

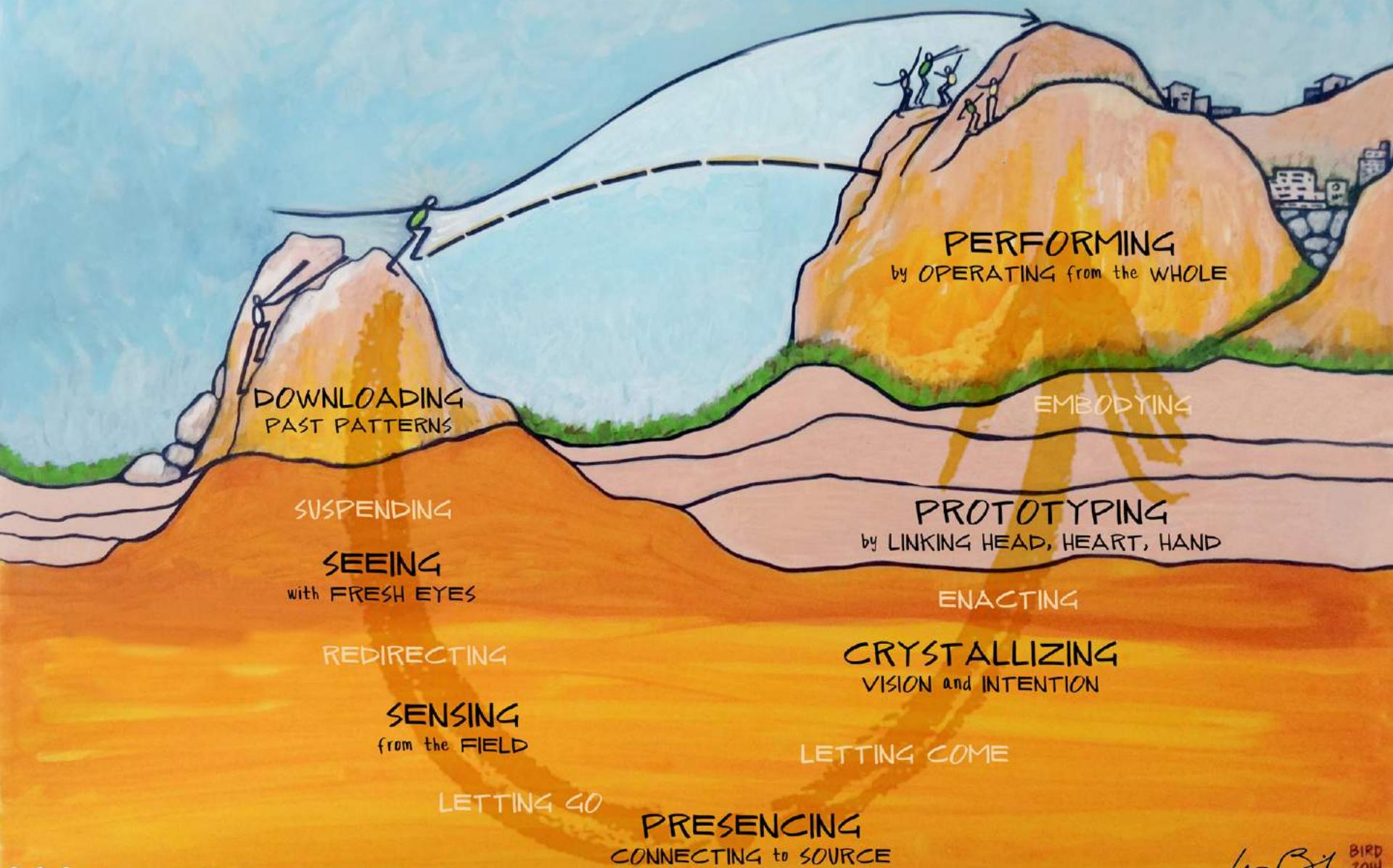
Leading in Times of Disruption: How to Reimagine and Reshape Business and Society

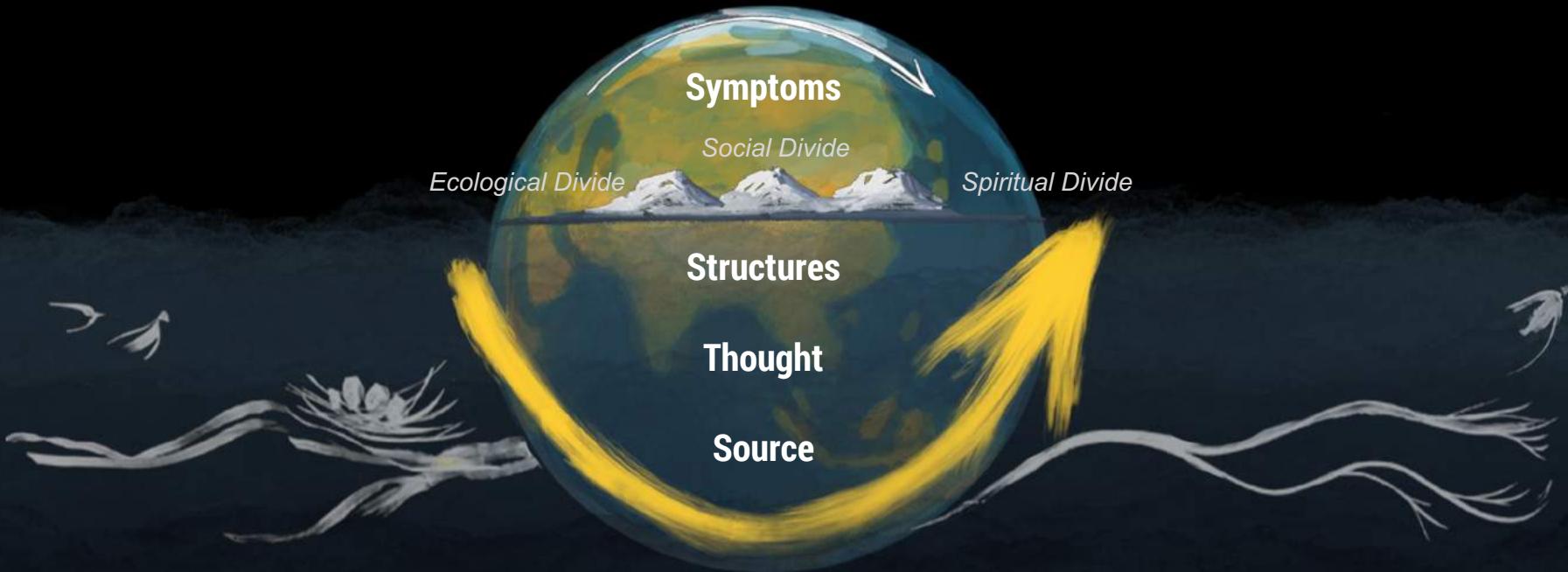
ICARE

Otto Scharmer
MIT Management Sloan School



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)



