

**Von der Zukunft her führen
Presencing als soziale Technik der Freiheit**

**Universität Karlsruhe, Interfakultatives Institut für
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I.

The Blind Spot

Three Types of Complexity

Dynamic complexity:

Cause and effect are distant in space and time

⇒ **Whole system approach**

Generative complexity:

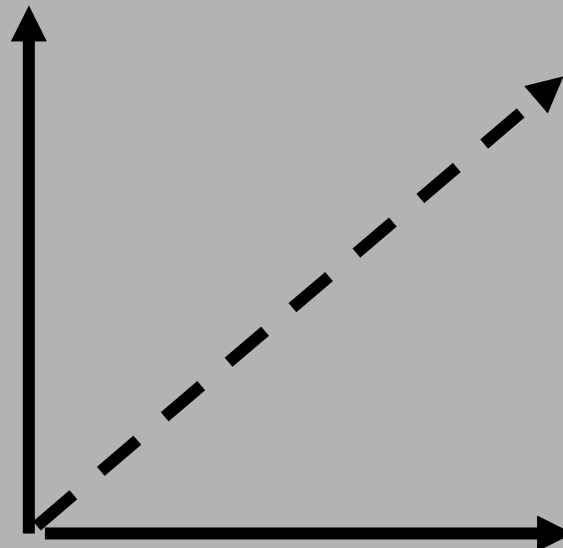
Disruptive patterns of innovation and change

⇒ **Sensing and presencing approach**

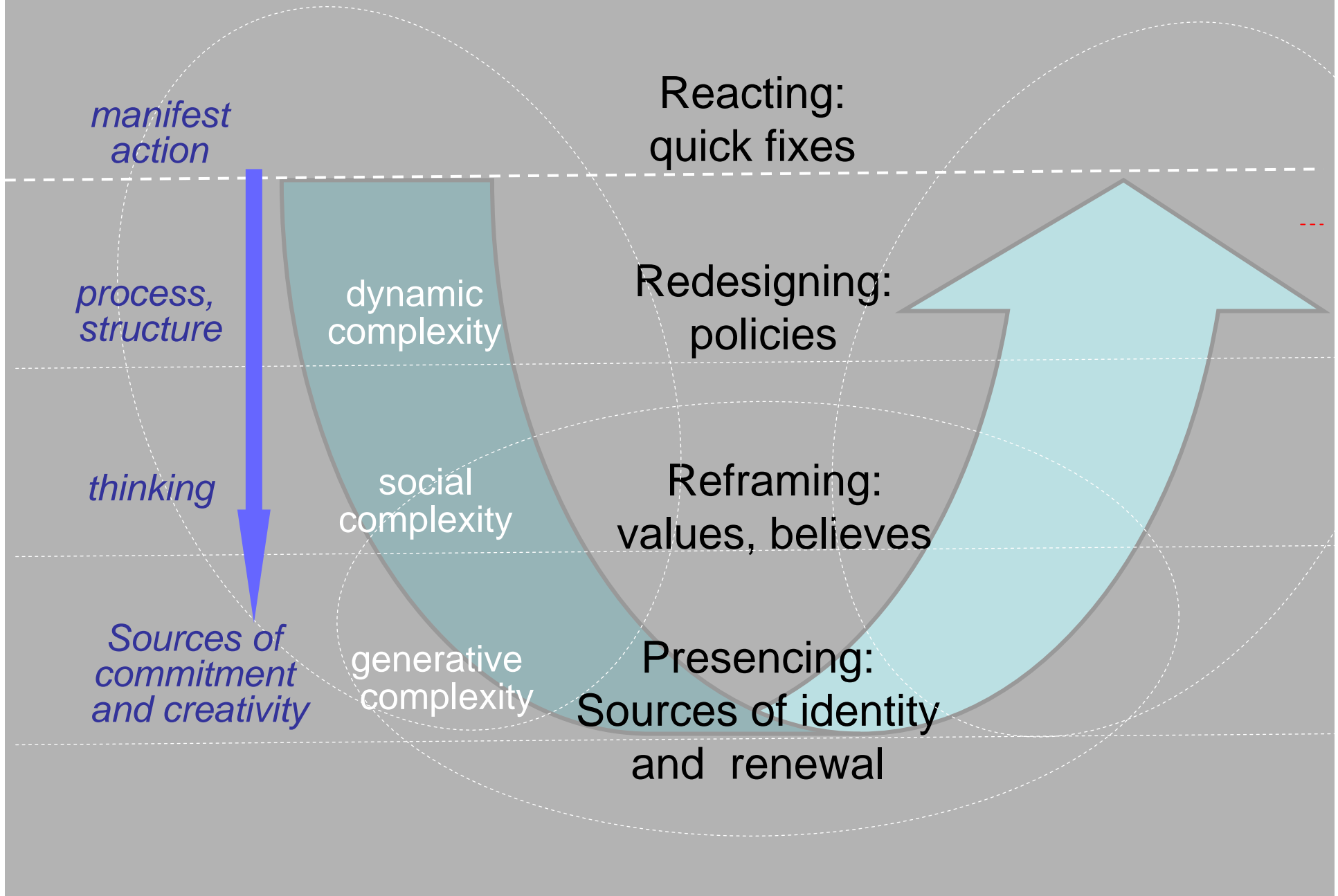
Social complexity:

