

Theorie U (Otto Scharmer)

Salon bei Leo
von Conni Barger
14. Juni 2019



V.LAB GLOBAL COMMUNITY

«Die Qualität der Aufmerksamkeit,
die wir in eine Situation einbringen,
bedingt die Art, wie Wirklichkeit entsteht.»

C.Otto Scharmer, Katrin Käufer in „Führung vor der leeren Leinwand“,

Generatives Zuhören:
„empathy walk“

FOUR LEVELS of LISTENING & CONVERSING

① **DOWNLOAD**
LISTEN from HABIT



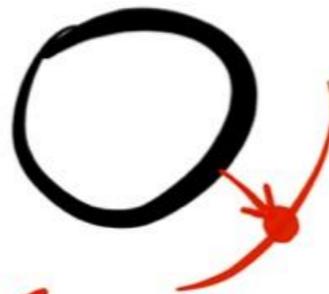
POLITENESS

② **FACTUAL**
LISTEN from OUTSIDE



DEBATE

③ **EMPATHIC**
LISTEN from WITHIN



DIALOGUE

④ **GENERATIVE**
LISTEN from the FIELD



COLLECTIVE
CREATIVITY

Blick auf die Metaebene:

„Wir schaffen Resultate, die niemand möchte.“

ECO
DIVIDE

SOCIAL
DIVIDE

SPIRITUAL
DIVIDE

INCOME
BUBBLE

FINANCIAL
BUBBLE

TECHNOLOGY
BUBBLE

LEADERSHIP
BUBBLE

CONSUMERISM
BUBBLE

GOVERNANCE
BUBBLE

OWNERSHIP
BUBBLE

INFINITE
GROWTH