SÍNTOMAS

ESTRUCTURAS

PARADIGMAS de
PENSAMIENTO

FUENTE de CREATIVIDAD

BRECHA
ECOLOGICA

YO ≠ NATURALEZA

BRECHA
SOCIAL

YO ≠ OTRO

BRECHA
ESPIRITUAL

YO ≠ YO MISMO



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天(精神)
Spiritual



地(生态)
Ecological



人(社会)
People



Síntomas: 8M Casos, 436K Fallecidos

Reacción: UCI, Cuarentena

Estructura: Políticas

Rediseñar: Testear, Rastrear, Aislar, Distanciar

Paradigmas de Pensamiento

Repensar: De Separación a Interconexión

Fuente

Regenerar: De Consciencia Ego-sistémica a Eco-sistémica



MANIFESTAR ACCIÓN
PROCESO, ESTRUCTURA
PENSAR
FUENTES DE ENERGÍA,
INSPIRACIÓN Y
VOLUNTAD

1. REACCIONAR: REPARACIONES RÁPIDAS
2. REDISEÑAR: POLÍTICAS
3. REPLANTEAR: VALORES, MENTALIDADES
4. REGENERAR: FUENTES DE CREATIVIDAD Y
CAMBIO PROPIO EN LA IDENTIDAD COLECTIVA



BRECHA
ECOLÓGICA

YO ≠ NATURALEZA

BRECHA
SOCIAL

YO ≠ OTRO

BRECHA
ESPIRITUAL

YO ≠ YO MISMO

DESCARGAR

OBSERVAR,
OBSERVAR,
OBSERVAR

ACTUAR EN UN
INSTANTE:
PROTOTIPAR

RETIRO Y REFLEXIÓN:
DEJAR SURGIR EL CONOCIMIENTO INTERIOR

**EL ÉXITO de una INTERVENCIÓN DEPENDE de la
CONDICIÓN INTERIOR del que ESTÁ INTERVINIENDO**

-William O'Brien, CEO de Hanover Insurance Company

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-William O'Brien, CEO de Hanover Insurance Company

Resultados:

Qué



Procesos:

Cómo



Fuente:

Quién

Punto Ciego:

Lugar interior desde donde operamos

El ÉXITO de una INTERVENCIÓN DEPENDE de la CONDICIÓN INTERIOR del que ESTÁ INTERVINIENDO

-William O'Brien, CEO de Hanover Insurance Company

DESCARGAR
PATRONES DEL PASADO

SUSPENDER

VOZ del JUICIO

VER con NUEVOS OJOS

REDIRECCIONAR

VOZ del CINISMO

SENTIR DESDE el CAMPO

DEJAR IR

VOZ del MIEDO

MENTE
ABIERTA

CORAZÓN
ABIERTO

VOLUNTAD
ABIERTA

PRESENCIA PLENA
CONECTÁNDOSE con el ORIGEN

ACTUAR
OPERANDO desde la TOTALIDAD

DAR FORMA

PROTOTIPAR lo NUEVO CONECTANDO
la CABEZA, el CORAZÓN y MANOS

REPRESENTAR

CRISTALIZAR
VISIÓN e INTENCIÓN

DEJAR LLEGAR

Niveles de Escucha

Escucha 1:
desde los HÁBITOS

DESCARGANDO
HÁBITOS de JUICIOS



RECONFIRMANDO VIEJAS
OPINIONES Y JUICIOS

ESCUCHA 2:
desde el EXTERIOR

FACTUAL
DETECTANDO DIFERENCIAS

MENTE
ABIERTA



DESCONFIRMANDO
(NUEVOS DATOS)

ESCUCHA 3:
desde el INTERIOR

EMPÁTICA
CONEXIÓN EMOCIONAL

CORAZÓN
ABIERTO

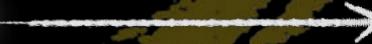


VIENDO a través
de OTROS OJOS

ESCUCHA 4:
desde la FUENTE

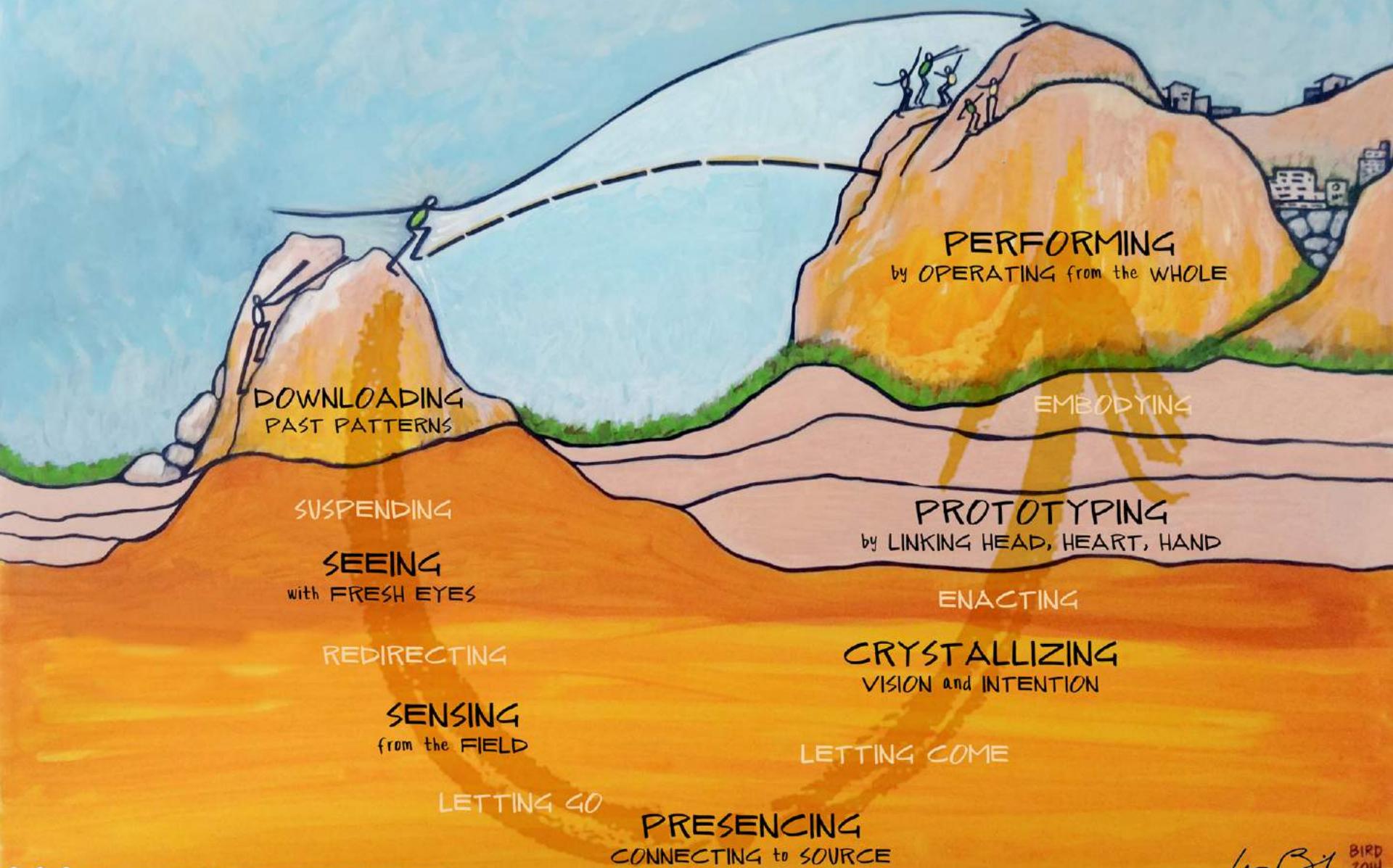
GENERATIVA
DESDE el FUTURO que
QUIERE EMERGER

