

15.975
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

*Manifest
action*

1. Reacting: quick fixes

*Process,
structure*

2. Redesigning: policies

Thinking

3. Reframing: values, beliefs

*Source
of energy,
inspiration
and will*

4. Regenerating: sources of
creativity and self

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

Act in an
Instant:
prototype

Retreat and reflect:
Allow the inner knowing to
emerge

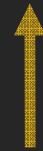
“The success of an intervention depends on the interior condition of the intervenor.”

William O'Brien,
former CEO of the Hanover Insurance Company

The Blind Spot of Leadership

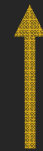
Results:

What



Process:

How

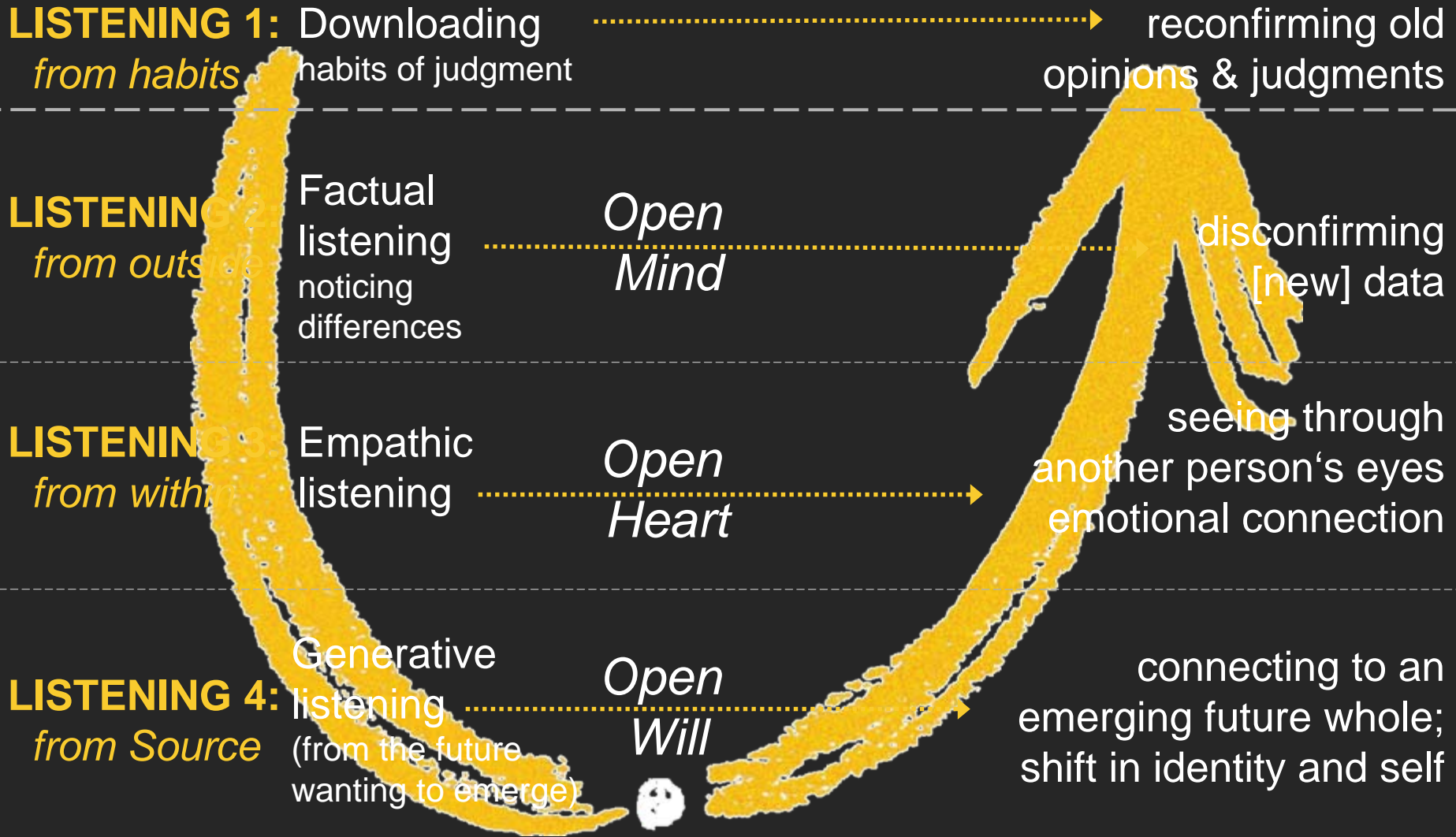


Source:

Who

Blind Spot: Inner place
from which we operate

Levels of Listening



**Field:
Structure
of Attention**

**Micro:
ATTENDING
(individual)**

**Meso:
CONVERSING
(group)**

**Macro:
ORGANIZING
(institutions)**

**Mundo:
COORDINATING
(global systems)**



I-in-me
1.0: habitual
awareness

Listening 1:
Downloading habits
of thought

Downloading:
Talking nice,
politeness,
rule-reenacting

Centralized:
Machine
bureaucracy

Hierarchy:
Central plan,
regulation



I-in-it
2.0: ego-system
awareness

Listening 2:
Factual,
object-focused

Debate:
Talking tough,
rule-revealing

Decentralized:
Divisionalized

Market:
Competition



I-in-you
3.0: stakeholder
awareness

Listening 3:
Empathic
listening

Dialogue:
Inquiry,
rule-reflecting

Networked:
Relational

**Negotiation
+Dialogue:**
Mutual adjustment



I-in-now
4.0: eco-system
awareness

Listening 4:
Generative
listening

**Collective
Creativity:**
Presencing, flow,
rule-generating

Eco-system:
Context, field-based

**Awareness-Based
Collective Action
(ABC):**
Acting from
the whole

Theory U

Downloading
past patterns

Performing by
operating from the whole

suspending

embodying

VoJ

Seeing
with fresh eyes

*Open
Mind*

Prototyping the new by
linking head, heart, hand

VoC

redirecting

Sensing
from the field

*Open
Heart*

enacting

Crystallizing
vision and intention

VoF

letting go

*Open
Will*

letting come

Presencing
connecting to Source

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

Theory U

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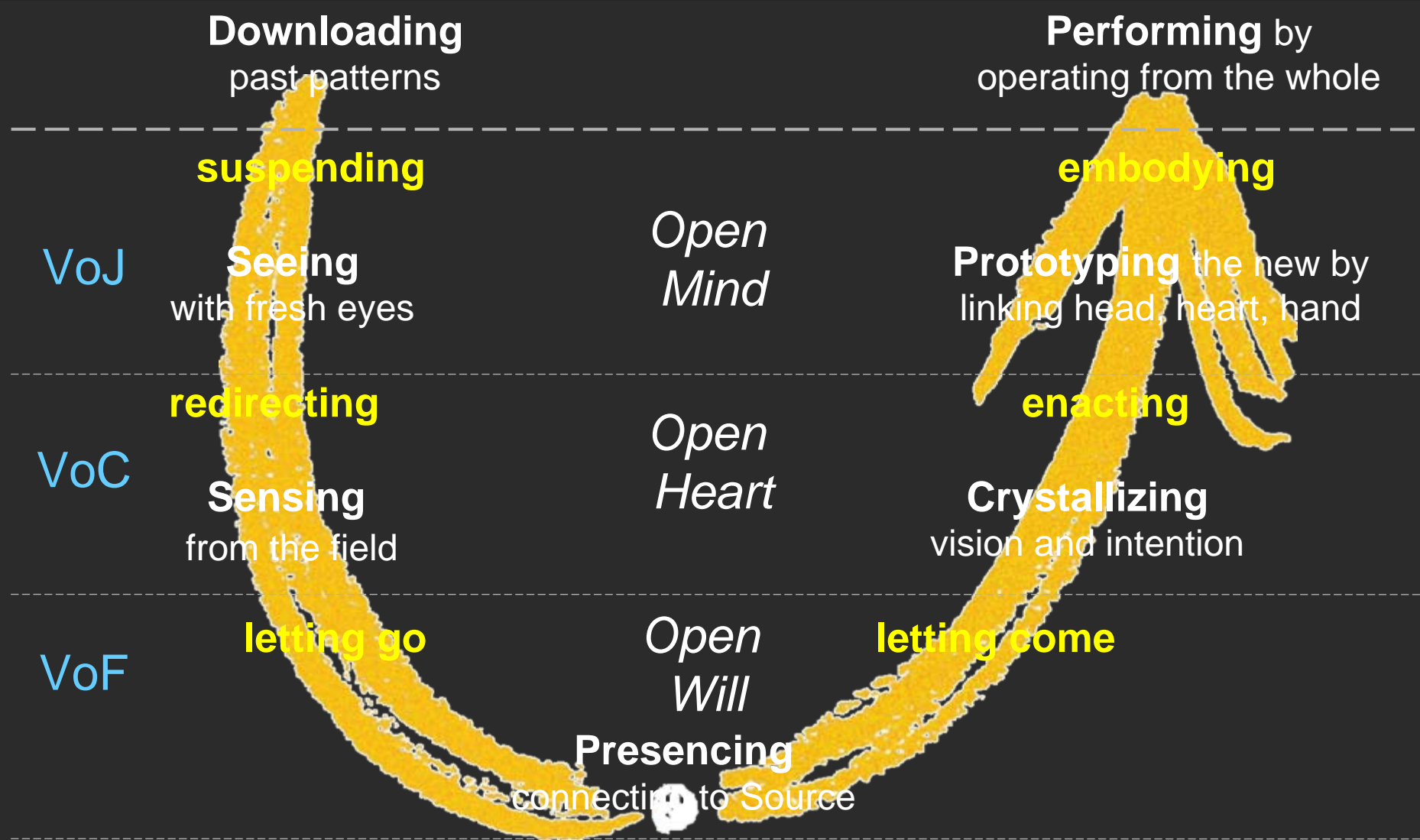
letting go