BUBBLE

HUMAN
RIGHTS

REAL
ECONOMY

REAL
NEEDS

COLLECTIVE
PARALYSIS

GDP ≠
HAPPINESS

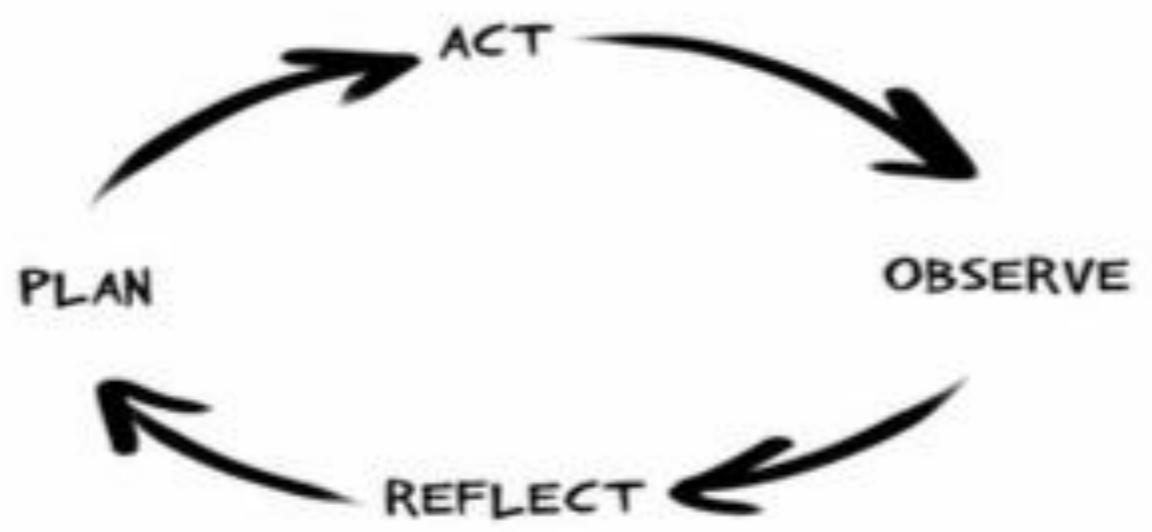
VOICELESS

BEST
SOCIETAL USE

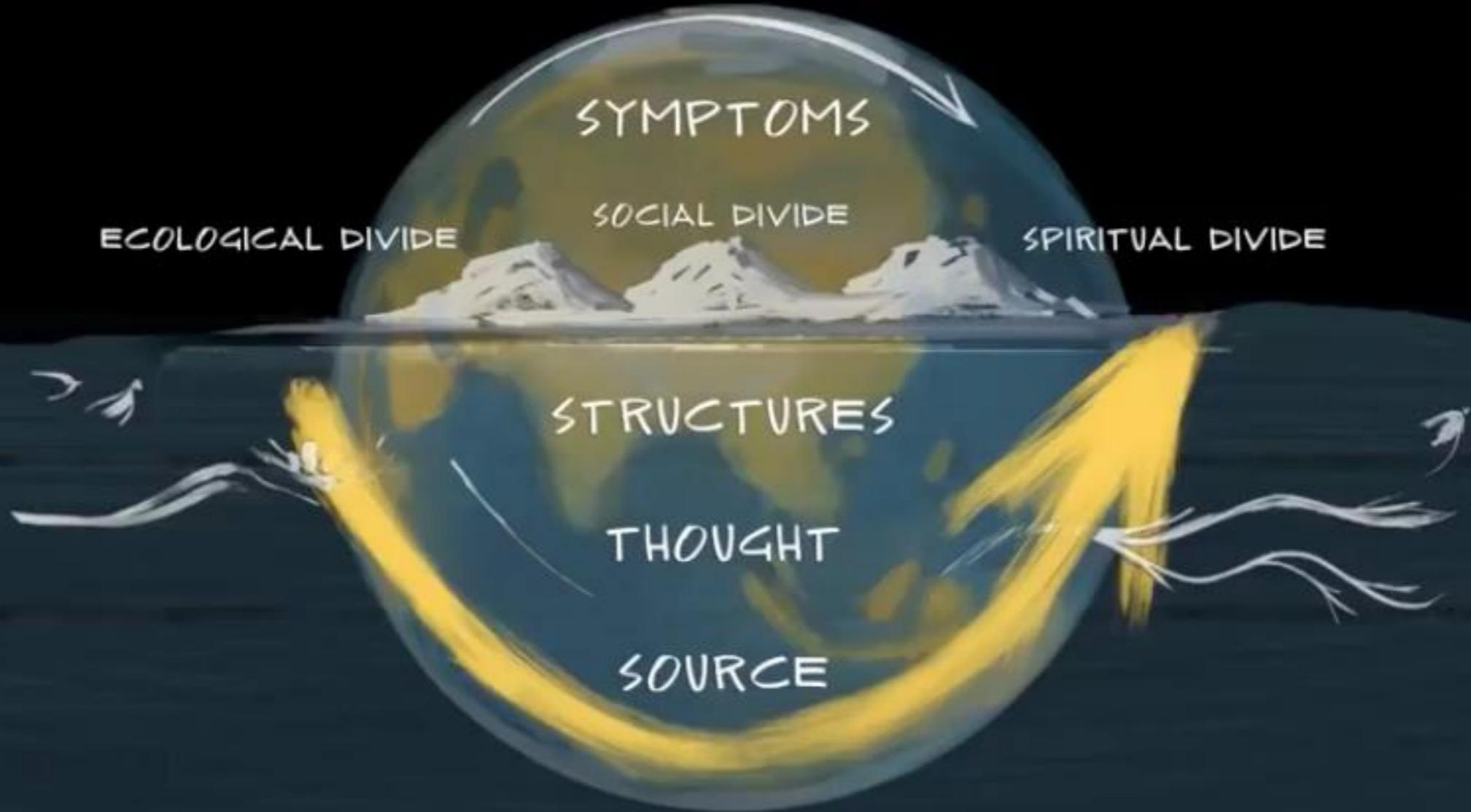
FINITE
RESOURCES

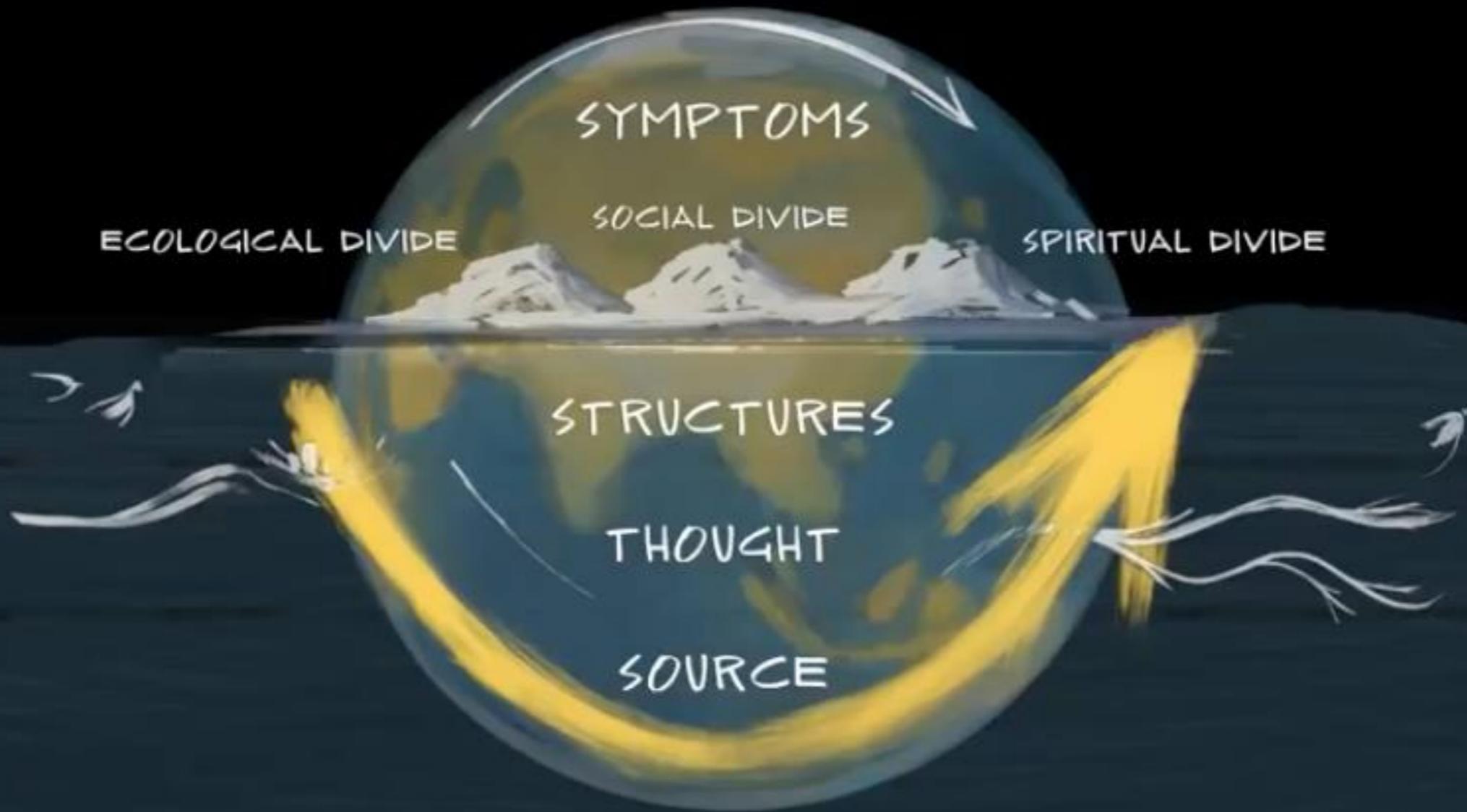


A. LEARNING by REFLECTING in the EXPERIENCES of the PAST



B. LEARNING from the FUTURE as IT EMERGES (PRESENCING)





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)

