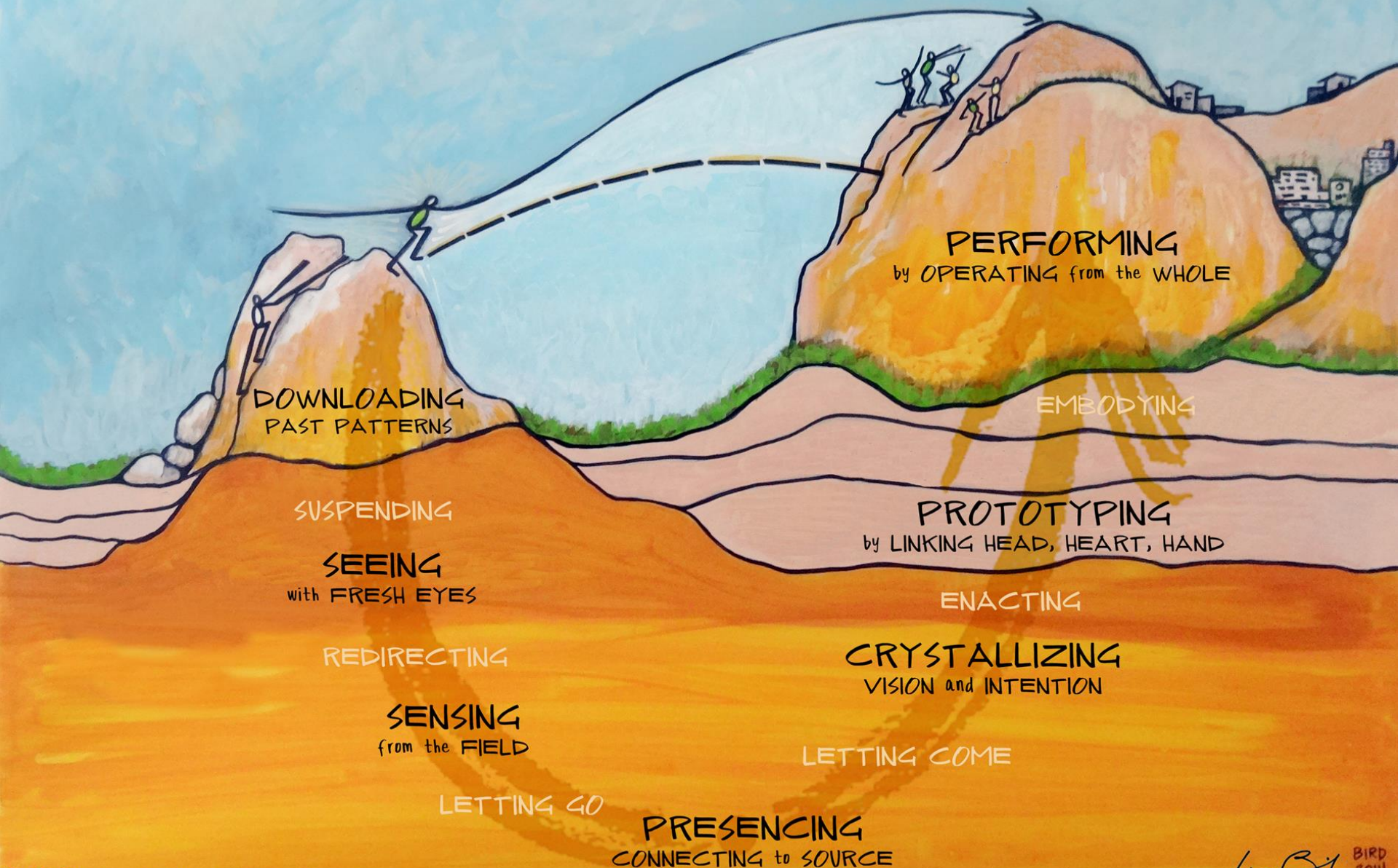