*Open
Will*

letting come

Presencing
connecting to Source

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



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-evolve:

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

Co-sense:

Observe, observe, observe
Learn through observation

Co-create:

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

Co-inspire:

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



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!"

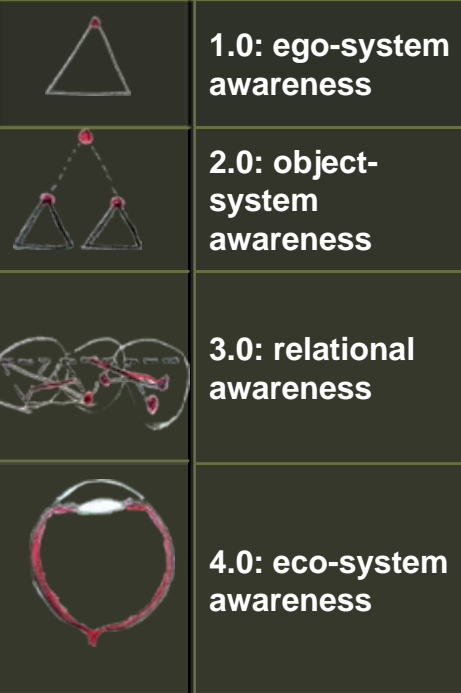
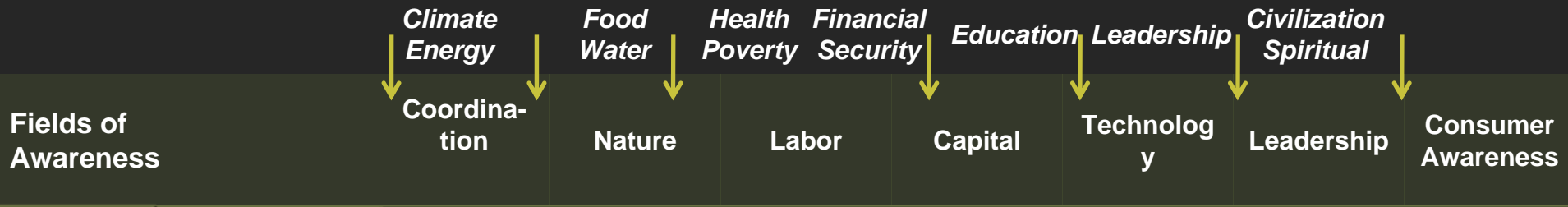
"Seeing through different eyes, I **discovered purpose** and **meaning** in what I do!"

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

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?**

CRISIS:



7 Acupuncture Points:
Infrastructure innovations for 4.0

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 employess, 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)

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

Resources and Literature

Scharmer, C. Otto (2007). Theory U: Leading from the Emerging Future As It Emerges. The Social Technology of Presencing, Cambridge, MA: SoL Press.

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MIT OpenCourseWare
<http://ocw.mit.edu>

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