Actors have different views and interests

⇒ **Multi-stakeholder approach**



Four Levels of Responding to Challenges and Change



“The success of an intervention depends on the interior condition of the intervenor.”

William O'Brien, former CEO of the Hanover Insurance Company

Two Sources of Learning, Two Learning Cycles

A. Learning by reflecting on the experiences of the past

act - observe - reflect - plan - act

B. Learning by presencing emerging futures

The U Process of Presencing in A Nutshell

Brian Arthur, Santa Fe Institute

On the Core Process of Profound Innovation



Downloading



Observe,
observe,
observe

Act in an
instant

Retreat and reflect:
Allow the inner
knowing to emerge

II.

Four Types of Listening and Dialogue

Downloading
patterns of the past

Access
Your...

Performing:
achieve results through
practices, infrastructures

suspending

Seeing
with fresh eyes

Open
Mind

embodying

Prototyping:
co-create strategic microcosms

deep dive

Sensing
from the field

Open
Heart

enacting

Crystallizing
vision and intention

letting-go

Open
Will
Presencing
connecting to Source

letting-come

Who is my Self?
What is my Work?

Co-sensing

Co-presencing

Co-creating

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LISTENING 1: Downloading
from habits habits of judgment



reconfirming old
opinions & judgments

LISTENING 2: precise listening,
from outside noticing differences

*Open
Mind*



disconfirming
[new] data

LISTENING 3: empathic
from within listening

*Open
Heart*



emotional connection,
deep understanding,
seeing through
another person's eyes

LISTENING 4: generative listening
from Source (from the future
wanting to emerge)

*Open
Will*



connecting to the
presence of an
emerging future whole;
shift in identity:
authentic Self

Co-sensing

Co-presencing

Co-creating

Downloading:
Talking nice

Saying what they want to hear
Empty phrases
polite, cautious
Autistic System

Debate:
Talking tough

Saying what I think
Exchange of divergent views
I am my point of view
Adaptive System

Dialogue:
Reflective inquiry

Seeing what we say and do
From defending to Inquiry into viewpoints
I can change my view
Self-reflective System

Collective Presence:
Generative flow

Speaking from what is moving through
Co-creating something new
presence of an emerging future Whole
Generative System

Example:

How A Network of Local Physicians Tries to Reinvent A Regional Health Care System

Guiding questions:

- How to help physicians and patients of a region to jointly shape, and evolve their health care system

Method:

- Action Research and Dialogue:
Helping the system to see, sense and presence itself

Noticeable Results

- Higher quality of emergency care (complaints went down to zero)
- Reduced costs through improved cross-institutional cooperation (Factor 4 cost savings, 2.7 Million Euro per year)
- More effective communication (from complaints to collaborative action)
- Improved patient-physician relationship
- Self-system relationship: from reactive to generative