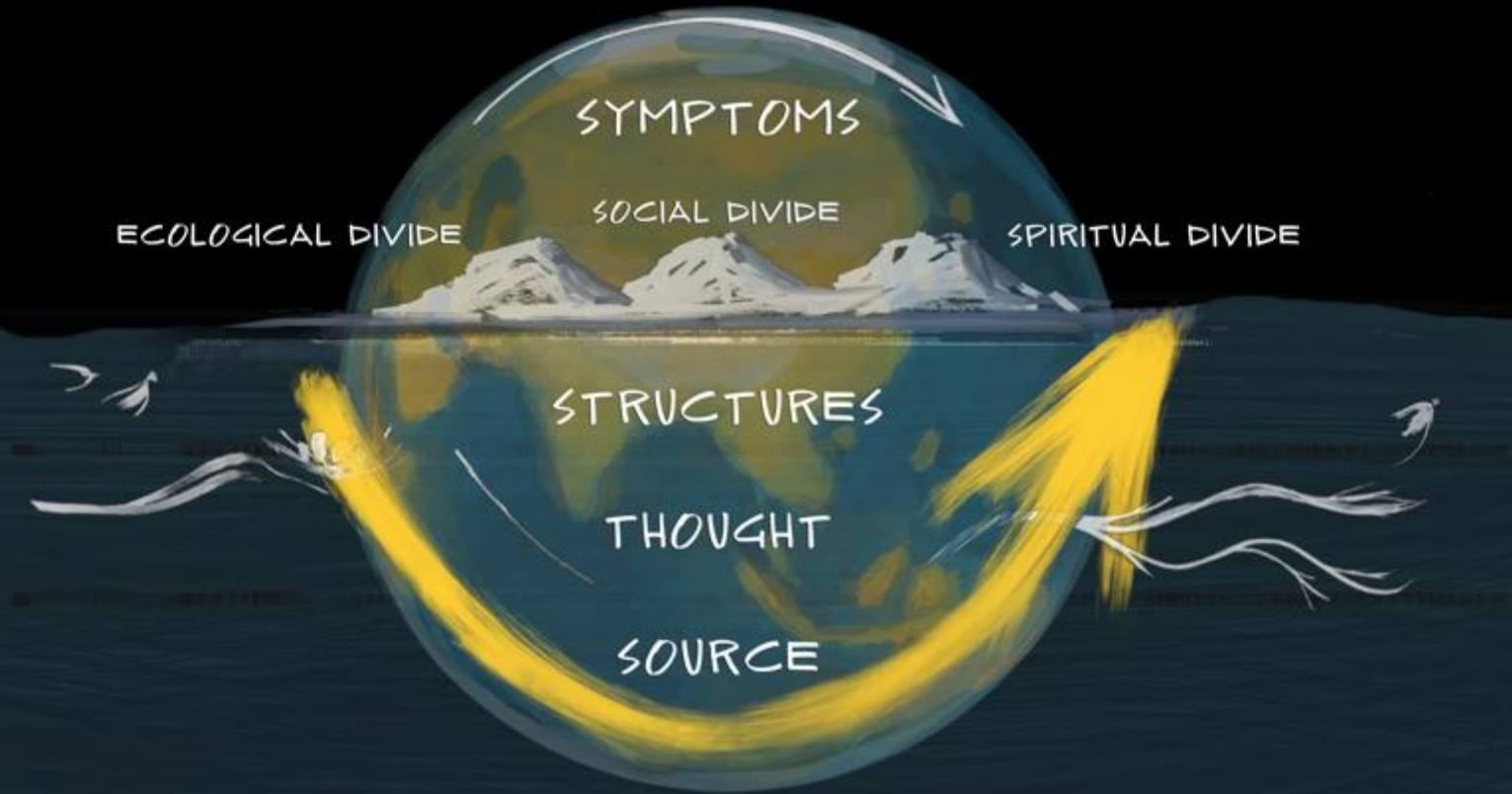