Field: Structure of Attention	Micro: ATTENDING (individual)	Meso: CONVERSING (group)	Macro: ORGANIZING (institutions)	Mundo: COORDINATING (global systems)
 <p>1.0: habitual awareness</p>	<p>Listening 1: Downloading habits of thought</p>	<p>Downloading: <i>Conforming:</i> speak- ing from fitting in</p>	<p>Centralized control: Organizing around hierarchy</p>	<p>1.0 Centralized: <i>commanding</i></p>
 <p>2.0: ego-system awareness</p>	<p>Listening 2: Factual, open-minded</p>	<p>Debate: <i>Confronting:</i> Speaking from differentiating</p>	<p>Divisionalized: Organizing around differentiation, decentralizing</p>	<p>2.0 Free Market: <i>competing</i></p>
 <p>3.0: stakeholder awareness</p>	<p>Listening 3: Empathic, open-hearted</p>	<p>Dialogue: <i>Connecting:</i> Speaking from inquiring others, self</p>	<p>Distributed/networked: Organizing around stakeholders groups</p>	<p>3.0 Social Market: <i>negotiating/networking</i></p>
 <p>4.0: eco-system awareness</p>	<p>Listening 4: Generative, open-presence</p>	<p>Collective Creativity: <i>Co-creating:</i> Speaking from what is moving through</p>	<p>Eco-system: Organizing around what emerges (co- sensing, co-creating)</p>	<p>4.0 Co-creative Eco-system Economy Awareness Based Collective Action</p>

TABLE 3 The Matrix of Economic Evolution

Stage	Nature	Labor	Capital	Technology	Leadership	Consumption	Coordination	Ownership
0.0: Communal; <i>Premodern Awareness</i>	Mother Nature	Self-sufficiency	Natural capital	Indigenous wisdom	Community	Survival	Community	Communal
1.0: State-Centric; Mercantilism; State Capitalism; <i>Traditional Awareness</i>	Resource	Serfdom, slavery	Human capital	Tools: Agricultural Revolution	Authoritarian (sticks)	Traditional (needs-driven)	Hierarchy and control	State
2.0: Free Market; Laissez-Faire; <i>Ego-Centric Awareness</i>	Commodity (land, raw materials)	Labor (commodity)	Industrial capital	Machines: first Industrial Revolution (coal, steam, railway)	Incentives (carrots)	Consumerism: mass consumption	Markets and competition	Private: exchange of private ownership in markets
3.0: Social Market; Regulated; <i>Stakeholder-Centric Awareness</i>	Regulated commodity	Labor (regulated commodity)	Financial capital (externality-blind)	System-centric automation: second Industrial Revolution (oil, combustion engine, chemicals)	Participative (norms)	Selectively conscious consumption	Networks and negotiation	Mixed (public-private)
4.0: Co-Creative; Distributed; Direct; Dialogic; <i>Eco-Centric Awareness</i>	Eco-system and commons	Social and business entrepreneurship	Cultural creative capital (externality-aware)	Human-centric technologies: third Industrial Revolution (renewable energy and information technologies)	Co-creative (collective presence)	CCC: collaborative conscious consumption	ABC: awareness-based collective action	Shared access to services and common resources