Patient-Physician Dialogue Forum

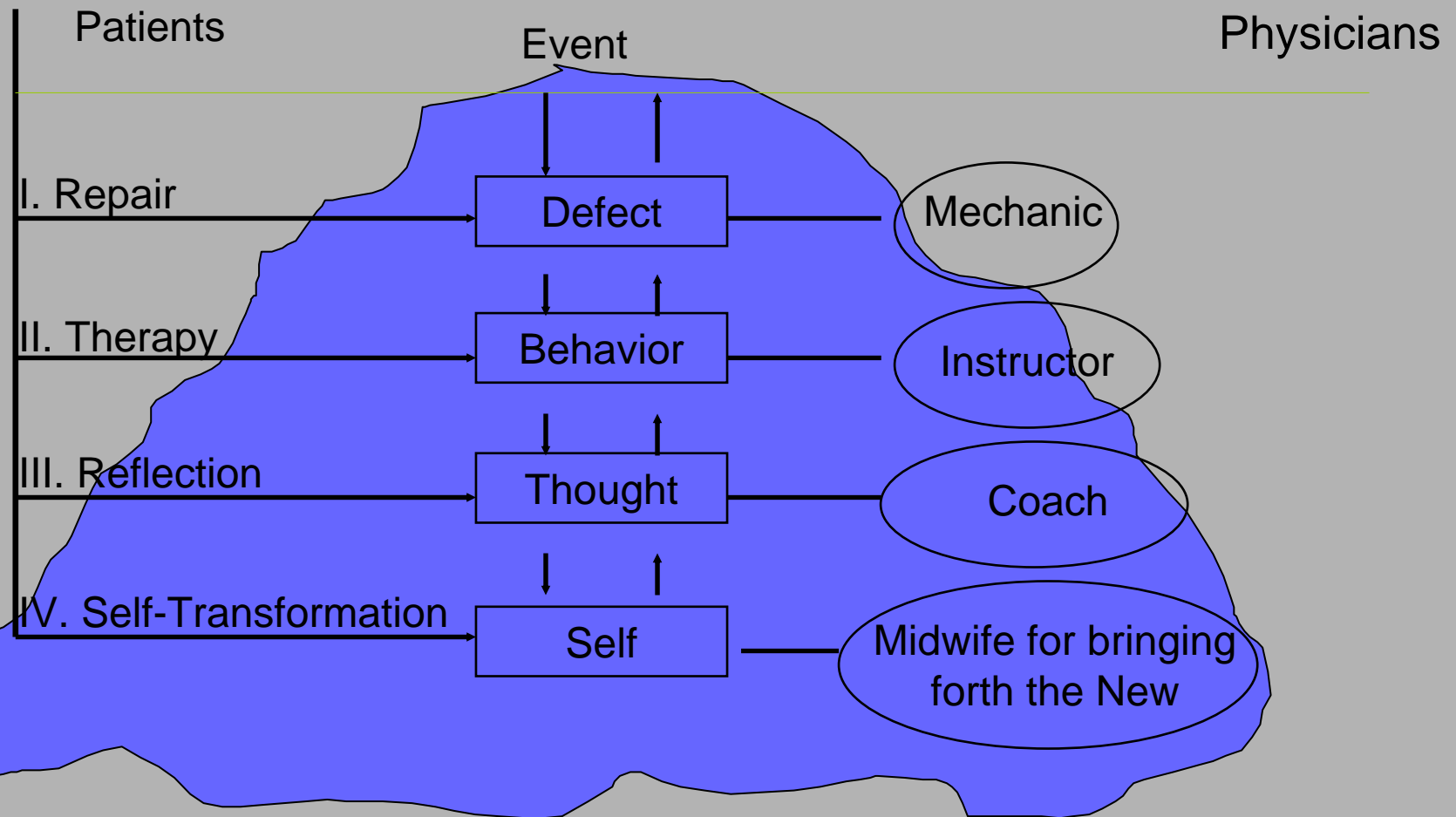
Local network of physicians for improving the quality of emergency care