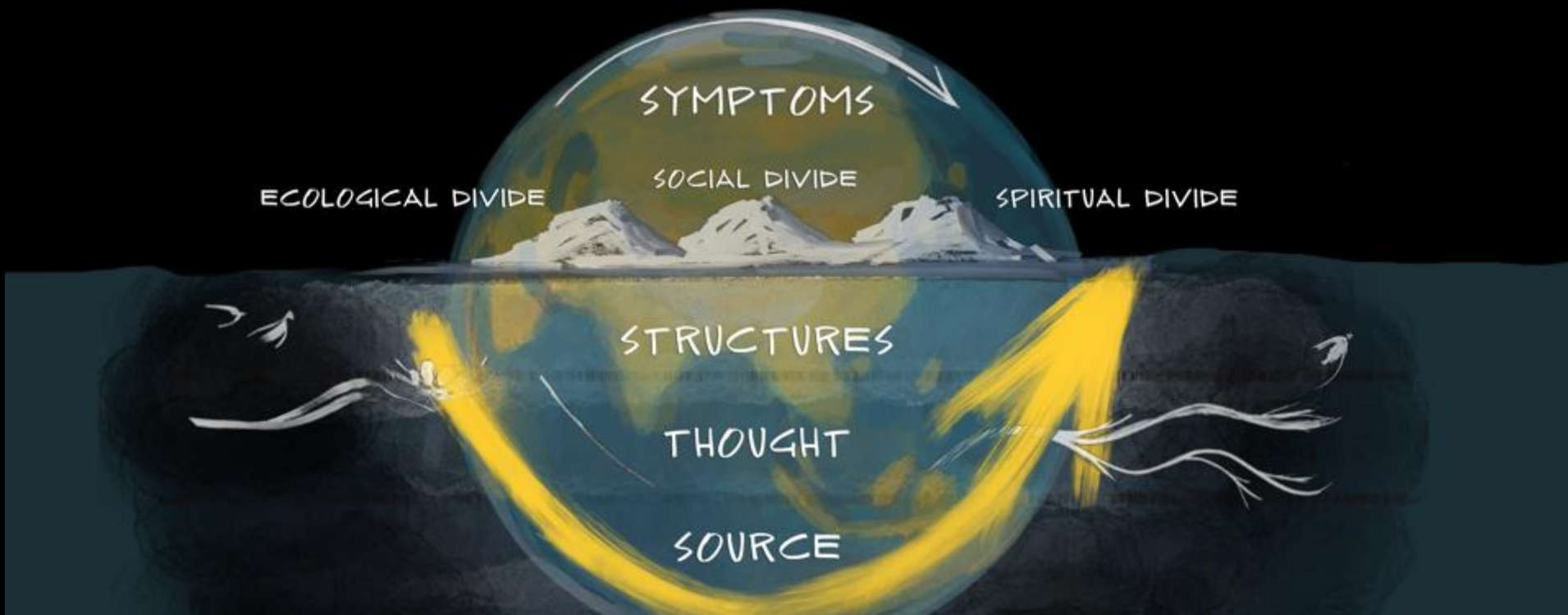