VOLUNTAD
ABIERTA



CONECTANDO con la
TOTALIDAD de un
FUTURO EMERGENTE

CROSSING the THRESHOLD: STEPPING into the FIELD of the FUTURE







Tres Tipos de violencia:

Violencia directa: Asesinatos. Linchamiento. George Floyd, Ahmaud Arbery, ... 400 años de racismo.

Violencia estructural: Niveles impactantes de desigualdad. Esclavitud--> Promesas rotas--> Actualidad.

Violencia de la atención: No ver al otro en su máxima posibilidad futura. Ed en EEUU Sistema de castas



MATRIZ DE SISTEMAS DE APRENDIZAJE Y LIDERAZGO: AMPLIANDO, PROFUNDIZANDO



Namibia: Salud Materna

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 part in the system you want to change

Make sense of what you've experienced



U-Process

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 now 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)

Khamas Regional Delivery Unit

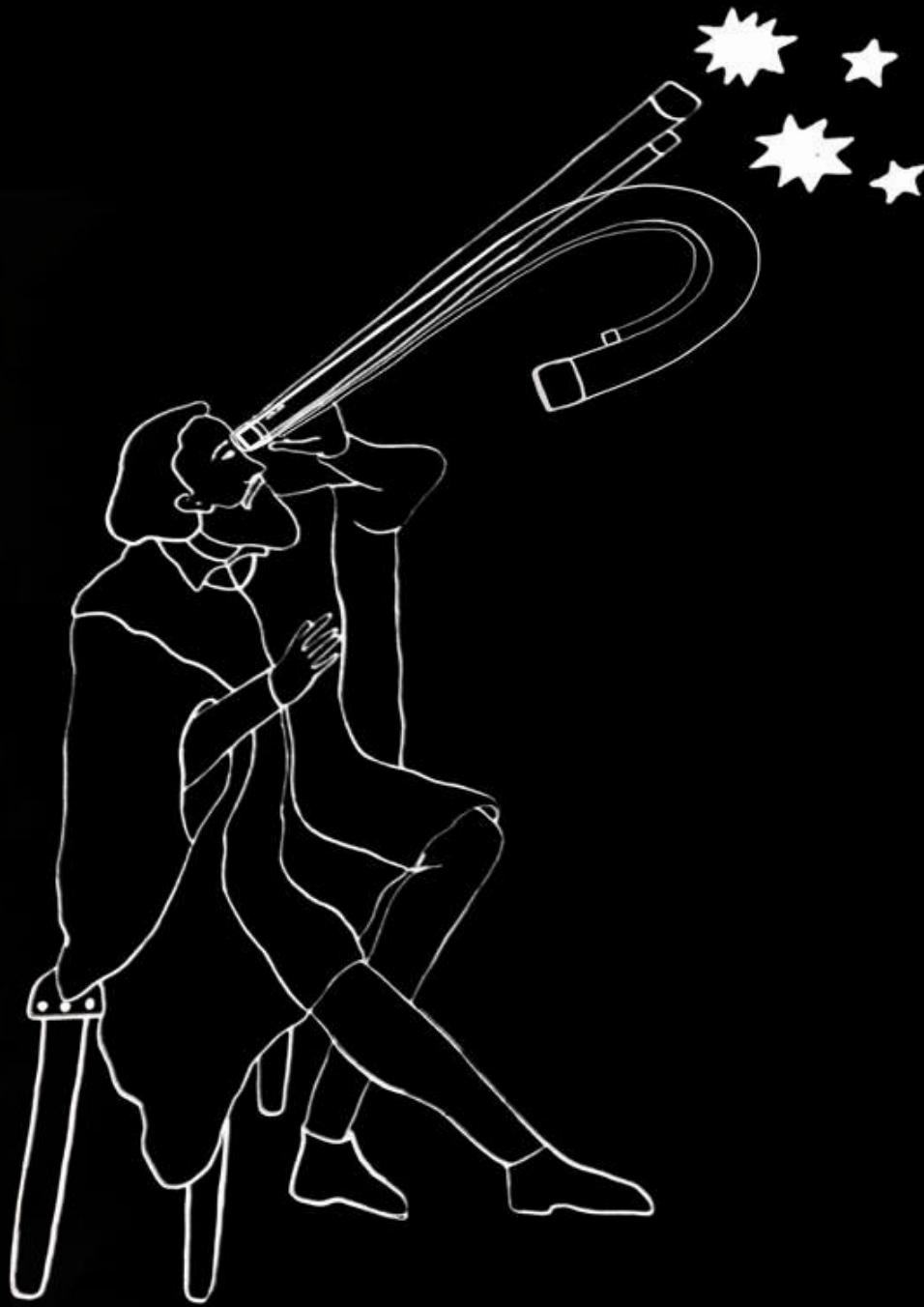
"I am the system."