100 Dialogue Interviews with patients

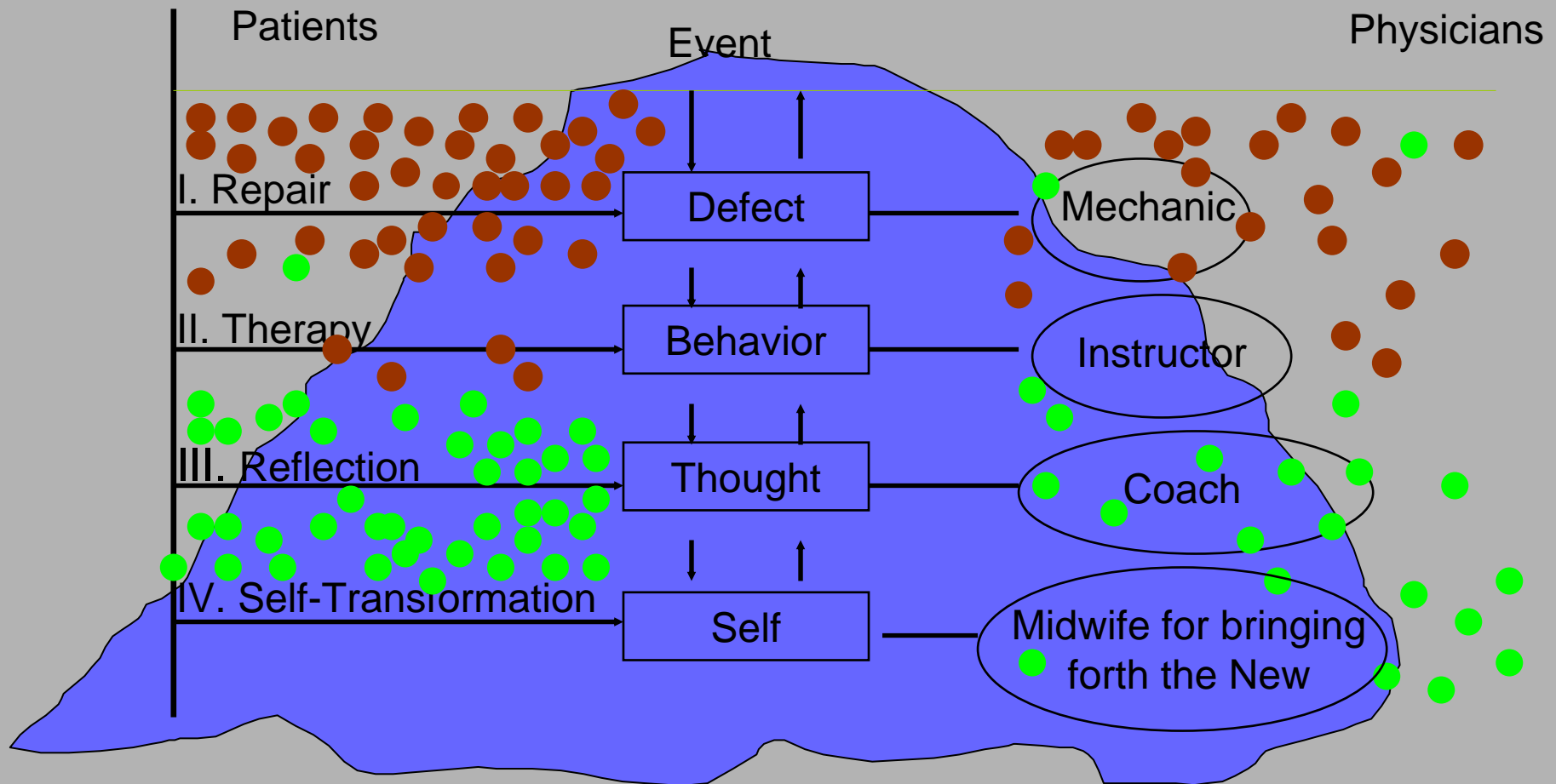
30 Dialogue Interviews with their physicians

