“I think there are good reasons for suggesting that the modern age has ended. Today, many things indicate that we are going through a transitional period, when it seems that something is on the way out and something else is painfully being born. It is as if something were crumbling, decaying, and exhausting itself – while something else, still indistinct, were rising from the rubble.”

Vaclav Havel
Ecological Divide: 1.5
Self - Nature

Social Divide: 2.5
Self - Other

Spiritual Divide: ≈ 3
Self - Self

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Where do you experience a world that is ending/dying,

where do you experience a world that is emerging / wanting to be born?
Two Sources of Learning, Two Learning Cycles

A. Learning by reflecting on the experiences of the past

act - observe - reflect - plan - act

B. Learning from the future as it emerges (presencing)
On the Core Process of Profound Innovation

Brian Arthur, Santa Fe Institute
3 Movements of the U

- **Downloading**
  - Observe, observe, observe

- **Retreat and reflect:**
  - Allow the inner knowing to emerge

- **Act in an Instant:**
  - Prototype
“The success of an intervention depends on the interior condition of the intervenor.”

William O’Brien, former CEO of the Hanover Insurance Company
Theory U

- **VoF**: Presencing
  - ANWESEND WERDEN-GEGENWÄRTIGUNG
  - Who is my Self?
  - What is my Work?

- **VoC**: Sensing
  - HINSPÜREN
  - kommen lassen

- **VoJ**: Seeing
  - HINSEHEN
  - innehalten

- **Performing**: Prototyping
  - ERPROBEN
  - verkörpern

- **Downloading**: Prototyping
  - ABSPULEN
  - hervorbringen

Who is my Self? What is my Work?
The Blind Spot of Leadership

Results:  
*What*

Process:  
*How*

Source:  
*Who*

**Blind Spot:** Inner place from which we operate
Levels of Listening

LISTENING 1: from habits
- Downloading habits of judgment
- Reconfirming old opinions & judgments

LISTENING 2: from outside
- Factual listening noticing differences
- Disconfirming [new] data

LISTENING 3: from within
- Empathic listening
- Seeing through another person’s eyes emotional connection

LISTENING 4: from Source
- Generative listening (from the future wanting to emerge)
- Connecting to an emerging future whole; shift in identity and self

Open Mind
Open Heart
Open Will
Theory U

**Downloading** past patterns

**Performing** by operating from the whole

**suspending**

**Prototyping** the new by linking head, heart, hand

**VoJ**

**Seeing** with fresh eyes

**VoC**

**Sensing** from the field

**VoF**

**letting go**

**Presencing** connecting to Source

**Who is my Self? What is my Work?**

**Presencing**

**Open Mind**

**Open Heart**

**Open Will**

**Crystallizing** vision and intention

**enacting**

**embracing**

**redirecting**

**letting come**

**suspending**

**letting go**

**letting come**

**VoF**

**VoC**

**VoJ**
Theory U

Who is my Self?
What is my Work?

Download: ABSPULEN
Prototyping: ERPROBEN
Crystallizing: VERDICHTEN
Presencing: ANWESEND WERDEN-GEGENWÄRTIGUNG
Performing: IN-DIE-WELT-BRINGEN

Seeing: HINSEHEN
Sensing: HINSPÜREN
innehalten
umwenden
loslassen

Open Mind
Open Heart
Open Will

Verkörpern
hervorbringen
kommen lassen

VoJ
VoC
VoF
<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>I-in-me 1.0: habitual awareness</td>
<td>Listening 1-- Downloading: more of the same</td>
<td>Downloading-- Talking nice: speaking from what they want to hear</td>
<td>Centralized: Machine bureaucracy, silos</td>
<td>Hierarchy: Central plan, regulation</td>
</tr>
<tr>
<td>I-in-it 2.0: ego-system awareness</td>
<td>Listening 2-- Factual: taking in sth new</td>
<td>Debate-- Talking tough: speaking your mind</td>
<td>Decentralized: Divisionalized</td>
<td>Market: Competition</td>
</tr>
<tr>
<td>I-in-now 4.0: eco-system awareness</td>
<td>Listening 4-- Generative: connecting to the source of the emerging future</td>
<td>Collective Creativity: Flow: Speaking from what is moving through</td>
<td>Eco-system: Cross-institutional co-creation</td>
<td>Awareness-Based Collective Action (ABC): Acting from the whole</td>
</tr>
</tbody>
</table>
### Theory U Fields of Awareness

