

Other titles, Prior Group, based on insights from the dialogue included: “What One Can Do”; “The Intricacies of Being”; and “Be the Change”

**Introduction: Of Parts and Wholes**

<b>Of Parts and Wholes</b>	<b>Emergence of Living Institutions</b>	<i>New Ways of Thinking About Learning</i>	<b>The Field of Future</b>	<b>Presence</b>	<b>About This Book</b>
<ol style="list-style-type: none"> <li>1. A whole and its parts form a living system; the whole is not separate pieces put together</li> <li>2. Living systems create themselves</li> <li>3. "concrete manifestations"</li> <li>4. Whole exists manifesting in parts and parts are an embodiments of the whole</li> <li>5. Patterned integrity</li> <li>6. Cancer is a manifestation of the loss of patterned integrity</li> <li>7. Not study micro – everything is everything</li> <li>8. The part is the place of the presencing of the whole</li> </ol>	<ol style="list-style-type: none"> <li>1. New species –global institutions need to understand whole and parts.</li> <li>2. Dramatic shift of conditioning on earth caused by humans affects all other living things</li> <li>3. Need to see this or will blindly blunder with paradigm of industrial age</li> <li>4. Teaching methods haven't shifted to reflect the new needs</li> <li>5. Living systems recreate themselves – industrial age paradigm recreates what no longer fits</li> </ol>	<ol style="list-style-type: none"> <li>1. Anxiety, fear reptilian brain behavior not reflect changes in world</li> <li>2. Current learning cocoon of own world</li> <li>3. Different kind of learning can creatively disrupt a habitual world</li> <li>4. Deep learning penetrates larger whole “what is” dramatically changes</li> </ol>	<ol style="list-style-type: none"> <li>1. Whole not static – conserve and evolve</li> <li>2. Awareness of whole leads to awareness of emerging</li> <li>3. Unfolding dynamics and experience of evolution is a choice</li> <li>4. Innovation comes from inward bound journey</li> <li>5. Living institutions tap into larger a field</li> <li>6. What understanding and capacity will this take?</li> </ol>	<ol style="list-style-type: none"> <li>1. Core capacity – presence</li> <li>2. Deep listening, letting go, opening, making choice to serve</li> <li>3. Esoteric religions consider these capacities central to maturation.</li> <li>4. Need to recapture wisdom of indigenous people</li> </ol>	<ol style="list-style-type: none"> <li>1. All authors exp'd extraordinary moments of presence and the outcome of these moments</li> <li>2. Exp: South Africa 1990</li> <li>3. Exp: of many leading to Otto's theories and Joseph's sensing and actualization of new realities</li> <li>4. Organization of book experience of work as well as results</li> <li>5. 3 parts – deepening collective meaning and from this spontaneously acting on this knowledge</li> <li>6. 4<sup>th</sup> part = integration, in context of science, spirituality and leadership</li> </ol>