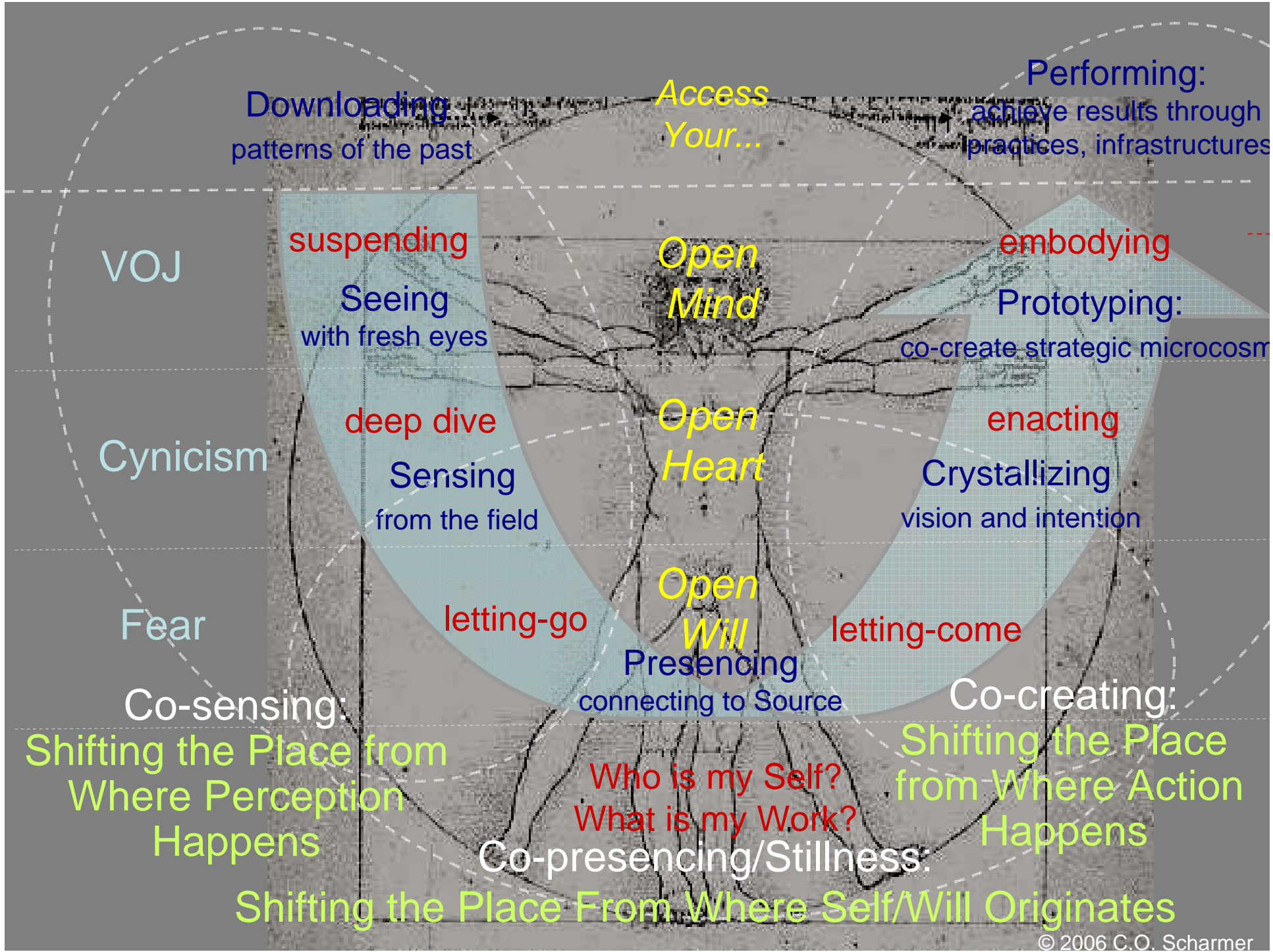
Focus: to better understand the patient-physician relationship

