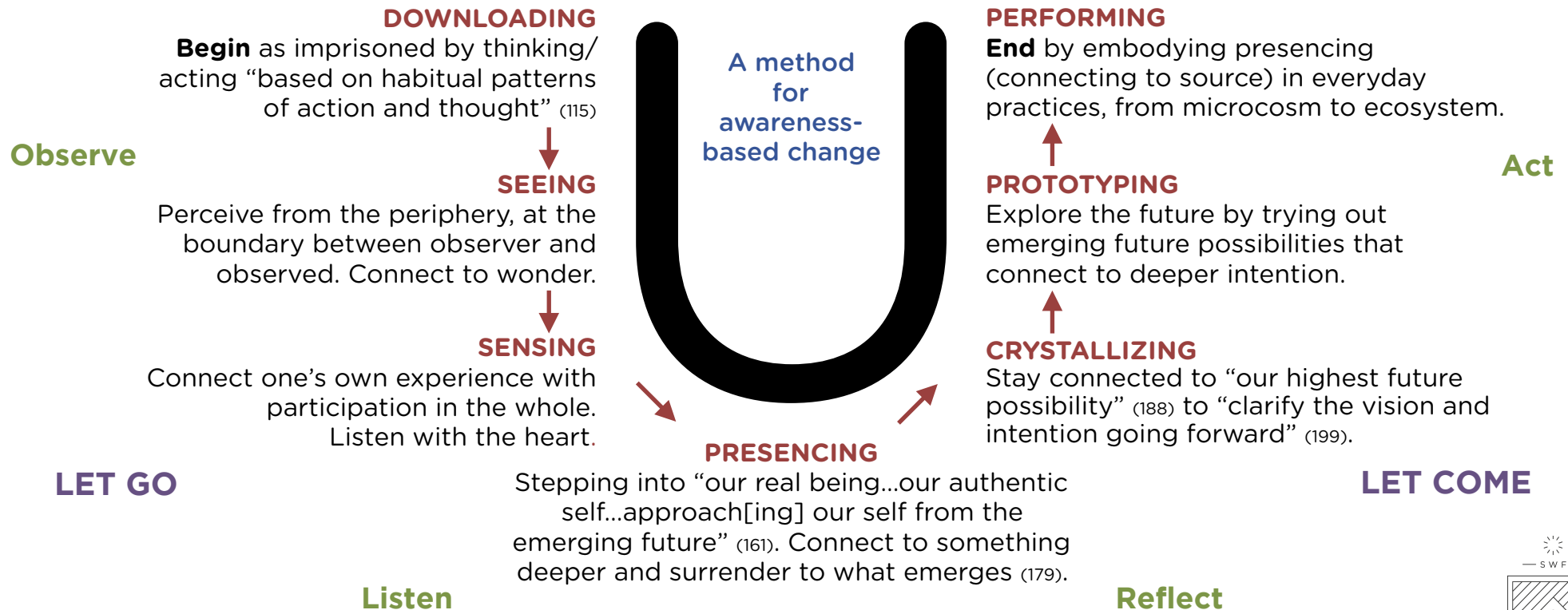


Quick guide to Theory U

- **Born of** a desire to avoid “collectively creating outcomes that nobody wants”⁽³⁾ by creating societal change.
- **Desires to** “tap into a different social field, [producing] a shift in the quality of thinking, conversing and collective action”⁽⁴⁾; new ways of operating.
- **Sees a need for** “sustained attention: the capacity to immerse oneself in something and stay with it”^(xxviii), both individually and collectively, through principles and practices.
- **Key questions:** “What is required in order to learn and act from the future as it emerges?”⁽¹³⁾. How do we move beyond our personal and collective ‘blind spots’ in leadership and systems?
- **For leadership:** the goal is to “become aware of [our] blind spot[s] and then shift the inner place from which we operate, both individually and collectively”⁽¹⁰⁾. To “enhance the individual and systemic capacity to see, to deeply attend to the reality that people face and enact”⁽¹³²⁾.



Key texts for Theory U:

Scharmer, C. Otto, (2016), *Theory U: leading from the future as it emerges*. 2nd ed. (Oakland, CA: Berrett Koehler).

Scharmer, C. Otto, (2018), *The Essentials of Theory U: core principles and applications*. (Oakland, CA: Berrett Koehler).