**Part 1: Learning to See**

1. The Requiem Scenario	2. Seeing Our Seeing	3. Seeing from the Whole	4. Seeing with the Heart
<ol style="list-style-type: none"> <li>1. Dinosaurs survived longer than humans thus far – more adaptive</li> <li>2. We have so far been unwilling to love one another or face the consequences</li> <li>3. This inability is why we don't change</li> <li>4. Ex: Center gives environmental award - in process of award event generates more waste than it did at similar events 20 years ago</li> <li>5. Sustainability is not anti-business, at least not in Sweden</li> <li>6. Awareness America not changing</li> <li>7. Do we avoid issues because we want to avoid discouragement?</li> <li>8. Disturbing meditation – felt fear without situation or associations</li> <li>9. This fear likely always been here, just not aware of it</li> <li>10. Authors' question "Why don't we change?"</li> <li>11. We are immortal so no need to change</li> <li>12. Article "Global Requiem" - if we don't change there are consequences</li> <li>13. ? doesn't this generate fear – instead can open people up Seeing possibility of extinction might help us see more clearly</li> <li>14. If we faced our fears something would shift</li> <li>15. Future has several possible scenarios, not just one</li> </ol>	<ol style="list-style-type: none"> <li>1. We all accept reality as it is presented to us</li> <li>2. See table, not the whole: factory/workers, tree/forest</li> <li>3. American auto execs shown a Japanese auto plant, thought plant was a fake because its processes were unfamiliar and we tend to reject the unfamiliar</li> <li>4. Not seeing is a universal problem</li> </ol> <p style="text-align: center;"><b><i>The Capacity to Suspend</i></b></p> <ol style="list-style-type: none"> <li>1. We need to remove ourselves from the habitual stream of thought</li> <li>2. Normally our thoughts have us rather than we having them</li> <li>3. Suspend: not destroy models but become aware of them so we can choose</li> <li>4. Capacity to suspend necessary for creativity</li> <li>5. Fear and mind chatter challenge our attempts to suspend</li> <li>6. Suspension requires patience, allows fresh perspective</li> </ol> <p style="text-align: center;"><b><i>Suspending Together</i></b></p> <ol style="list-style-type: none"> <li>1. Voice of Judgement- loss of group creativity creates group think</li> <li>2. Awareness of collective voice of the sensor is important</li> <li>3. Search for awareness not a search and destroy mission to destroy fears</li> <li>4. Suspension hard work – need to examine underlying assumptions</li> <li>5. Disagreement in an organization is opportunity to shift conversation</li> <li>6. Shift of one changes the group</li> </ol> <p style="text-align: center;"><b><i>Building a Container</i></b></p> <ol style="list-style-type: none"> <li>1. Safety and trust needed to suspend judgement</li> <li>2. Trust by fiat fails</li> <li>3. Dialogue creates the container that can hold human trust</li> <li>4. Transformation needs a container</li> </ol> <p style="text-align: center;"><b><i>The Courage to See Freshly</i></b></p> <p style="text-align: center;"><b><i>Inner Work of Suspending</i></b></p> <ol style="list-style-type: none"> <li>1. New ideas often rejected, the innovator isolated</li> <li>1. Inner work essential</li> <li>2. Abrupt change frequently what makes us do this work</li> <li>3. Must accept profound disorientation</li> </ol> <p style="text-align: center;"><b><i>Integrating Inner Work</i></b></p> <ol style="list-style-type: none"> <li>1. This is hard because not accepted in culture</li> <li>2. If don't do it we limit our options</li> </ol>	<ol style="list-style-type: none"> <li>1. Need shift from I-It to I-Thou (Martin Buber)</li> <li>2. Redirect relationship of seer and seen</li> </ol> <p style="text-align: center;"><b><i>Redirection: Seeing the Generative Process</i></b></p> <ol style="list-style-type: none"> <li>1. Attention to the source not the object –dynamic empathy.</li> <li>2. Acting upon awareness that quick fixes don't work (system problems "we" create story)</li> </ol> <p style="text-align: center;"><b><i>Encountering the Authentic Whole</i></b></p> <ol style="list-style-type: none"> <li>1. Move from whole to parts is needed</li> <li>2. "exact sensorial imagination" – Goethe</li> <li>3. Not an intellectual process</li> <li>4. Archetypal awareness</li> </ol> <p style="text-align: center;"><b><i>Seeing from Within an Organization</i></b></p> <ol style="list-style-type: none"> <li>1. Use observation and active imagination to see organization as a living system</li> <li>2. Start with yourself and then the team</li> </ol> <p style="text-align: center;"><b><i>Inner Work of Redirecting</i></b></p> <ol style="list-style-type: none"> <li>1. Personally refine our capacity for paying attention</li> <li>2. If you see a problem out there, not seeing the problem</li> <li>3. Human problems arise from unquestioned assumptions and deeply habitual ways of behaving</li> <li>4. If don't do inner work problem comes back</li> </ol>	<ol style="list-style-type: none"> <li>1. Jaworski's story of Baja trip / boundaries dissolve</li> <li>2. All forms are in constant change, inter-connected, continuous state of manifestation and dissolving into the source</li> <li>3. Next great opening for our ecological movement requires inner work</li> <li>4. Transformation in business needed to avert requiem scenario</li> <li>5. Break through of awareness of oneness needs to cross the species boundary.</li> </ol>

**PRESENCE: Human Purpose and the Field of the Future** by Joseph Jaworski, C. Otto Scharmer, Betty Sue Flowers

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**Part 2: Into the Silence**

**5. The  
Generative  
Moment**



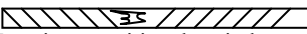
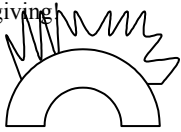
**1. An Emerging  
Understanding:  
The Theory of the U**