Feedback session: Patient-Physician Dialogue Forum

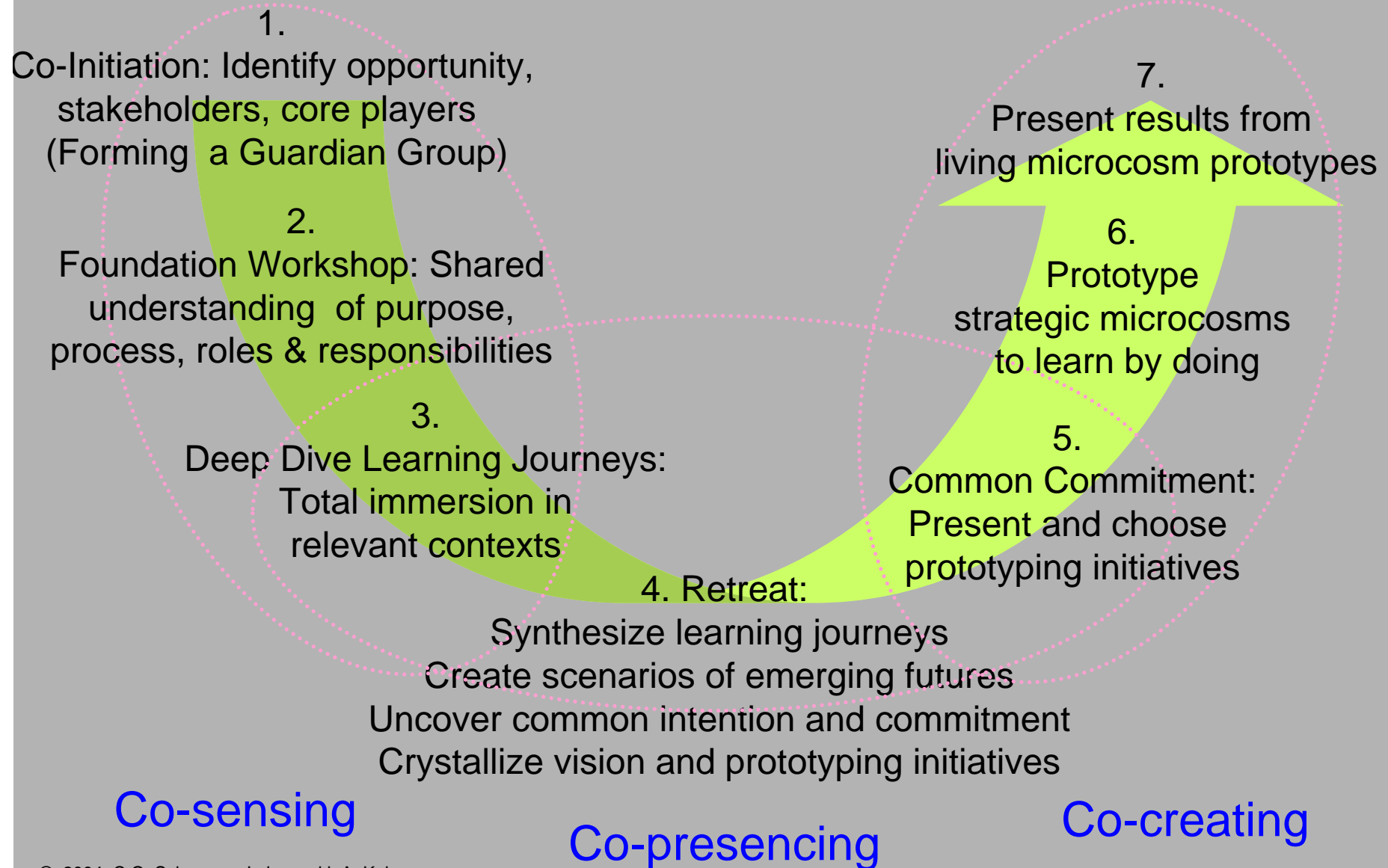


- Current Reality
- Desired Future





An Example of the U-Process of Leading Profound Innovation and Change: One Process, Seven Elements



Literature:

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www.dialogonleadership.org, www.ottoscharmer.com