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!"



Sistema Operativo	Aprendizaje	Salud	Granja y Alimentos	RSE y Sustentabilidad	Gobernanza
1.0: Entrada y centrada en la autoridad	Tradicional centrada en el maestro	Medicina tradicional centrada en el doctor	Tradicional centrada en el granjero	Relaciones Públicas proyectos aliviadores	1.0 Mano visible: <i>Jerarquía</i>
2.0: Salida y centrada en la eficiencia	<i>Rápido adentro, rápido afuera</i>	Medicina basada en la evidencia	Agricultura industrial: monocultivos	Prácticas corporativas Eficiencia	2.0 Mano invisible: <i>Mercado</i>
3.0: Resultado y centrada en el usuario	Centrado en el estudiante	Medicina basada en el paciente	Agricultura orgánica: reducción de la huella negativa	Innovación empresarial	3.0 Grupos de interés organizados: Grupos de presión
4.0: Cocreativa y centrada en el ecosistema	Activar fuentes profundas del aprendizaje	Fortalecimiento de las fuentes del bienestar	Alimento como medio para sanar el planeta y las personas	Orientado al propósito: Negocios como un movimiento	4.0 ABC: <i>Awareness (Consciencia)</i> <i>Basada en la acción Colectiva</i>

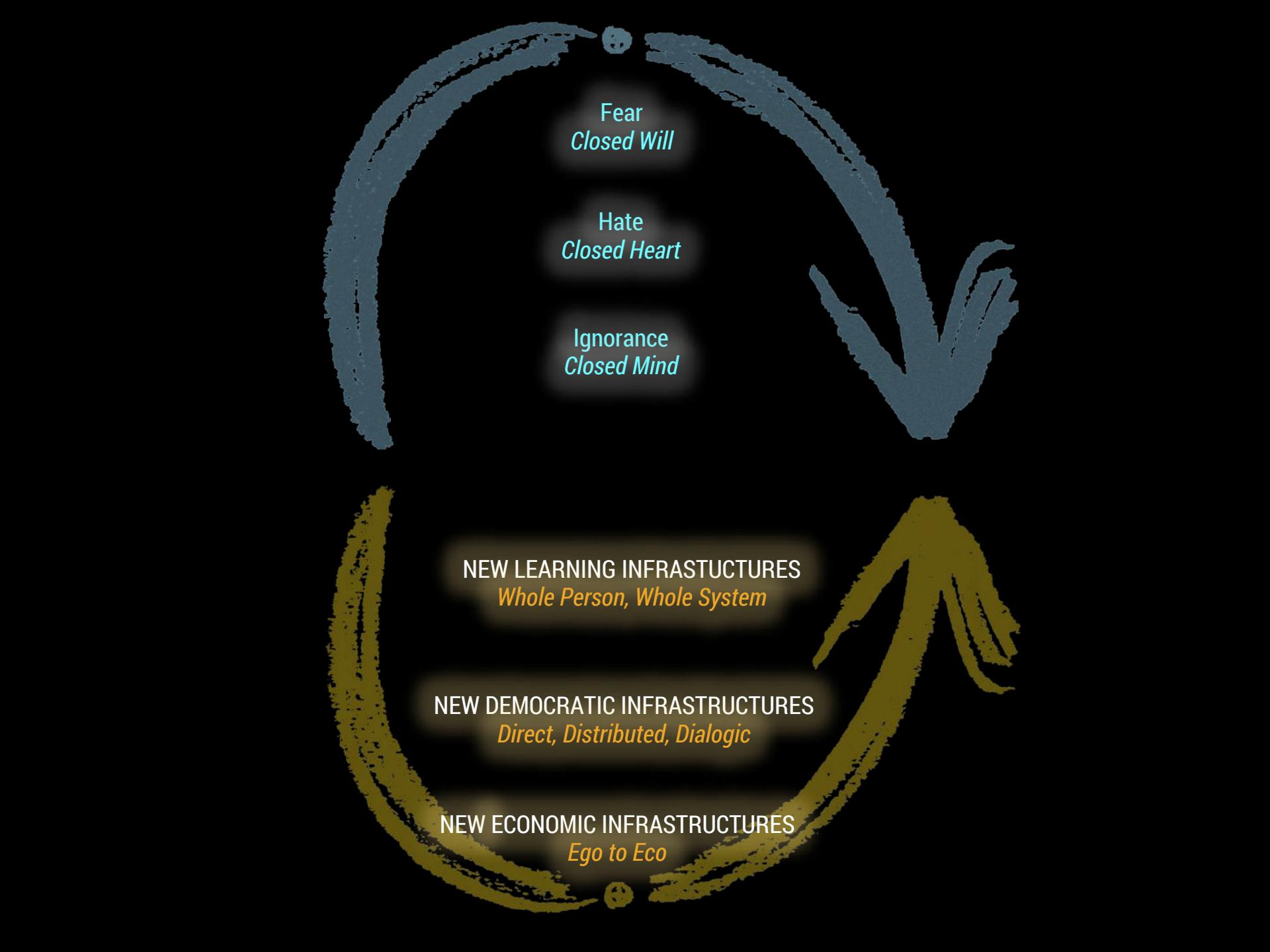


PLANETARY HEALING
AND CIVILIZATIONAL RENEWAL

SCHOOL FOR
TRANSFORMATION

ACTIVATING
GENERATIVE SOCIAL FIELDS

u.school For Transformation:
Democratizing Access to Transformation Literacy
by Integrating Science, Consciousness,
Art, Tech, Societal Transformation