CROSSING the THRESHOLD: STEPPING into the FIELD of the FUTURE





1. You cannot understand a system **unless you change it** (K. Lewin)
2. You cannot change a system **unless you transform consciousness**
3. You cannot transform consciousness **unless you make a system see and sense itself** (Theory U)



天(精神)
Spiritual



地(生态)
Ecological



人(社会)
People

Fear & Fanaticism
Closed Will

Anger & Hate
Closed Heart

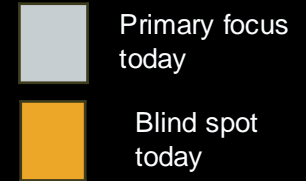
Ignorance & Doubt
Closed Mind

NEW LEARNING INFRASTRUCTURES
Whole Person, Whole System

NEW DEMOCRATIC
INFRASTRUCTURES
Direct, Distributed, Dialogic

NEW ECONOMIC
INFRASTRUCTURES
Ego to Eco

MATRIX OF SYSTEMS LEARNING AND LEADERSHIP: BROADENING, DEEPENING

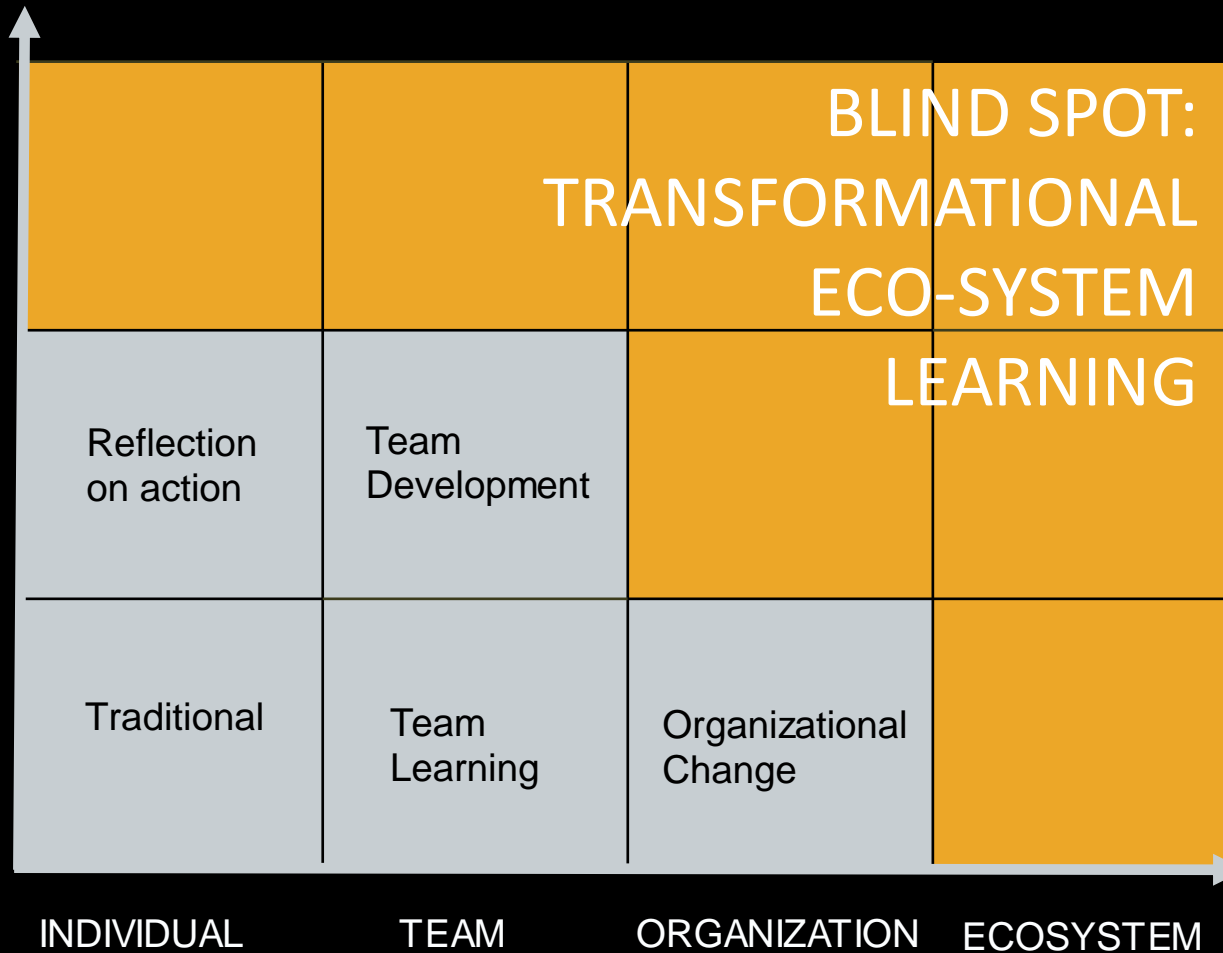


DEEPENING:
Whole Person

TRANSFORMATIONAL
(Head, Heart, & Hand):
Learning by co-creating

REFLECTIVE
(Head, Hand):
Learning by doing

TECHNICAL
(Head):
Learning by listening



BROADENING:
Whole System

DOWNLOADING
PAST PATTERNS

OBSERVE,
OBSERVE,
OBSERVE

ACT IN AN
INSTANT:
PROTOTYPE

RETREAT & REFLECT:
ALLOW THE INNER KNOWING TO EMERGE

DOWNLOADING
PAST PATTERNS

SUSPENDING

VOICE of JUDGMENT

SEEING with FRESH EYES

REDIRECTING

VOICE of CYNICISM

SENSING from the FIELD

LETTING GO

VOICE of FEAR

OPEN
MIND

OPEN
HEART

OPEN
WILL

PERFORMING

by OPERATING from the WHOLE

EMBODYING

PROTOTYPING the NEW
by LINKING HEAD, HEART, HAND

ENACTING

CRYSTALLIZING
VISION and INTENTION

LETTING COME

PRESENCING

CONNECTING to SOURCE

Namibia: Maternal Health

Common intent: capture and build will and energy

Convening: a multi-stakeholder and cross-sectoral group around an issue without easy answers