**7. The Eye of the Needle:  
Letting Go and Letting Come**

**8. The Wedding**

<p>Scenario Building-Stories help us understand complex realities. We need discipline to break free of a single story that holds our assumptions.</p> <p>Two major instances of story changing the faces of opposition and one story of emerging reality on a youth.</p> <p>South Africa – apartheid.</p> <p>Vision Guatemala – silence you can hear, see, or sense “that something” as it unfolds/ emerges.</p> <p>House burns with everything that a youth uses to define himself – he became “more free” to realize his truths.</p>	<p>Understanding was incubating for years: when we encountered “an emerging future that depended upon”.</p> <p><b><i>The Seeds of a Theory</i></b></p> <p>It is simplest understanding – and historically practiced in the U.S. -- making quick, knee jerk decisions.</p> <p>Deeper knowing comes from the heart.</p> <p><b><i>A Second Type of Learning</i></b></p> <p>However, in order to achieve deeper, unfolding vision (not decision), it is important to slow down, observe and to create distance from immediate problems. Once perspective is gained, then act fast naturally.</p> <p>In the past, the decision model has been 1) planning, 2) deciding, 3) monitoring, 4) controlling.</p> <p>In a future model, the steps to achieve more far reaching and solid knowings are</p> <ol style="list-style-type: none"> <li>1) <b><i>SENSING</i></b>: Allowing inner knowing and making the next steps obvious by suspending habitual thoughts,</li> <li>2) <b><i>PRESENCING</i></b>: seeing, arising to highest possibilities by redirecting habitual thoughts,</li> <li>3) <b><i>REALISING</i></b>: in natural moves with others to those possibilities.</li> </ol>	<p>At the bottom of the “U” lies a sort of inner gate, which requires us to drop the baggage we’ve acquired on our journey.</p> <p>We begin to see from within the source of what is emerging, letting it come into being through us.</p> <p>A group coming into presence of a different sense of self:</p> <ul style="list-style-type: none"> <li>• extraordinary creativity</li> <li>• boundless energy</li> <li>• flow of discovery together</li> </ul> <p><b><i>A Question from the Heart</i></b></p> <p>Ex: Massive merger of two former competitors / process for leadership development stuck / required willingness to speak and listen from the heart / then design emerged without effort.</p> <p><b><i>Surrendering Control</i></b></p> <p>Presencing begins to occur when we let go and surrender our perceived need to control.</p> <p>Surrender can be learned vs. forced by life challenges.</p> <p>Practice nonattachment.</p> <p>Continually letting go returns us to the here and now, allowing something truly new to emerge.</p> <p><b><i>Primary Knowing</i></b></p> <p>Letting Go: Ex’s: from Eleanor Rosch (psychology) “wisdom awareness — mind and world not separate”.</p> <p><b><i>The Alien Self</i></b></p> <p>Ex: Francisco Varela – constant reframing of yourself into what seems to be more real in each moment. Kitaro Nishida= alien self arises when the localized sense of self fades. The experience of “God within”.</p> <p>Decentered self spontaneously transforms one’s relations with others.</p> <p><b><i>Surrendering into Commitment</i></b></p> <p>Change in the quality of attention: from ‘looking for’ to ‘letting come’.</p> <p>As we start to move up the right side of the “U” we start to exp. the world as unfolding through us. Each experiences it differently, hard to describe in words.</p> <p>World radiates from spark of awareness of Source within- without the sense of ‘me’ doing it, action that supports the whole and is spontaneous product of the whole.</p>	<p>Stories about experiences of the mysterious reversal at the bottom of the “U”.</p> <p>Findings on 130 interviews with patients and physicians re: doctor-patient relationship.</p> <p>1<sup>st</sup> level: transactional</p> <p>2<sup>nd</sup> level how that broken-ness is related to behavior</p> <p>3<sup>rd</sup> level: helping patient reflect on their behavior / value of life</p> <p>4<sup>th</sup> level: a relationship of mutual influence and vulnerability, each open to discovering themselves/ quality of conversation— both seeing something new and healing</p> <p>Physicians and patients both wanted to operate on levels 3 &amp; 4, but found they collectively produced levels 1 and 2.</p> <p>BUT: the systems is not ‘out there’— you are the system, the system is what you enact.</p> <p>Similar story seen in:</p> <ul style="list-style-type: none"> <li>• Mayor’s administration</li> <li>• Education</li> <li>• Farmer, etc.</li> </ul> <p>Huge collective re-framing for the community as a whole.</p> <p>At the bottom of the “U” the essence of what might be starts to become real in how we are with one another right now— as people spontaneously enact new ways of being in the moment.</p> <p>Group began to suggest ideas, committed to work together.</p> <p>Experienced a wedding: a subtle joining of two separate elements of a larger field— in a way that strengthened both and opened possibilities for each.</p> <p>Operating from larger intention, forces of nature are at your service.</p>
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**Part 3: Becoming a Force of Nature**