Fear
Closed Will

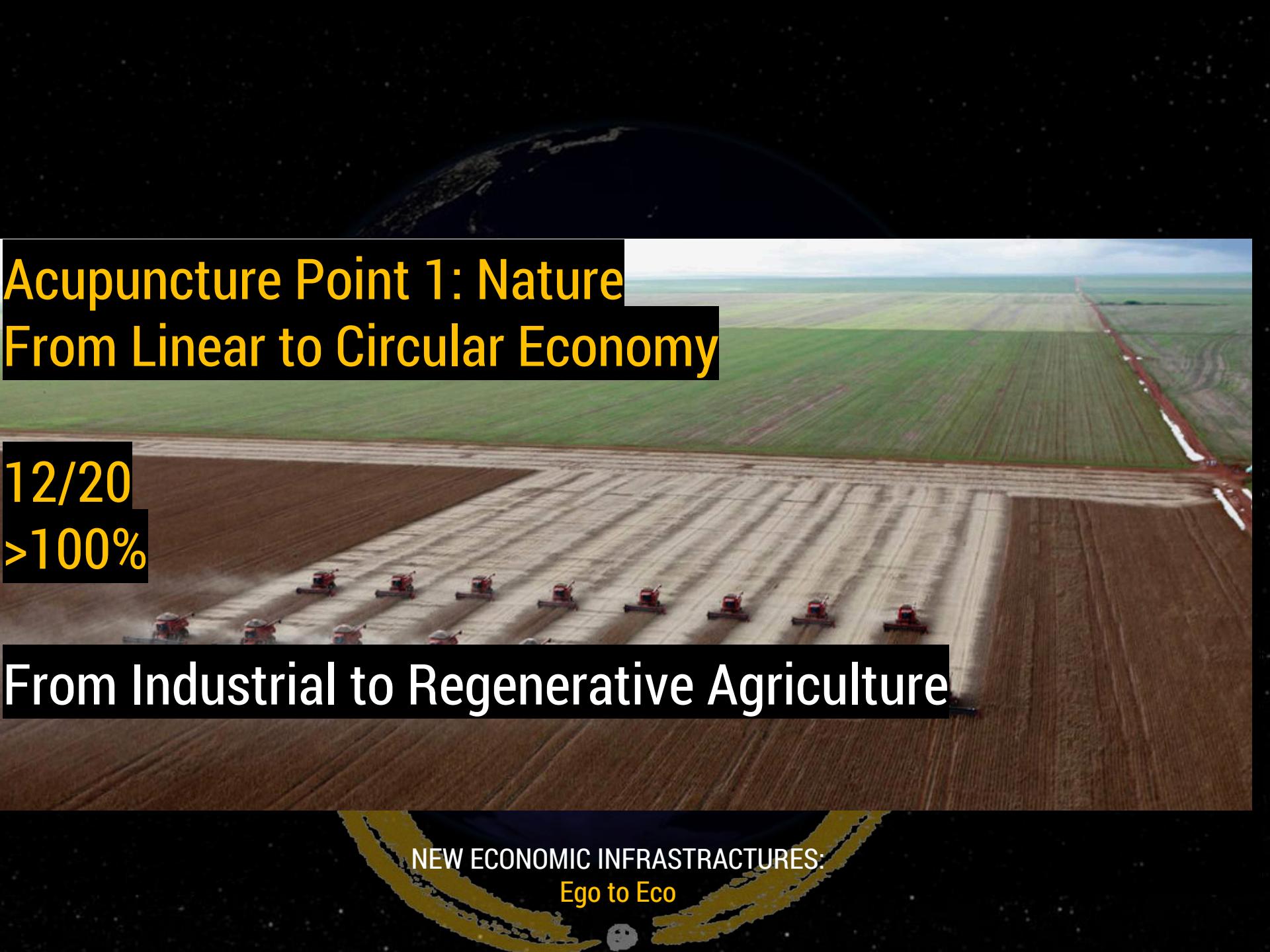
Hate
Closed Heart

Ignorance
Closed Mind

NEW LEARNING INFRASTRUCTURES
Whole Person, Whole System

NEW DEMOCRATIC INFRASTRUCTURES
Direct, Distributed, Dialogic

NEW ECONOMIC INFRASTRUCTURES
Ego to Eco

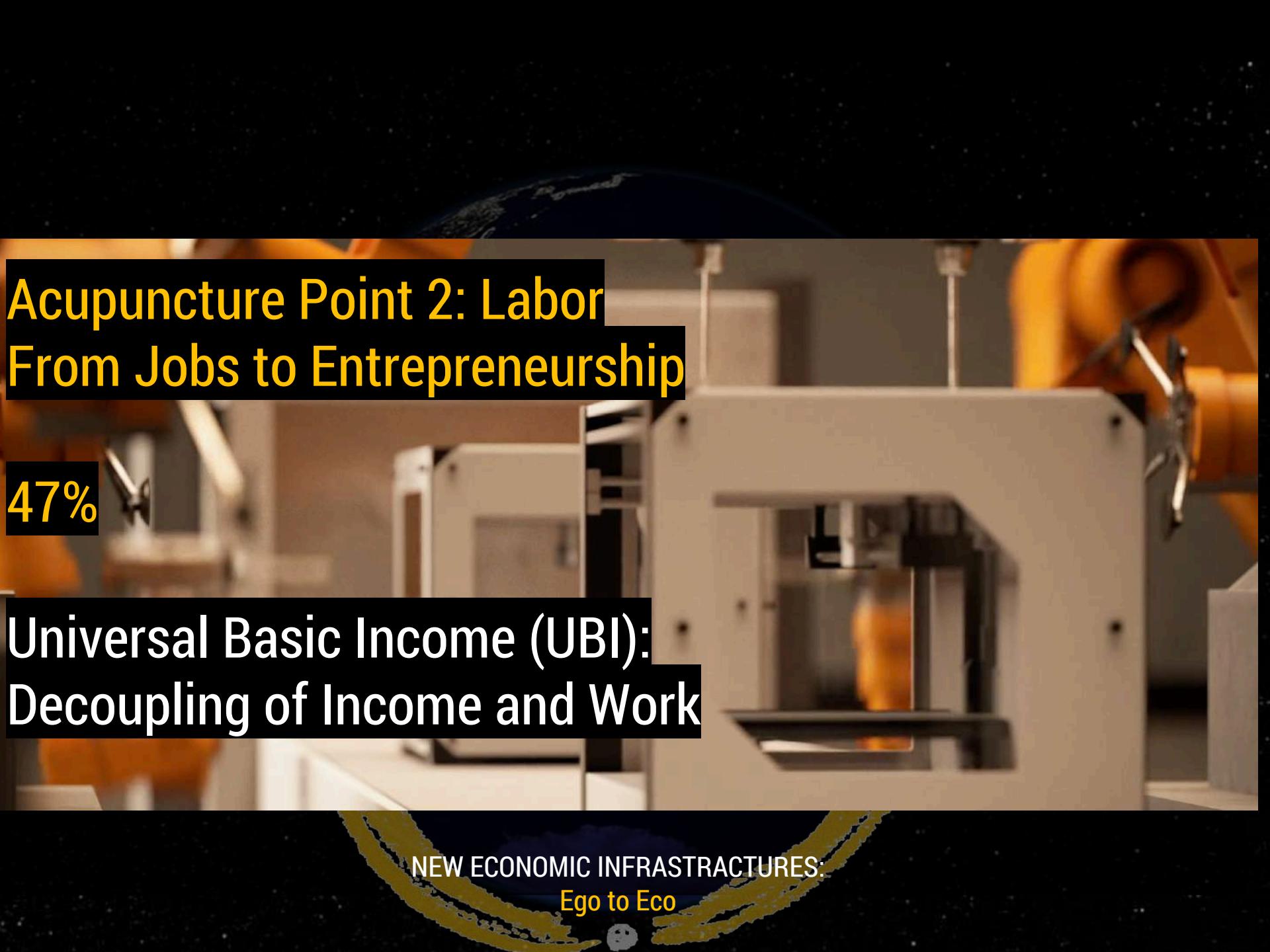
An aerial photograph of a vast agricultural landscape. The fields are divided into long, narrow, light-colored strips, likely from a no-till or minimum-till cultivation method. Red tractors are scattered across the fields, some appearing to be harvesting. The horizon shows a flat, open terrain under a clear sky.