Intervention: Maternal Health Initiative

Address: 99% increase in maternal mortality rate, 1992–2006

Maternal Health Initiative

Visit places of greatest potential

Observe with both mind and heart wide open; listen to patients, the primary client

Connect: experience your part in the system you want to change

Make sense of what you've experienced

U-Process

One Process Five Movements

Co-initiate:

Stop and listen to others.
Learn through listening and dialogue.

Co-sense:

Observe, observe, observe
Learn through observation

Co-inspire:

Connect to the source of
inspiration and will.
Moments of deep
reflection.

Co-evolve:

Integrate the new in practice.
Scale-up what is working in the
prototypes to create deeper
impact.

Co-create:

Develop prototypes and
innovations
Learn by doing to become
wiser through small-scale
practice!

Grow successful innovations:

Improved interaction between
service providers and
patients

"It used to be routine... now
we are working towards this
change!" (principal nurse,
maternity unit, KSH)

"It's not about reviewing
documents... but about growing
personalities" (Deputy Permanent
Secretary MoHSS)

Prototype: a microcosm of the
new to explore future possibilities
by doing

Improve access to services
(CWIClinic and others)

Increase community awareness
(radio talk show)

Develop skills and capabilities (in-
service training; ambulance
service)

Khomas Regional Delivery Unit

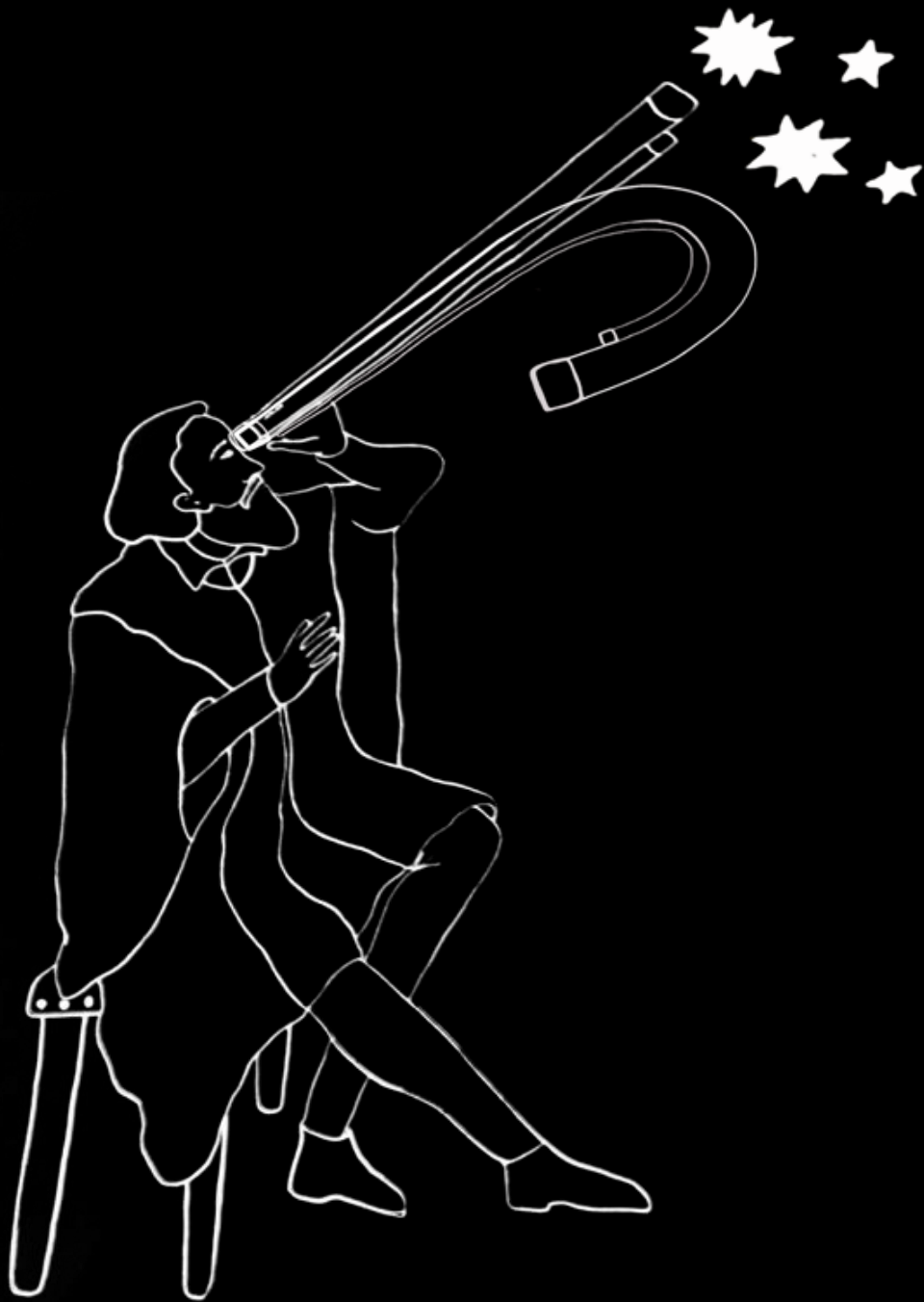
"I am the system."