9. In the Corridor of Dreams	10. The Grand Will	11. In Dialogue with the Universe	12. Realizing and the Craft of Institution Building
<p>Their journey drew in more people and organizations.</p> <p>Marblehead mtg SoL: spoke from the heart re: fear, unprecedented times, etc.</p> <p>The Marblehead Letter: Issues shaping the future:</p> <ul style="list-style-type: none"> <li>• The social divide</li> <li>• Redefining growth</li> <li>• Variety and inclusiveness</li> <li>• Attracting talented people and realizing their potential</li> <li>• The role of the corporation</li> <li>• The system seeing itself</li> </ul>  <p>No question: one of the greatest needs is how to make it safe enough for people in positions of authority to move down the "U".</p> <p>Explored addressing these issues on a large scale. Acknowledged sense of urgency all felt.</p> <p>Created Global Leadership Initiative- to develop leaders who could work together.</p>  <p>Acknowledged the critical role of young people and women as leaders, crucial in a civic scenario, blind spot for corporate leaders.</p> <p>Planned next steps in the "corridor of dreams" Rio Grande Valley.</p>	<p>Vision that is transformational has nothing to do with us as individuals. It is an expression of discovering our power to shape our reality and responsibility to an emerging future.</p> <p><b>Crystallizing Intent</b></p> <p>Genuine visions arise from crystallizing (concentrate or focus light) a larger intent, focusing the energy and sense of purposefulness that come from presencing.</p> <p>Being open to the larger intention and imaginatively translating the intuitions that arise into concrete images and visions that guide action.</p> <p>Ex's: Nike, Windham Hill</p> <p>When you know what is right, it's just there for you &amp; you do it.</p> <p><b>Seeds are Small</b></p> <p>Initial visions often address immediate problems. What matters is engagement in the service of a larger purpose.</p> <p>EX: Health Care Project.</p> <p>Only meaningful criteria for judging vision are the actions and changes that ensue.</p> <p>EX: Fritz: structural tension/points of power.</p> <p>Visions that have power are expressions of deep purposefulness</p> <p><b>Intentional Work</b></p> <p>When work is informed by a larger intention, it's infused with who we are and our purpose in being alive. Ex: Fast Company, the real work.</p> <p>EX: Intel, contemplative practices = success in record time.</p> <p><b>Awakening</b></p> <p>"Wake up" and discover what actually matters to us and to find the courage to pursue it.</p> <p>Being a servant of the larger whole ultimately involves a shift in will.</p> <p>Buber's I—Thou: 'believes that destiny stands in need of him—must sacrifice his puny, un-free will, to his grand will—he listens to what is emerging from himself—in order to bring it to the reality as it desires'.</p>	<p>Creating= bringing into existence, a dance between inspiration and experimentation. Often we learn what is emerging only as we move into action. Key is to remain open.</p> <p><b>Prototyping</b></p> <p>Importance of fast-cycle experiments to figure out the true nature of the emerging whole. In living systems, more open ended and exploratory + we ourselves are the prototypes! Prototyping accesses and aligns the wisdom of our head, heart, and hands by forcing us to act before we've figured everything out and created a plan. Result is action shaped by the field of the future vs. patterns of the past.</p> <p><b>Creating and Adjusting</b></p> <p>Creative process is a learning process, create and adjust. EX: SoL Sustainability Consortium/ mtg failure.</p> <p><b>Listening to Feedback</b></p> <p>You have to have the vision &amp; deep intention that goes with it. Also need incredible capacity for self-observation and course correction in real time. Must be able to observe and listen.</p> <p><b>Rediscovering Purpose</b></p> <p>Moving from intent to prototype= from ideas to action, leads to new level of clarity about underlying purpose animating the under-taking. EX's. healthcare</p> <p><b>Staying Connected</b></p> <p>The energy of prototyping will draw new players into the initiative. Keep larger intents/vision active to avoid fragmentation.</p> <p><b>Synchronicity</b></p> <p>Crystallizing intent and prototyping open group to synchronistic events. Sacred Mind: where minds meet and engage.</p>	<p>9/11 = painful reflection of the forces behind the "requiem scenario" and confirmation of the deep learning process we were trying to understand. Old/newForce</p>  <p>Entering transitional period:</p> <p><b>Act One:</b> collapse of Soviet Union and Communist bloc.</p> <p><b>Act Two:</b> limits of the U.S. brand of Capitalism and democracy are becoming painfully obvious.</p> <p><b>Act Three:</b> may be concerned with the emergence of a new constellation of global forces.</p> <p>Dee Hock's Visa / Chaotic =how order emerges fr. chaos/U theory</p> <p>What if rather than think of democracy as something we inherited, we thought of it as a learning process— one where we've only taken the smallest baby steps so far and new prototypes will come? Choose patterns of interaction that are life giving!</p>  <p>From Walt Whitman / Democracy: A word the real gist of which still sleeps, quite unawakened... A great word, whose history remains unwritten, and is yet to be enacted. It is a younger brother of another great and often used word, Nature, whose history also waits unwritten.</p>

**Part 4: Meeting Our Future**

**Epilogue: “With Man  
Gone, Will There Be  
Hope For Gorilla?”**

**13. Leadership:  
Becoming a Human Being**

**14. Science Performed with the Mind of Wisdom**

**15. Presence**

Experiencing a crisis in leadership, not new, but we're at the end of an era and a new kind of leadership is called for.