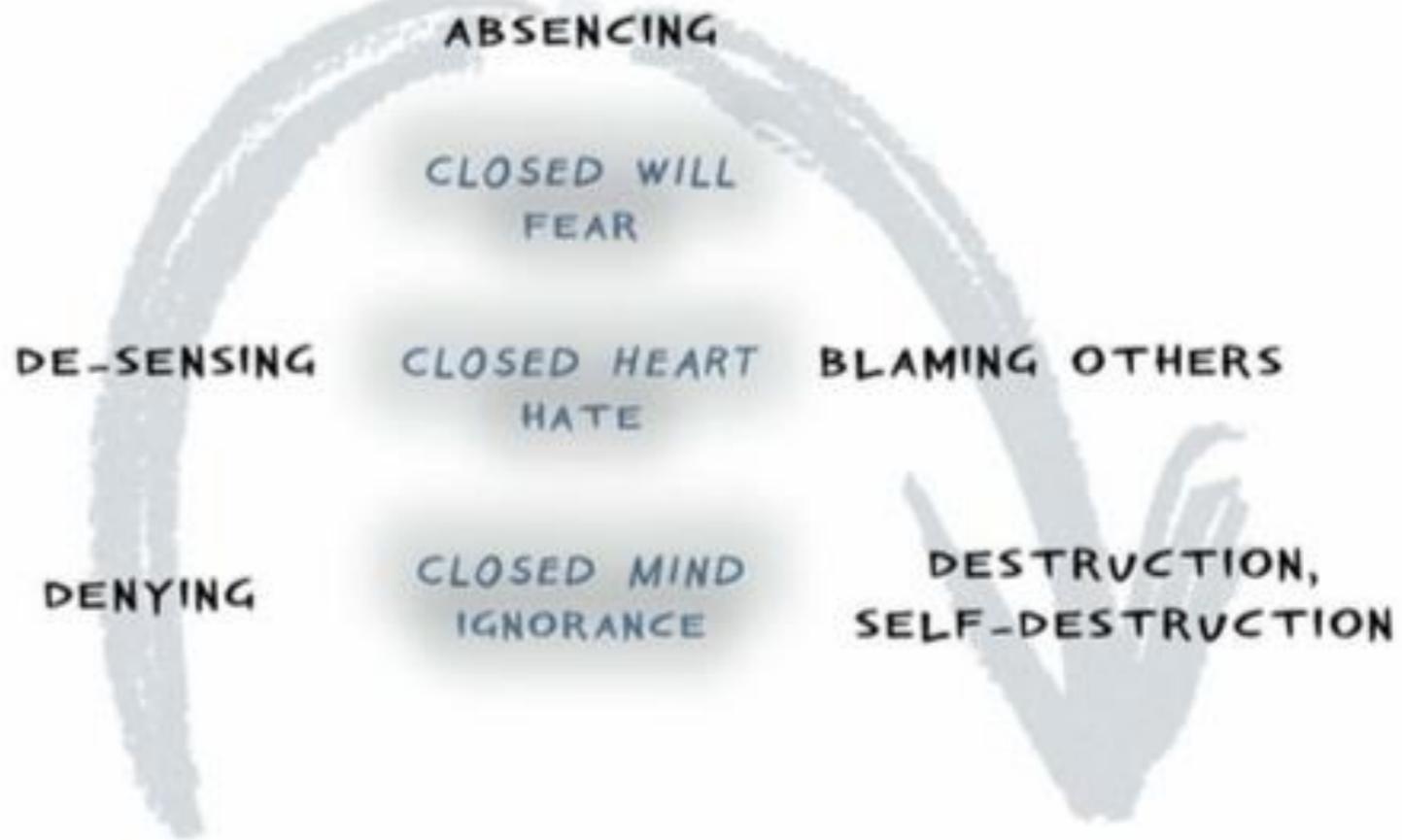
„Der Erfolg einer Intervention hängt ab
von der inneren Ausrichtung der Eingreifenden.“

William O'Brian

„Presencing“ heißt,
sein eigenes höchstes Zukunftspotenzial
zu erspüren,
sich hineinziehen zu lassen
und dann von diesem Ort aus zu handeln“

C. Otto Scharmer: „Theorie U“, Carl Auer Verlag 2015, S.

SOCIAL PATHOLOGY
ECONOMIES of DESTRUCTION



--- DOWNLOADING ---

SOCIAL EMERGENCE
ECONOMIES of CREATION



Theorie U: Ein Weg mit 5 Phasen

1. Gemeinsame Intentionsbildung:

Den gemeinsamen Grund entdecken und freilegen

2. Gemeinsame Wahrnehmung:

„Hinschauen, hinschauen, hinschauen“ - gehe zu den Orten und Menschen, die für Deine Situation wichtig sind und höre mit offenem Denken und Herzen zu.