Acupuncture Point 1: Nature From Linear to Circular Economy

12/20
>100%

From Industrial to Regenerative Agriculture

NEW ECONOMIC INFRASTRUCTURES:
Ego to Eco



Acupuncture Point 2: Labor From Jobs to Entrepreneurship

47%

Universal Basic Income (UBI): Decoupling of Income and Work

NEW ECONOMIC INFRASTRUCTURES:
Ego to Eco

Acupuncture Point 3: Finance From Extractive to Regenerative: From Externality-Blind to Externality-Aware

25% of AUM in ESG Funds (US)?

0.2%

GABV

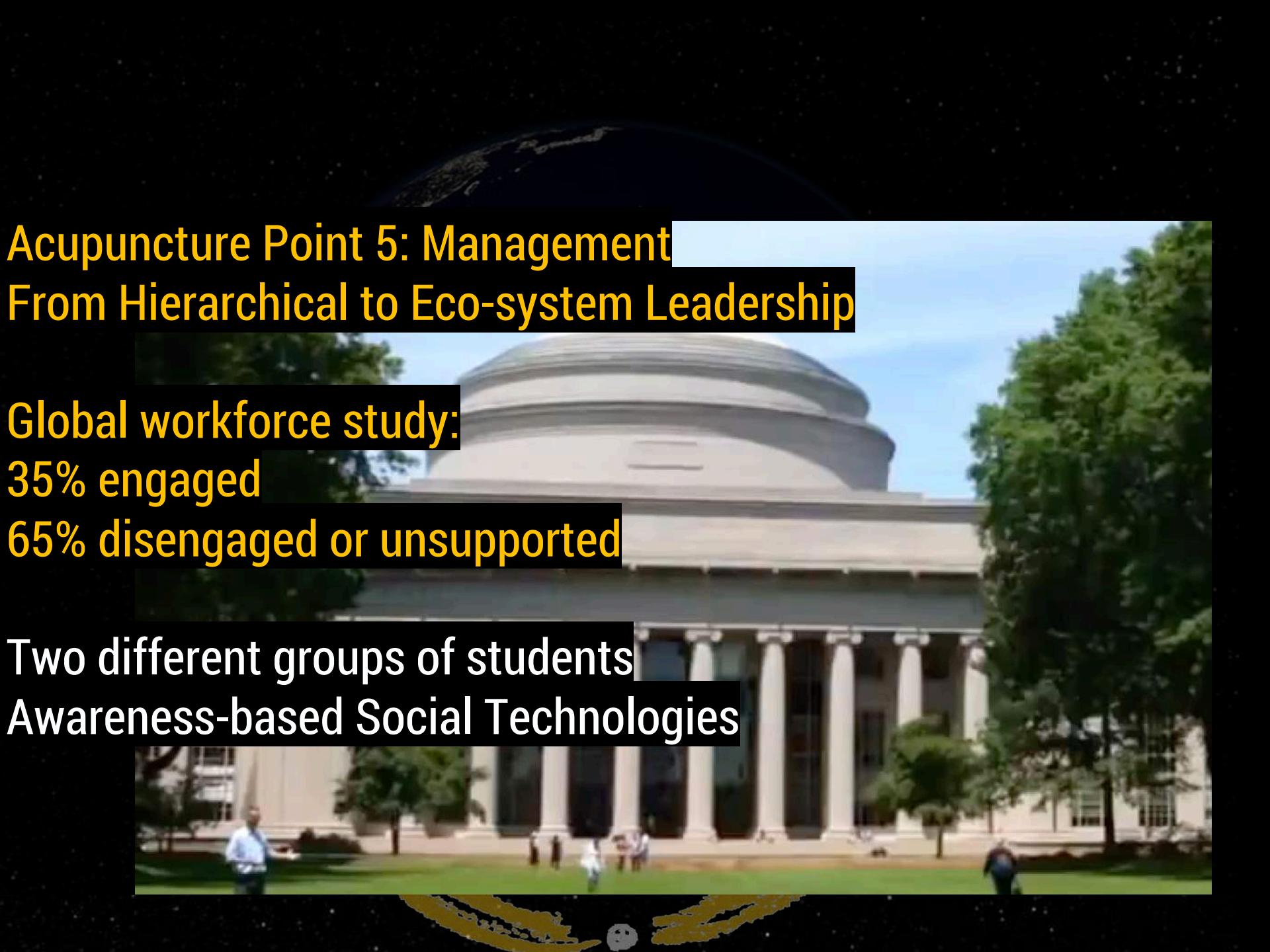
NEW ECONOMIC INFRASTRUCTURES:
Ego to Eco

Acupuncture Point 4: Technology

From Surveillance Capitalism to Self-governance
or
from Human Creativity *Disabling* to
Human Creativity *Enabling* Technologies

Shoshana Zuboff:
Surveillance Capitalism: Epistemic inequality

NEW ECONOMIC INFRASTRUCTURES:
Ego to Eco



Acupuncture Point 5: Management From Hierarchical to Eco-system Leadership

Global workforce study:
35% engaged
65% disengaged or unsupported

Two different groups of students
Awareness-based Social Technologies



Acupuncture Point 6: Consumption & Postgrowth: From GDP to GNH / Well-being for All

5/7 World Happiness Report 2019

"Gross National Happiness is more important than GDP"
Bhutan, Costa Rica, Nordics