Retreat and reflect: allow inner knowing to emerge

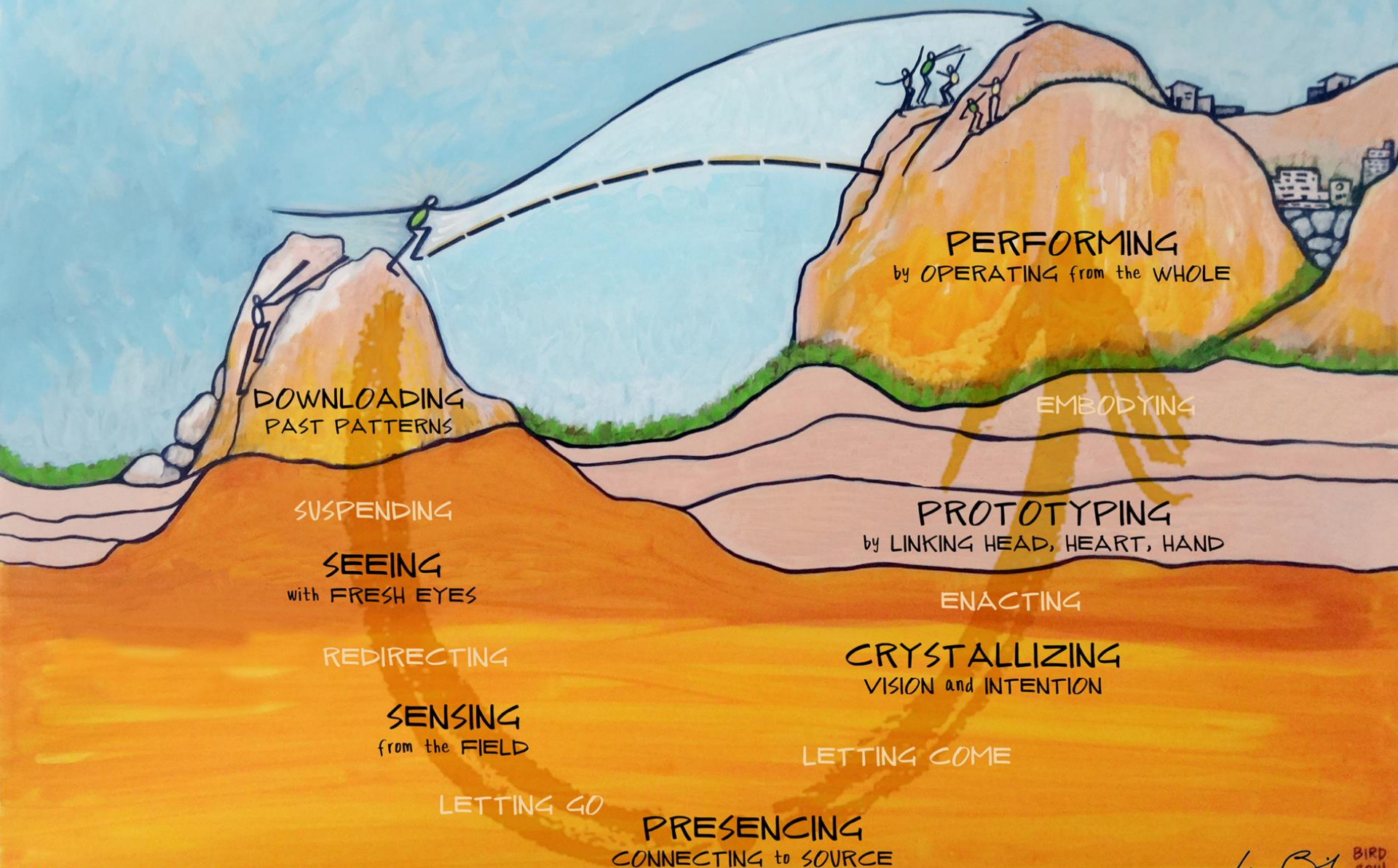
"I simply knew something I had no way of knowing!"

