

# Theory U

**Leading from the Future  
as It Emerges**



**The Social Technology of Presencing**

**C. Otto Scharmer**

Foreword by Peter Senge

# Theory U Leading From The Future As It Emerges

**Otto Scharmer**



## **Theory U Leading From The Future As It Emerges:**

Theory U C. Otto Scharmer, 2009-01-01 Shows how leaders can access the deepest source of inspiration and vision Includes dozens of tested exercises practices and real world examples We live in a time of massive institutional failure one that requires a new consciousness and a new collective leadership capacity In this groundbreaking book Otto Scharmer invites us to see the world in new ways and in so doing discover a revolutionary approach to leadership What we pay attention to and how we pay attention is key to what we create What prevents us from attending to situations more effectively is that we aren't fully aware of and in touch with the inner place from which attention and intention originate This is what Scharmer calls our blind spot By moving through Scharmer's U process we consciously access the blind spot and learn to connect to our authentic Self the deepest source of knowledge and inspiration in the realm of presencing a term coined by Scharmer that combines the concepts of presence and sensing Based on ten years of research and action learning and interviews with over 150 practitioners and thought leaders Theory U offers a rich diversity of compelling stories and examples and includes dozens of exercises and practices that allow leaders and entire organizations to shift awareness connect with the best future possibility and gain the ability to realize it *Theory U* C. Otto Scharmer, 2016-08-15 This newly updated and revised edition of the classic 60 000 copies sold celebrates the global growth of the THEORY U phenomenon and its evolution in multiple industries worldwide Theory U Claus Otto Scharmer, 2007 In this book Otto Scharmer invites us to see the world in new ways Fundamental problems as Einstein once noted cannot be solved at the same level of thought that created them What we pay attention to and how we pay attention both individually and collectively is key to what we create What often prevents us from attending is what Scharmer calls our blind spot the inner place from which each of us operates Learning to become aware of our blind spot is critical to bringing forth the profound systemic changes so needed in business and society today First introduced in Presence the U methodology of leading profound change is expanded and deepened in Theory U By moving through the U process we learn to connect to our essential Self in the realm of presencing a term coined by Scharmer that combines the present with sensing Here we are able to see our own blind spot and pay attention in a way that allows us to experience the opening of our minds our hearts and our wills This wholistic opening constitutes a shift in awareness that allows us to learn from the future as it emerges and to realize that future in the world Theory U explores a new territory of scientific research and personal leadership one that is grounded in real life experience and shared practices Scharmer shares much from his own personal and professional development and draws from a rich diversity of compelling stories and examples book jacket *Theory U* Otto Scharmer, 2016-08-15 Access the deepest source of inspiration and vision We live in a time of massive institutional failure that manifests in the form of three major divides the ecological the social and the spiritual Addressing these challenges requires a new consciousness and collective leadership capacity In this groundbreaking book Otto Scharmer invites us to see the world in new ways and in so

doing discover a revolutionary approach to learning and leadership In most large systems today we collectively create results that no one wants What keeps us stuck in such patterns of the past It s our blind spot that is our lack of awareness of the inner place from which our attention and intention originate By moving through Scharmer s U process we consciously access the blind spot and learn to connect to our authentic Self the deepest source of knowledge and inspiration Theory U offers a rich diversity of compelling stories examples exercises and practices that allow leaders organizations and larger systems to cosense and coshape the future that is wanting to emerge This second edition features a new preface in which Scharmer identifies five transformational trends and describes U process case stories around the world There are also eight color drawings by Kelvy Bird that capture U journey applications and illustrate the concepts in the book as well as new resources for applying the principles and practices *THEORY U* C. OTTO. SCHARMER,2016 **Theory U** C. Otto Scharmer,2007

**The Essentials of Theory U** Otto Scharmer,2018-03-20 Creating a Better Future This book offers a concise accessible guide to the key concepts and applications in Otto Scharmer s classic Theory U Scharmer argues that our capacity to pay attention coshapes the world What prevents us from attending to situations more effectively is that we aren t fully aware of that interior condition from which our attention and actions originate Scharmer calls this lack of awareness our blind spot He illuminates the blind spot in leadership today and offers hands on methods to help change makers overcome it through the process principles and practices of Theory U And he outlines a framework for updating the operating systems of our educational institutions our economies and our democracies This book enables leaders and organizations in all industries and sectors to shift awareness connect with the highest future possibilities and strengthen the capacity to co shape the future

*Leading from the Emerging Future* Otto Scharmer,Katrin Kaufer,2013-04-01 The author of Theory U shares a practical guide for leaders who want to forge a path to a better future for the world We have entered an age of disruption Financial collapse climate change resource depletion and a growing gap between rich and poor are but a few of the signs In *Leading from the Emerging Future* Otto Scharmer and Katrin Kaufer show us how to lead the shift out of an economy designed to collectively create results nobody wants Meeting the challenges of this century requires updating our economic logic and operating system from an obsolete ego system focused entirely on the well being of oneself to an eco system awareness that emphasizes the well being of the whole Filled with real world examples this thought provoking guide presents proven practices for building a new economy that is more resilient intentional inclusive and aware *Perspectives on Theory U: Insights from the Field* Gunnlaugson, Olen,Baron, Charles,Cayer, Mario,2013-11-30 This book brings together an existing array of research on Theory U including specific aspects of the theory through diverse interpretations and contexts while exploring key theoretical concepts and outlining current approaches and blind spots Provided by publisher **Leadership in Unknown Waters** Lisa Withrow,2020-10-29 *Leadership in Unknown Waters* invites organizational leaders and their teams to engage powerful questions amidst ambiguity and uncertainty as they move from the way things were to an

emerging future This liminality a threshold in space and time allowing for transition from something old to something new is fraught with both difficulty and opportunity Leaders teams and individuals who navigate this space skillfully will land in surprisingly dynamic places encountering stories metaphors and inspiration for traversing the threshold not only competently but with curiosity and confidence In this way futures are created that are not possible with fear based planning or quick fixes Withrow s method intersects the human imagination through a visual living metaphor water with attention to space liminality or transitional space and focus on role leadership development for powerful engagement with what organizational learning theorists call the emerging future Here the theoretical meets the practical and research informs the how to and why Diving into unknown waters with tools and wisdom can create a better future for all who face change whether within corporations not for profit organizations faith communities family systems or interpersonal relationships

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