NEW ECONOMIC INFRASTRUCTURES:
Ego to Eco

Acupuncture Point 7: Coordination & Governance



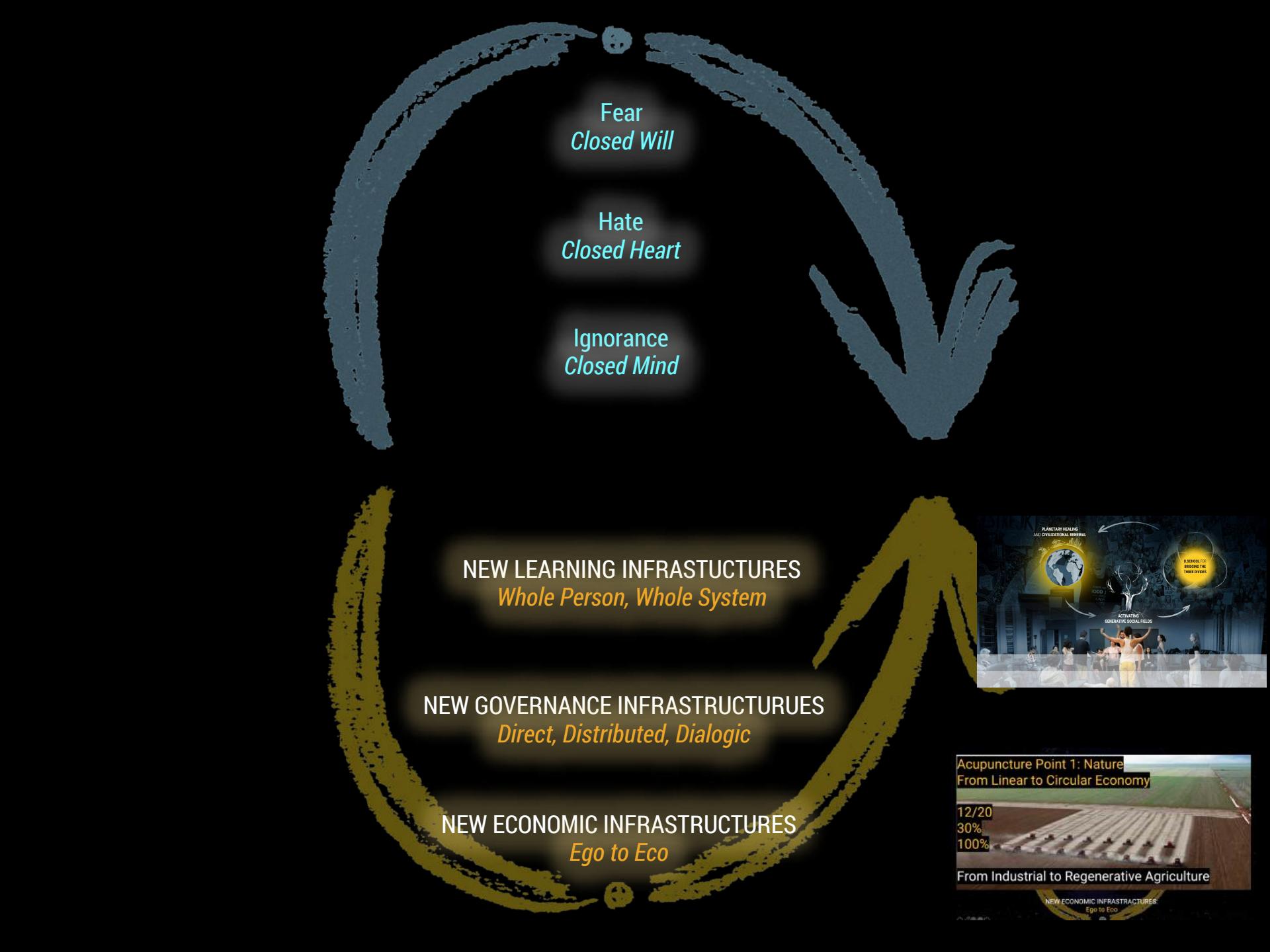
From Hierarchie, Competition and Organized Interest Groups to
ABC (Awareness Based Collective Action)

Save the Bees Petition Bavaria 2019

Citizen Assemblies: Ireland, Scotland, England, France, Spain,
Germany, Taiwan, Canada

How does your strategy embody and advance the seven acupuncture points?

- **Nature:** From linear to circular. Transitioning energy; farming;
- **Labor:** From jobs to entrepreneurship. Mission driven work
- **Finance:** From extractive to regenerative (ext blind to aware)
- **Tech:** From creativity disabling to creativity enabling
- **Management:** From hierarchical to ecosystem leadership
- **Consumption:** From GDP to GNH/Wellbeing
- **Governance:** From Hierarchy, Competition + Special Interest to ABC (Awareness Based Collective Action)



