prosper in organizational development and leadership, extending prosperity, well-being, performance, the time spent on innovation translates into long-term success.

Transpersonalism represents an emerging paradigm that transcends traditional paradigms focused exclusively on the ego. It “focuses on the deepest virtues of the self, going beyond the personal to integrate spirituality and self-knowledge to develop the whole person (Moreno, 2022, p.32).” Furthermore, by integrating spiritual and transcendental dimensions into the managerial function, it offers a comprehensive vision that benefits both human development and the organizational sphere, emerging in principles and practices that promote conscious leadership, greater connection with universal values, and more ethical and sustainable business management.

In the intelligent organization approach, management maintains values aligned with those of the work team, and vice versa, recognizing that good management must be innovative, oriented toward developing workers’ learning capacities, and focused on leading them to manage knowledge. To achieve this, they change the vision of work, where the benefits serve the collective and the company’s development, fulfilling each worker’s aspirations and allowing them to satisfy their basic needs (Rodríguez, 2024).

Similarly, the incorporation of skills beyond the human domain emerges as a fundamental pillar for sustainable development and the consolidation of organizational resilience, demonstrating their value and effectiveness across all hierarchical levels of the company or institution. Furthermore, these competencies within an intelligent organization enable them to address difficulties when they are identified within the organizational culture.

Therefore, the author considers that the following techniques for managing emotions can minimize difficulties, conflicts, or problems within an organization: Bioneuroemotion, a method that promotes health from a biopsychosocial perspective through the development of self-awareness and emotion management (Corbera, 2020, p. 2). Meditation and yoga practice relieve stress, improve well-being and work synergy, enhance team cohesion, communication, and performance, and improve interpersonal relationships (Larrubia, 2019). These techniques aid in employees’ personal and spiritual development, promote better work performance and efficient management, and create a more conscious and harmonious work environment, which is crucial for innovation and sustainable growth.

In addition to all of the above, intelligent organizations must maintain transpersonal leadership, which “offers a respite and a new way of leading, based on empathy, awareness, and purpose” (García, 2024, p.1). It means obtaining tangible results in the medium term, because focusing on the overall well-being and spiritual development of each member of the

organization is fundamental. Although it sounds repetitive, this can be summarized in two guidelines: motivating and uniting the team around a shared vision. Adapting to this change brings benefits in individual and collective values, which are essential mechanisms for cultivating a resilient, assertive, solid work culture that adapts to the challenges that arise.

Finally, developing levels of awareness and adopting meditative practices are crucial for organizational learning, fostering a culture that values exchange and collaboration. Any organization that embraces these management practices will be able to overcome weaknesses, circumvent threats, improve strengths, and take advantage of opportunities. Therefore, promoting comprehensive and sustainable learning will improve both the quality of work and employee engagement, aligning with the vision of a culture oriented toward excellence and constant growth.

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