#### Sectors of the Current Institutional Transformation

<table>
<thead>
<tr>
<th>Government</th>
<th>Health</th>
<th>Schools</th>
<th>Relationship</th>
<th>Learner/Patient</th>
<th>Teacher/Physician</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Traditional: Hierarchy</em></td>
<td>Dominating State</td>
<td>Institutional care: System centered</td>
<td>Institution centric traditional</td>
<td>Teacher centricic</td>
<td>Recipient</td>
</tr>
<tr>
<td><em>Ego-system: Markets + Competition</em></td>
<td>Dormant State</td>
<td>Managed care: Outcome centered</td>
<td>Outcome centric Learning Factory</td>
<td>Transactional</td>
<td>Customer</td>
</tr>
<tr>
<td><em>Stakeholder: Networks + Negotiation</em></td>
<td>D-4: Direct, Distributed, Democratic, Dialogic</td>
<td>Integral health: Citizen journey centric, Salutogenesis</td>
<td>Sensing and actualizing one’s highest future potential</td>
<td>Dialogic</td>
<td>Client</td>
</tr>
<tr>
<td><em>Eco-system: Awareness-Based Collective Action (ABC)</em></td>
<td></td>
<td></td>
<td></td>
<td>Co-creative</td>
<td>Co-creator</td>
</tr>
</tbody>
</table>

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1. Mit Blick auf die letzten 6 Jahre, was ist das Neue im System, das Ihr seht?

1. Mit Blick auf die Zukunft, was sind die wichtigsten Hebelpunkte, auf die wir uns als change makers fokussieren sollten?
1. Practice the U – don’t preach it.
2. Become a **blackbelt** observer and listener.
3. Connect to your intention and...

...operate as an instrument.
4. When reality opens up, be fully present with it – and then act from the NOW.
5. Follow Your Heart:
Do what you love, love what you do.
6. Always be in **dialogue with the universe.**
7. Create a level 4 holding space supporting your journey.
8. Balance your talking-doing ratio.
9. Identify the crack—the opening to the future—in organizations, society and self
10. Use different languages with different stakeholders—connect to them in terms of what they care about.
11. If you want to change others, you need to meet them where they are and be open to be changed first.
12. Co-initiate through local leadership from the heart.
13. Use sensing journeys that help people to see the system from the edges and use collective sensing mechanisms to see the system from the whole.
14. Create **holding spaces** that support the team at the top (and emerging leaders) to lead their individual and collective transformation journey.
15. Prototype by acting from the **now** and regular review cycles (support structures)
16. Co-evolve the system by using the prototypes as seeds through linking micro- with macro-level leadership.
17. Never give up. Never give up. You are not alone.
Four Levels of Responding to Change

1. Reacting: quick fixes
2. Redesigning: policies
3. Reframing: values, beliefs
4. Regenerating: sources of creativity and self
ENTERING THE AGE OF DISRUPTION

1. How to reinvent our economy?  
   (relink financial capital with real economy)

2. How to reinvent our democracy?  
   (relink government with citizens/communities)

3. How to reinvent our education?  
   (relink learning with the learner’s essential self)

→ Who are we as human beings?  
   (relink self and Self)
Resources and Literature


• www.presencing.com (put yourself on the Presencing Institute mailing list that will announce Otto’s forthcoming book on Society 4.0: From Ego- to Eco-system Economies)

• www.ottoscharmer.com