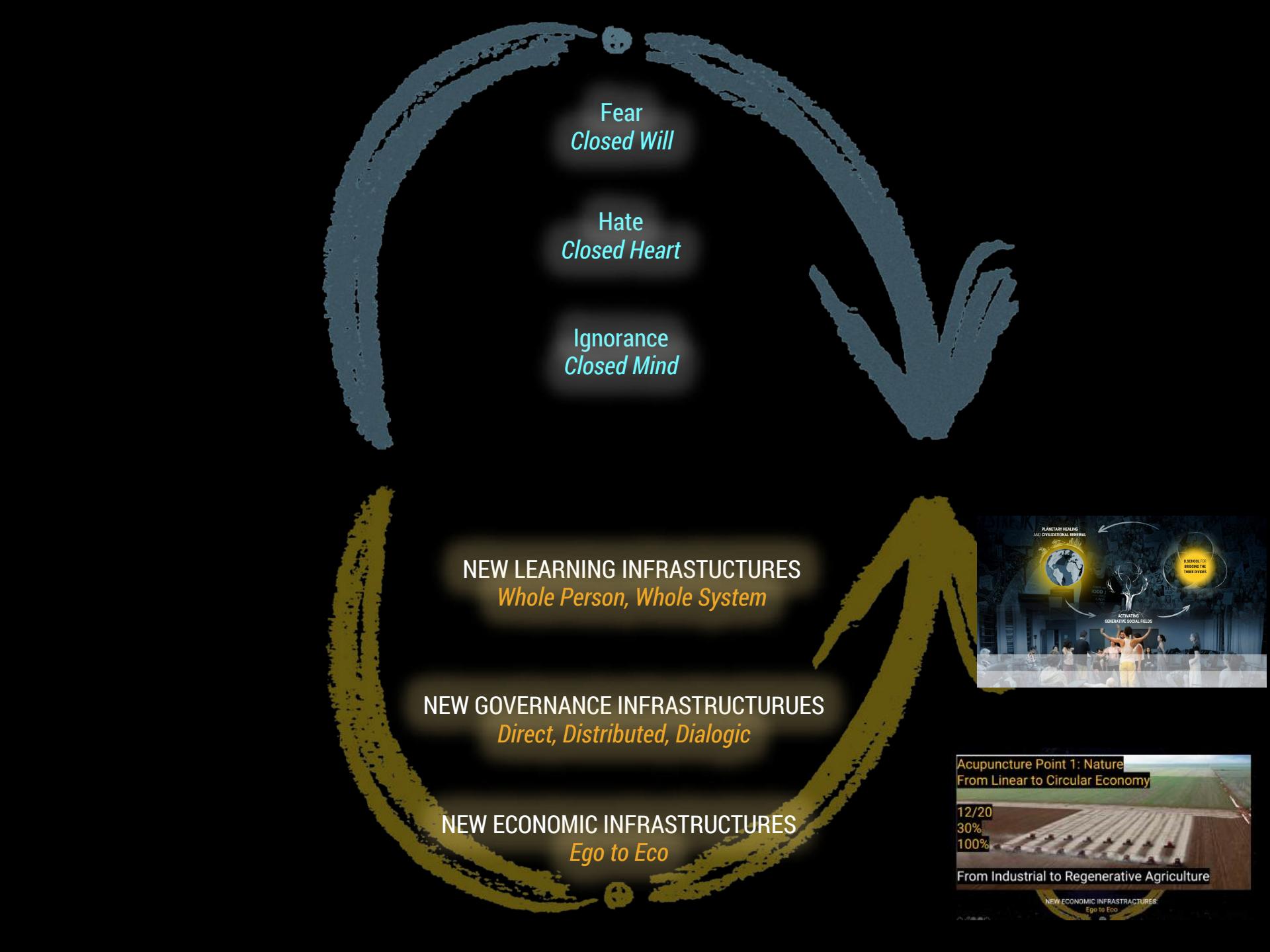
Fear
Closed Will

Hate
Closed Heart

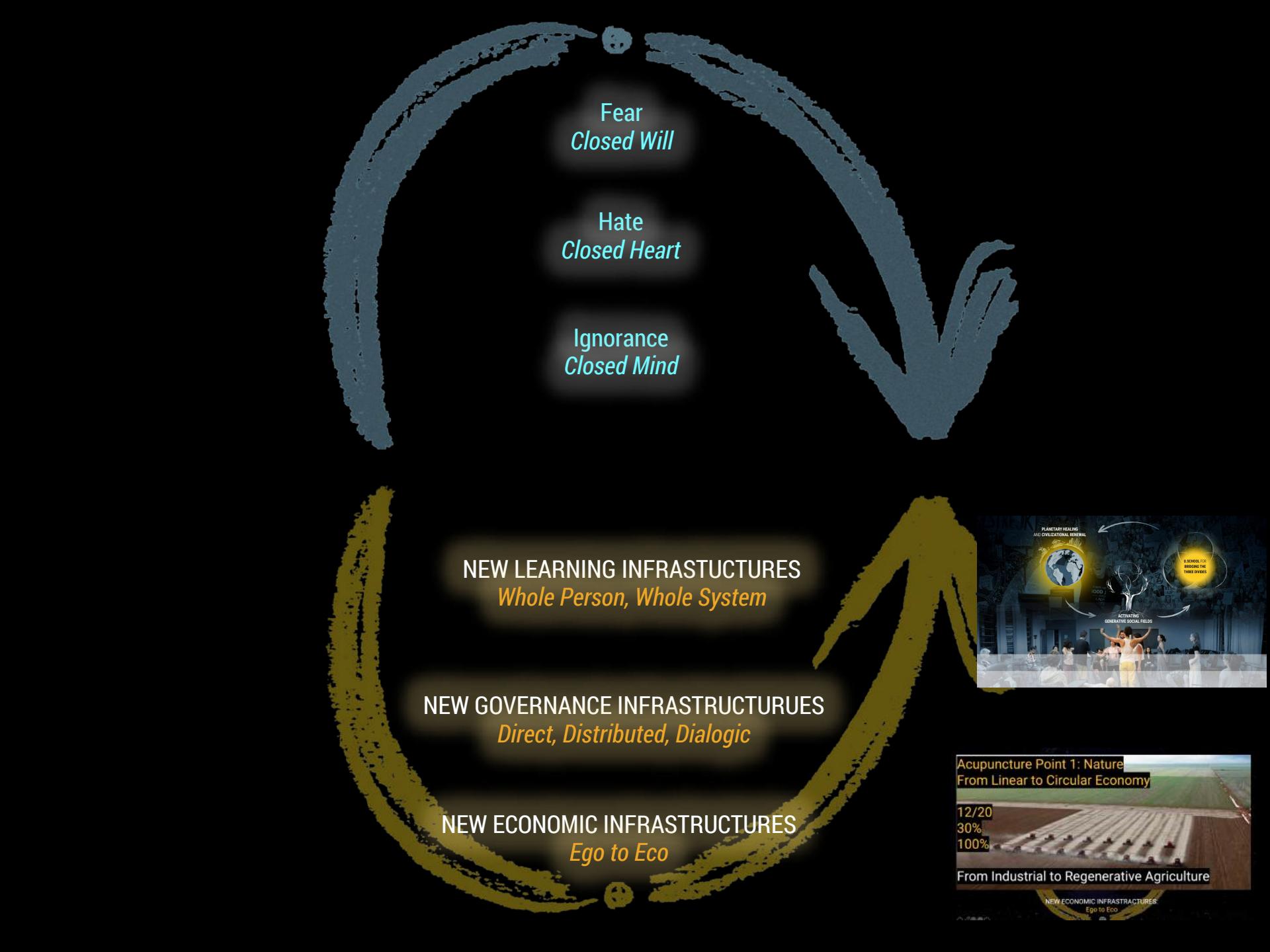
Ignorance
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NEW LEARNING INFRASTRUCTURES
Whole Person, Whole System

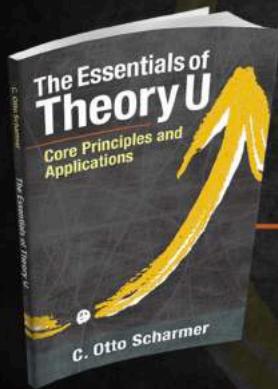


NEW GOVERNANCE INFRASTRUCTURES
Direct, Distributed, Dialogic



NEW ECONOMIC INFRASTRUCTURES
Ego to Eco





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

GAIA:

GAIAjourney.org