"Seeing through different eyes, I **discovered purpose** and
meaning in what I do!"

"And there it was: the **a-ha moment!**"



CROSSING the THRESHOLD: STEPPING into the FIELD of the FUTURE



Fear & Fanaticism
Closed Will

Anger & Hate
Closed Heart

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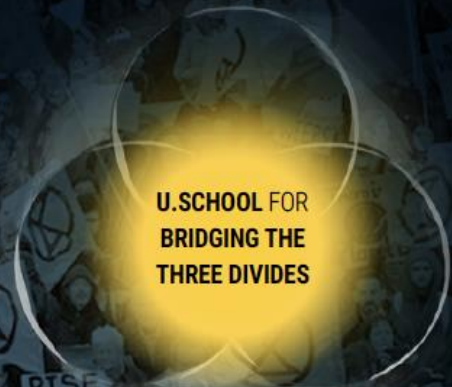
Four Stages of Systems Evolution, Four Operating Systems

	Learning	Health	Farm & Food	Corporate Sustainability	Finance	Governance
1.0: Input and authority-centric	Traditional teacher-centric	Traditional doctor-centric medicine	Traditional farmer-centric	PR Alleviating projects	Traditional banker-centric	1.0 Visible hand: <i>Hierarchy</i>
2.0: Output and efficiency-centric	Testing: bulimia learning: fast in, fast out	Evidence based medicine	Industrial agriculture: monoculture	Corporate practices Efficiency	Extractive Capital: externality blind	2.0 Invisible hand: <i>Market</i>
3.0: Outcome- and user-centric	Learner-centric	Patient-centric medicine	Organic Ag: reduce negative footprint	Business Innovation	Impact investing: winners take all	3.0 Organized interest groups: <i>Lobbying</i>
4.0: Co-creative and eco-system-centric	Activate deep learning cycle	Strengthening sources of well-being	Food as medium for healing planet and people	Purpose: Mission driven Enterprise: Business as a movement	Generative capital: transforming the system	4.0 ABC: <i>Awareness-Based Collective action</i>