3. Gemeinsame Willensbildung:

Geh zu einem Ort der Stille und lass das innere Wissen entstehen (Presencing).

5. Gemeinsame Gestaltung:

Umsetzung des Neuen, so dass Handeln und Wahrnehmung vom Ganzen her möglich wird

4. Gemeinsames

Experimentieren: Entwickle Prototypen von Beispielen des Neuen, um die Zukunft im Tun zu erkunden

Theorie U: 7 Kernfähigkeiten



THEORY U: SOME TOOLS & PRACTICES

SET INTENTION

DIALOGUE
INTERVIEWS

VIDEO CLIPS

EMPATHY WALK

CODE:

DONE in PFP

OTHER PI TOOLS

CO-INITIATING

CHECK IN ROUNDS
E.G. WHAT DRAWS ME HERE?

4 LEVELS OF LISTENING

AWARENESS PRACTICES

HOLDING SPACES

ICEBERG MODEL
U MODEL
MATRIX OF ECONOMIC
THOUGHT
...

GENERATIVE SCRIBING

COACHING CIRCLE

MENTORING

CO-EVOLVING

FEEDBACK LOOPS

ITERATE ITERATE

THE MINI U PROCESS

PROTOTYPING

PROTOTYPING
CANVAS

3D SCULPTING

2D MAPPING

CO-SENSING

SPT

STAKEHOLDER
INTERVIEWS

LEARNING
JOURNEYS

SHADOWING

SYSTEM MAPS

2D MAPPING

SENSE MAKING

CASE CLINICS

SPT

STAKEHOLDER
VOICES/SHOES

3D SCULPTING

SPT

SOLO IN NATURE

JOURNALING

MOMENTS OF MINDFULNESS

STEPPING INTO FIELD OF THE FUTURE

PRESENCING

CO-CREATING

CRYSTALLIZING INTENTION

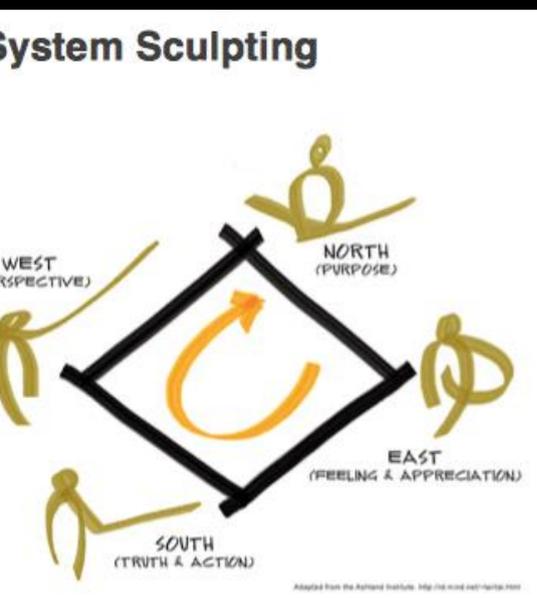
DISCERNMENT

SPT 4D MAPPING

Stepping into the future & Guided Journaling

Danke!

