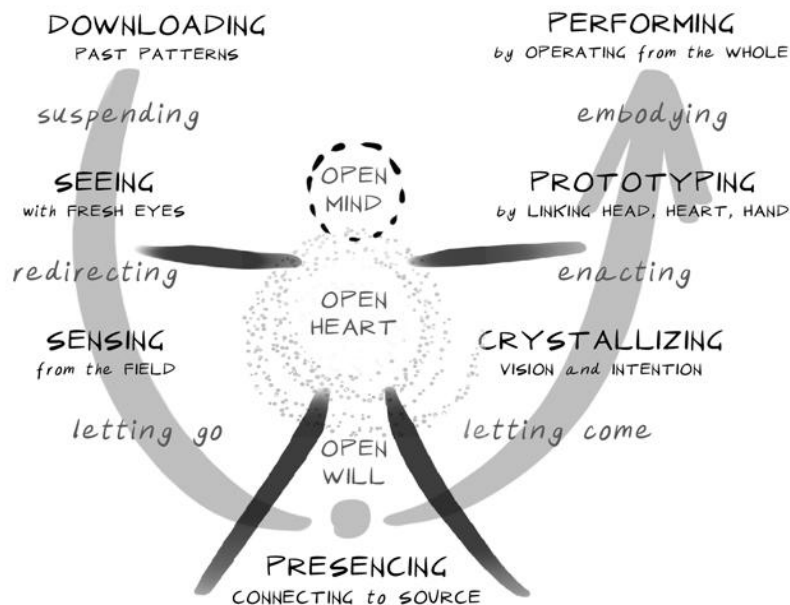


Building New World Capacities: How to Create Generative Systems

“You can create a set of inner and outer conditions that allow a group, an organization, or a system to...sense and see themselves from the emergent whole.”

Otto Scharmer’s Theory U based systems change: making a system sense and see itself

In [The Essentials of Theory U](#), Otto Scharmer shares seven ways of attending to and co-shaping the world. These 7 ways allow the **system to learn from itself and co-create from an emerging future**.



Theory U: Seven Ways of Attending and Co-shaping
 The Essentials of Theory U - www.ottoscharmer.com

1. DOWNLOADING: Awareness of habitual patterns

In this initial space, we become aware of our **patterns from the past**: old mental habits and past experiences - also known as “business as usual” (BAU).

2. SEEING: Observe with fresh eyes from an open mind

When we **suspend** our habitual judgments, we can begin to see with fresh eyes. We can notice what is new and witness what is happening. We see the world as an exterior set of objects and we are the observer.

3. SENSING: Open the heart and sense from the field

When we open our heart, we begin to bend the beam of the observer back onto ourselves. We are able to empathize and look at a situation through the eyes of somebody else. By doing so, we **redirect** our attention from objects to “source” and our perception widens and deepens. The boundary between observer and observed opens up.

4. PRESENCING: Connect to source through Self and will

Entering a moment of stillness, we individually and collectively connect with the deepest source of Self and will. We **let go** of the old and connect to the surrounding sphere of future potential. The boundary between observer and observed collapses into a space for the future to emerge. (Supporting inner work: take time for reflection with these questions “*Who is the Self?*” and “*What is my Work?*”).

5. CRYSTALLIZING: Access the power of vision and intention

An open will means we are able to “let go” of the old and “**let come**” the new. As we crystalize vision and intention, the relationship between observer and observed starts to invert (the “U” shape picture above). Envisioning happens from the field of the future (rather than from our ego, the past or what we already know)).

6. PROTOTYPING: Integrate by linking head, heart, hand

As we **enact** prototypes, we explore the future by doing. The relationship between observer and observed continues its inversion. Enacting happens from “being in dialogue with the universe” (rather than from our ego).

7. PERFORMING: Operate from the whole

As we **embody** the new by evolving our practices and infrastructures, the relationship between observer and observed completes its inversion. The embodying happens from the context of the larger ecosystem (rather than from the small “s” of the institutional self - when an organization is acting in a silo).

To learn more:

[Building New World Capacities: Generative Dialogue Part 1](#)

[Building New World Capacities: Generative Listening](#)

To receive implementation support:

bernadettewesley.com

Additional Resources:

[Presencing Institute](#)

[Presence: Human Purpose and the Field of the Future](#) by Peter Senge and Otto Scharmer