Explored ideas about leadership dating back 2,500 years ago Greece & China.

- cultivation of capacity for delayed gratification, seeing longer-term effects of actions, achieving quietness of mind
- moral development

Globalization is reshaping societies and cultures on a scale that has never happened before.

Loss of 'old' leadership values has cost incalculable shifts for human happiness and social stability.

Confucian theory: leader has to be a real human being; recognize the true meaning of life; understand self first. "The Great Learning"

The cultivated self is a leader's greatest tool—cornerstone of traditional thinking about leadership in indigenous cultures

Master Nan: Seven meditative leadership / two movements

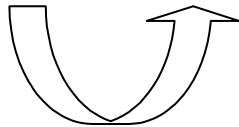
The Way In/ moving down the

1. Awareness
2. Stopping
3. Calmness

The Return/ returning to normal levels of activity with new awareness, without losing the presence of the lowest point. Seeing life process at work.

4. Stillness
5. Peace
6. True Thinking
7. Attainment

Leadership of the future will be provided by groups, institutions, communities, networks. Leadership does not depend on extraordinary individuals. Wisdom of the group.



The Power that technology has given us has grown beyond anyone's wildest imagination, but our wisdom has not. Role of new sciences. Connected-ness is the defining feature of the new worldview.

Newest revolution will be a synthesis of old and new. Bohm: The most important thing going forward is to break the boundaries between people so we can operate as a single intelligence. Separation without separateness.

### 1. Fragmentation

Science and art— both investigate reality. Fragmentation = way of thinking that 'consists of false division, making a division where there is a tight connection' and of seeing separateness where there is wholeness.

Fragmentation thwarts systemic understanding across boundaries.

### 2. Measurement

One of science's greatest tools is measurement, which drives the ascent of fragmentation.

Loss of balance between valuing what can be measured and what cannot & becoming dependent on quantitative measures, displacing judgement and learning. Ex: managers driving to reach quantitative goals set at top = mgmt by fear. Capra: Not possible to measure a relationship.

### 3. Unbroken Wholeness

20<sup>th</sup>C Physics: relationships fundamental / interrelatedness defies common notions. Non-locality. Global interdependence.

### 4. The Blind Spot

Our exp: as if what we see is. Weisskopf, Bohm, Einstein, Maturana insights across the subject/object divide

### 5. A Reflexive Science of Living Systems

Complexity / living systems / morphic fields / implicate order / universe as an emergent, interconnected, living phenomenon

### 6. Science Performed by the Mind of Wisdom

Developmental science/ enhances life / native science = harmony

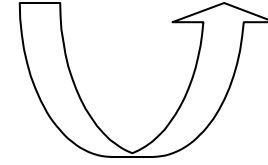
### 7. Our Faustian Bargain: Shifting the Burden to Modern Science and Technology = preserves status quo

### 8. A New Path

If I want to see change 'out there' first I need to see change 'in here'. Key lies in our capacity to create.

A time of clashing forces/extraordinary cross currents.

Seven Capacities of the U Movement illustration



Dialogue on the meaning of the mystery at the bottom of the U:

"A profound opening of the heart, carried into action / The longest you will ever walk is the sacred journey from your head to your heart."

"The core of presencing is waking up together—waking up to who we really are by linking with and acting from our highest future Self, using the Self as a vehicle for bringing forth new worlds."

"It's the point where the fire of creation burns and enters the world through us."

"We have no idea of our capacity to create the world anew."

Being drawn to deeper levels of awareness of a larger purpose

Book *Ishmael* : our separation from nature. The conversation that ensues is a journey down the U.

Environment: What if we have something to *give* rather than to just *take*?

Maturana: 'Love is the one emotion that expands intelligence' because love connects us."



Masaru Emoto: Photos of water crystals from around the world, and as affected by environment, music, prayer, positive words, etc. Water is alive.

Bill McDonough "What will it take for us to become indigenous once again? — not as we were, but as we might be?" "I think if we can find our place, we will find our purpose."