**PLANETARY HEALING
AND CIVILIZATIONAL RENEWAL**



**U.SCHOOL FOR
BRIDGING THE
THREE DIVIDES**



**ACTIVATING
GENERATIVE SOCIAL FIELDS**



COURAGE

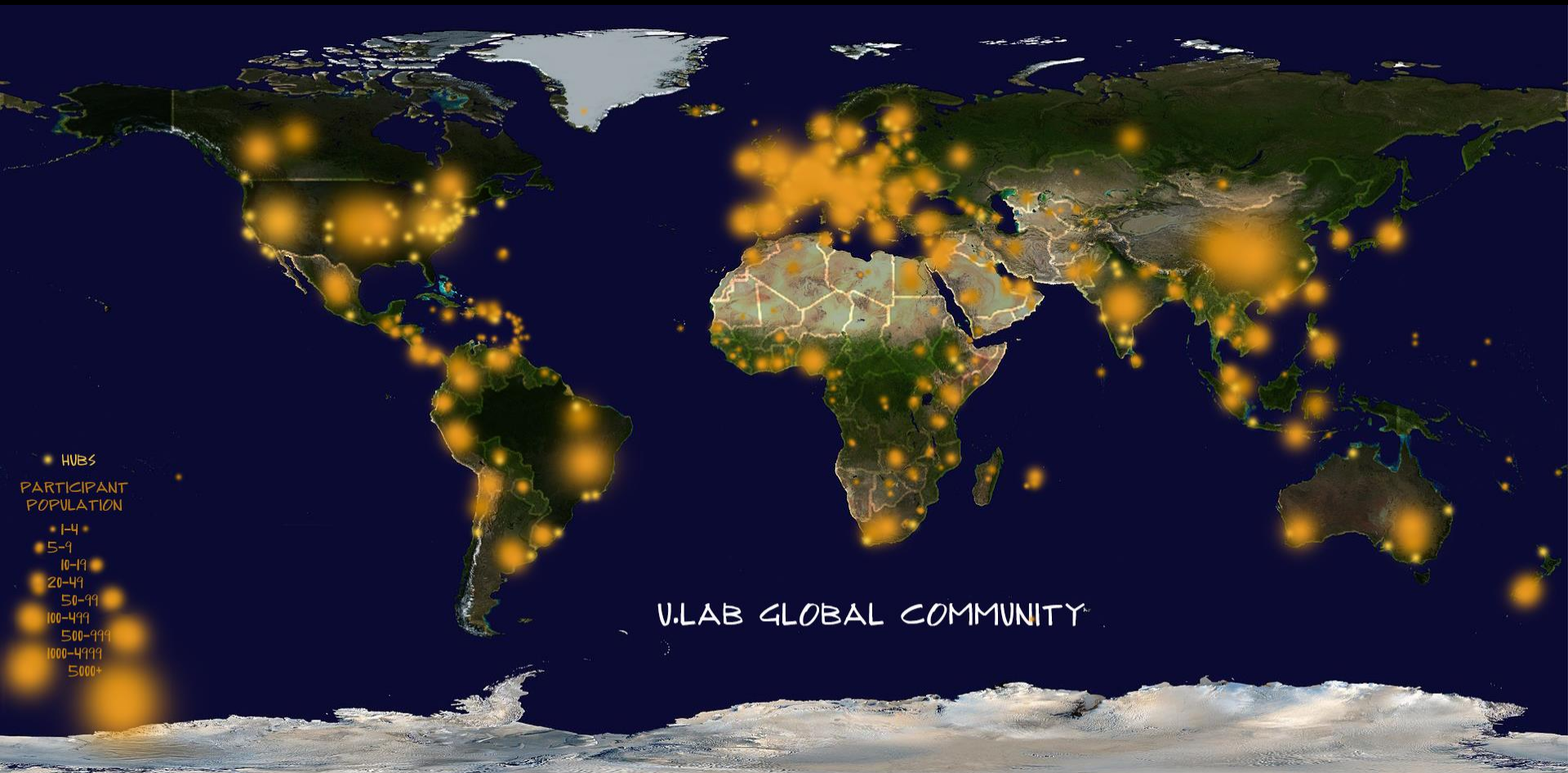
WHY ARE YOU HERE?

**IT'S A
CHOICE**

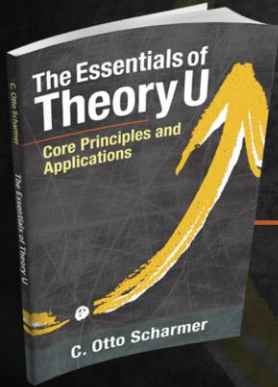
**HOW TO MAKE
PEOPLE UNDERSTAND**

**MAKE
THE
VOICE**

**HOW TO
"PULL DOWN THE WALLS"**



U.Lab:
150,000 Participants, 185 Countries, 1100 Hubs



The Essentials of Theory U

Core Principles and Applications

"Scharmer's Theory U model of how to open our mind, emotions, and will to moments of discovery and mutual understanding is profound and much needed."

— EDGAR SCHEIN, PROFESSOR EMERITUS AT MIT SLOAN SCHOOL OF MANAGEMENT

Resources:

www.presencing.org

www.ottoscharmer.com

Enroll in u.lab:

<https://www.edx.org/course/ulab-leading-from-the-emerging-future>