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Scharmer, author of

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Otto Scharmer, author of Theory U, Second Edition and co-author of the newly released Leading from the Emerging Future: From Ego-system to Eco-system Economies, is an action researcher who co-creates innovations in learning and leadership that he

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delivers through classes
and programs at MIT,
MITx U.Lab, the
Presencing Institute, and
through innovation
projects with
organizations in
business ...

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They are the Voice of
Judgement (VoJ), Voice
of Cynicism (VoC) and
the Voice of Fear (VoF).

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The Vof closes your
mind off by judging new
information and ideas.
It ' s trying to confirm
your ...

Making sense of your
internal chatter using
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Scharmer – å bent

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Teori U, 2008, handler

om, at vi kan være

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sindet, være

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opnå forskellige
erkendelser afhængigt
af det, og den handler
om, at hvis vi skal have
adgang til vores dybeste
og mest ægte kilde til
viden og væren, så
skal vi åbne sindet,
hjertet og viljen.

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Scharmer | Pædagogik
og didaktik – for ...

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The model “ 4 levels of listening ” developed by Otto Scharmer, the mastermind of the famous Theory U, provides a great opportunity for teams to cultivate the capacity to deal successfully with challenging emotional situations. Listening is not the same as hearing. On a purely physical level, the “ hearing ”

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Occurs thanks to your ears and consequently your brain. When you are “ listening ...

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the voice of cynicism
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shutting down the open
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Schwarmer ' s 10 years
of research includes
interviews with 150
practitioners. The book
describes going through
“ the eye of the
needle, ” a term used in
the theory for describing
co-presencing at the
base of the U.

Co-Creation in Theory

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U: Leading from the
Future as it ...

Theory U is a change
management method
and the title of a book
by Otto Scharmer.

Scharmer with
colleagues at MIT
conducted 150
interviews with
entrepreneurs and
innovators in science,
business, and society
and then extended the

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basic principles into a theory of learning and management, which he calls Theory U. The principles of Theory U are suggested to help political leaders, civil servants ...

Shows how leaders can access the deepest source of inspiration and

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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

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Orin Schreier

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

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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

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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

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shift awareness, connect with the best future possibility, and gain the ability to realize it.

Filosofische benadering van toekomstig leiderschap op maatschappelijk en bedrijfskundig gebied.

Creating a Better Future
This book offers a concise, accessible guide

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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

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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

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systems” of our

Schärmer
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.

The author of Theory U

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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

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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

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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.

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Our Time Is Now 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. Otto Scharmer and Katrin Kaufer ask, why do we collectively create results nobody wants? Meeting

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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

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Our Schurmer

presents proven practices for building a new economy that is more resilient, intentional, inclusive, and aware. “ A watershed! An inspiring, practical weaving of the inner and outer dimensions of the systemic changes so many around the world are now working toward. ” —Peter

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Otto Scharmer,
Senge, Senior Lecturer,
MIT Sloan School of
Management; Founding
Chair, Society for
Organizational
Learning; and author of
The Fifth Discipline

“ Scharmer and Kaufer
have succeeded in
writing the book that
has the potential to
transform civilization
from one based on a
rapacious, ego-driven

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practical approach to shifting our economies. I see business as a movement, and this book shares that movement with the world, offering us inspiration to tap into the deeper levels of our humanity and urging us to transform the crises of our times. ” —Eileen Fisher, founder, Eileen Fisher, Inc. “ The shift

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to an eco-system

economy is emerging
everywhere around us.

Otto ' s and Katrin ' s
clarity in identifying that
this shift requires
change-makers to
expand our thinking
from the head to the
heart has helped me to
be more intentional in
designing processes to
awaken the hearts of
entrepreneurs

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everywhere. This is a necessary condition for the emergence of the new economy. ”

—Michelle Long,
Executive Director,
Business Alliance for
Local Living Economies

“ The purpose of
business is to enhance
the well-being of society.
The 4.0 framework for
transforming capitalism
matters because it

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addresses a blind spot in

our current discourse:

how to create

institutional innovations

that could shift our

economy from ego- to

eco-system awareness at

the scale of the whole. ”

—Guilherme Peirã o

Leal, founder and

Cochairman, Natura

Cosm é ticos

A guide to the key

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concepts and applications in the author's classic book, this accessible resource 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. --

Social Presencing

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Theater: The Art of Making a True Move is a journey into the origins, principles, and practices of an innovative social art form co-created by Arawana Hayashi and colleagues at the Presencing Institute. This embodiment practice deepens reflection and supports individual, team,

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Organizational, and

social transformation.

This highly accessible

book offers an

introduction to

newcomers and provides

a deeper understanding

of the work for

experienced

practitioners who wish

to create powerful

spaces for heart-based

learning and action.

The book addresses the

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Origins and underlying principles of Social Presencing Theater, while containing practice instructions and stories that highlight its uses in companies, schools, and social projects. Social Presencing Theater invites us to tap into our natural creativity and ability to fully embody the "performance" of

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being human. Hayashi's intention with this work is to offer movement practices that support people in recognizing their own and others' embodied wisdom, compassion, and courage to act. In the face of today's enormous environmental, social, and spiritual challenges, we can become

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disconnected from the
fundamental human
goodness that lives in
our presence. Social
Presencing Theater
invites us to make the
true moves that are ours
to make to create a
society of brilliance,
warmth, and strength.

How to use finance as a
tool to build a more
equitable and

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Otto Schärmer

sustainable society.
Money defines our present and will shape our future. Every investment decision we make adds a chapter to the story of what our world will look like.

Although the idea of mission-based finance has been around for decades, there is a gap between organizations' stated intention to "do

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good" and meaningful impact. Still, some are succeeding. In *Just Money*, Katrin Kaufer and Lillian Steponaitis take readers on a global tour of financial institutions that use finance as a force for good.

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