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U-Lab: Leading Profound Innovation For A More Sustainable World

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Guiding Question:

How do leaders lead profound innovations that generate economic, social, and ecological value?

How can I create profound innovation and change?

How do we collectively create innovations that pioneer a green regenerative economy/society 4.0?
“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
Table Talk:

What journey brought you here?

What major change do you see going on in the world today?

What change do you aspire to create going forward?
Four Levels of Responding to Change

1. Reacting: quick fixes

2. Redesigning: policies

3. Reframing: values, beliefs

4. Regenerating: sources of creativity and self

Manifest action

Process, structure

Thinking

Source of energy, inspiration and will
Two Sources of Learning, Two Learning Cycles

A. Learning by reflecting on the experiences of the past

\textit{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
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
  - Seeing through another person's eyes
  - Emotional connection

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

LISTENING 4: from Source
- Generative listening
  - Open Will
  - Connecting to an emerging future whole; shift in identity and self

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<table>
<thead>
<tr>
<th>Field: Structure of Attention</th>
<th>Micro: ATTENDING (individual)</th>
<th>Meso: CONVERSING (group)</th>
<th>Macro: ORGANIZING (institutions)</th>
<th>Mundo: COORDINATING (global systems)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-in-me 1.0: habitual awareness</td>
<td>Listening 1: Downloading habits of thought</td>
<td>Downloading: Talking nice, politeness, rule-reenacting</td>
<td>Centralized: Machine bureaucracy</td>
<td>Hierarchy: Central plan, regulation</td>
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<tr>
<td>I-in-it 2.0: ego-system awareness</td>
<td>Listening 2: Factual, object-focused</td>
<td>Debate: Talking tough, rule-revealing</td>
<td>Decentralized: Divisionalized</td>
<td>Market: Competition</td>
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<tr>
<td>I-in-now 4.0: eco-system awareness</td>
<td>Listening 4: Generative listening</td>
<td>Collective Creativity: Presencing, flow, rule-generating</td>
<td>Eco-system: Context, field-based</td>
<td>Awareness-Based Collective Action (ABC): Acting from the whole</td>
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Theory U

- Seeing with fresh eyes
- Sensing from the field
- Prototyping the new by linking head, heart, hand
- Crystallizing vision and intention
- Presencing connecting to Source
- Open Will
- Open Mind
- Open Heart
- Performing by operating from the whole
- Downloading past patterns
- suspending
- redirecting
- letting go
- embodying
- enacting
- letting come

Who is my Self?
What is my Work?
Theory U

**VoJ**
- Seeing with fresh eyes
- **suspending**

**VoC**
- Sensing from the field
- **redirecting**

**VoF**
- letting go
- **letting come**

**Performing** by operating from the whole

**Presencing** connecting to Source

**Crystallizing** vision and intention

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

**Open Mind**

**Open Heart**

**Open Will**

**Who is my Self?**

**What is my Work?**
Guiding Question:

• 1--Introduce your personal context with one or two formative experiences that shaped you to become the person you are

• 2--what do you see going in terms of economic-social change—and what do you consider the root causes/issues of the current crisis?

• 3--what do you feel is going to happen over the next 10-20 years?

• 4--if you were to advise the president of your country today, what three action steps would you suggest him to take?

• 5--what would you like to do right now in order to make a difference going forward?
<table>
<thead>
<tr>
<th>Fields of Awareness</th>
<th>1.0: ego-system awareness</th>
<th>2.0: object-system awareness</th>
<th>3.0: relational awareness</th>
<th>4.0: eco-system awareness</th>
</tr>
</thead>
</table>

**CRISIS:**

- **Climate Energy**
- **Food Water**
- **Health Poverty**
- **Financial Security**
- **Education**
- **Leadership**
- **Civilization Spiritual**

**7 Acupuncture Points:**
Infrastructure innovations for 4.0

- **Coordination**
- **Nature**
- **Labor**
- **Capital**
- **Technology**
- **Leadership**
- **Consumer Awareness**
Sustainable Development: Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

--Brundtland Commission, 1987

Corporate Social Responsibility: The commitment of business to contribute to sustainable development - working with employees, their families, the local community, and society at large to improve their quality of life.

--World Business Council for Sustainable Development (WBCSD)
Three Generations of Corporate Social Responsibility (CSR)
Three Generations of CSR

1st Generation CSR:
- Participating in alleviating social activities
- Engaging in locally bounded charitable projects
- Embodied in PR statements and policies

2nd Generation CSR:
- Participating in strategic projects to improve b-context
- Engaging in cross-organizational stakeholder work
- Embodied in institution-wide policies and processes

3rd Generation CSR:
- Participating in large systems transformation
- Engaging in tri-sector multi-stakeholder work
- Embodied in co-creating new institutional ecologies


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