

C. Otto Scharmer
Foreword by Peter Senge

Theory U

Learning from the Future as It Emerges

- 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 our blind spot, the inner place from which our attention and intention originate. It is blind because we are unaware of how it functions and the enormous influence it has on our perceptions and hence our actions. 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. Here we are able to pay attention in a way that allows us to experience the opening of our minds, our hearts, and our wills. Through this process we shift our awareness, connect with our best future possibility, and gain the ability to realize it.

Based on ten years of research and action learning and interviews with over 150 practitioners and thought leaders, *Theory U* develops and explores a new territory of scientific research, institutional change, and transformational leadership practice. In exploring the complex dynamics of the blind spot, Scharmer shares much from his own personal and professional life and draws from a rich diversity of compelling stories and examples. And he includes dozens of exercises and practices that allow leaders—and entire organizations—to participate fully in creating and bringing forth the future that is seeking to emerge through us.

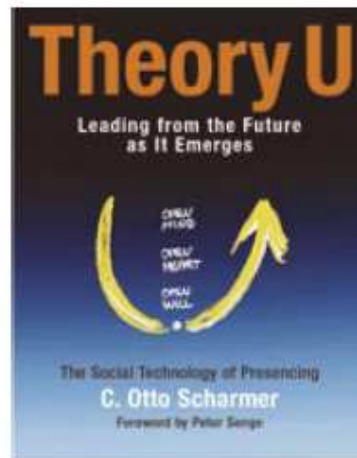
"Scharmer's *Theory U* model of how to open our mind, emotions, and will to moments of discovery and mutual understanding is profound and much needed."

—Edgar Schein, Sloan Fellows Professor of Management Emeritus, MIT Sloan School of Management

"Pushes the envelope of current leadership wisdom and invites you to explore the strongest leadership tool there is: yourself."

—Ralf Schneider, Head of Global Talent Management, PricewaterhouseCoopers

C. Otto Scharmer is a senior lecturer at MIT and the founding chair of ELIAS (Emerging Leaders for Innovation Across Sectors), a program linking twenty leading global institutions from business, government, and civil society. He has codesigned and delivered award-winning leadership programs for clients such as Daimler, PricewaterhouseCoopers, and Fujitsu. He is the coauthor of *Presence*.



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