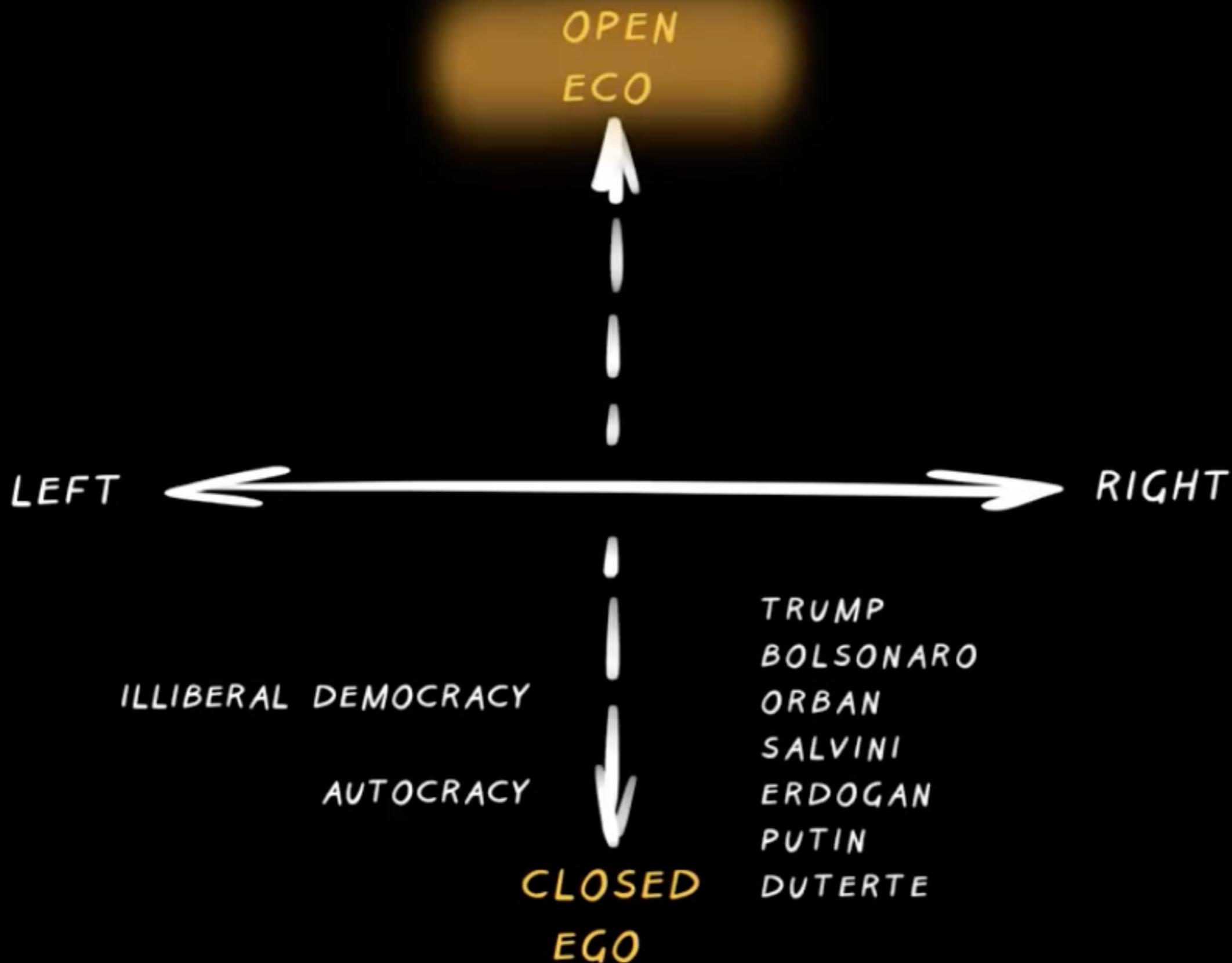
Stakeholder Interviews, Shadowing,
Sensing Journeys,
Case Clinics,
Mindfulness Practise,
(Guided) Journaling
3D Mapping,
4D Mapping: Stuck Exercise
SPT (zB: Das Dorf; 20 Minuten Tanz)
Stepping into the future
Prototyping





Axialshift im politischen Diskurs

Axial Shift in Politics





Axial Shift im ökonomischen Diskurs



Dialogue Walk

Choose a partner, someone you don't already know, and share the story that brought you here.

Origins:

- Share basic biographic information

Share One Story of a Defining Moment

- Once upon a time...
- And everyday...
- Until one day...
- Because of that...
- Until finally...

W:

- What is brewing in your life and work? What threshold are you facing?
- What is calling you from the future (wanting to emerge)?

Practice deep listening (Levels 3-4)

DOWNLOADING
PAST PATTERNS

OBSERVE,
OBSERVE,
OBSERVE

ACT in an
INSTANT:
PROTOTYPE

RETREAT & REFLECT:
ALLOW the INNER KNOWING to EMERGE