THEORY U AND
TRANSFORMATIONAL DIALOGUE

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The Blind Spot in Leadership

- We have looked at what leaders do  
  - (the “what” of leadership)

- We have looked at the process of leadership  
  - (the “how” of leadership)

- We have not looked at the “source” from which they operate  
  - (the “why” of leadership)

- We have not looked at the “interior condition” of the leader
What is Theory U?

- It is a phenomenon – people are awakening to a deeper awareness of a creative process
- It is a framework and a language – there is an architecture to it and a way of talking about it
- It is a methodology – ways to be more effective in order to operate from a deeper source

Creativity and Innovation

- When people create or constantly innovate, they take a journey from the visible to the invisible.
- Inspiration comes from the invisible.
The Architecture of Theory U

- The Visible

The Invisible
Questions for Leaders

How do we lead from the Emerging Future?

Why would we want to ask?
The Answer

Because what we face is so complex and so new that what we knew in the past does not work anymore

We cannot use past experience to guide us into a complex future
The Inspiration Journey

The Visible

Open Your Mind

Open Your Heart

Open Your Will

STOP

The Invisible
“MIND”

- What we think, see, feel, touch, smell, hear

- The universe that we can observe

- The Mind is used at the level of co-initiating and co-evolving, starting and ending together
“HEART”

- Whatever is “sensed” and “created” must feel ‘right’

- If you do not have a “good” feeling about something you will not take part

- The heart is used at the levels of co-sensing and co-creating.
“WILL”

- Will is what makes you do things, take action

- The will is what is at the bottom, it responds to your source, your intuition, and is used in co-presencing
What’s At The Bottom?

Once you have opened your mind, your heart, and your will, you will find “presence”

Or

The source of your “knowing”
Presence

- Connecting with the source, how we know what we know, the spirit, the center requires an open will

- A willingness to **let go** of past thoughts, beliefs, actions

- A willingness to **let come** new ideas, new beliefs, new actions
Why Use Theory U

To face a future that NONE
of us can name

By connecting with our deepest sources of knowing
Theory U and the Deep Dive

- Downloading
- Seeing
- Co-Initiating

- Sensing
- Co-Sensing

- Open Mind
- Open Heart
- Open Will
- Presencing
- Co-Presencing

- Letting Go
- Letting Come

- Performing
- Co-Evolving

- Crystallizing
- Prototyping
- Co-Creating
“Co” means “Together”

- Co-initiating – dialogue that identifies and issue and the roots of an issue

- Co-sensing – together the group senses, or feels that the issue and it’s roots need change. Observe, suspend the VOJ and connect with your sense of wonder

- Co-presencing – discovering what is in our collective field, our collective way of knowing
  - The only phase that uses other ways to get in touch with the source besides dialogue
“Co” means “Together”

- Co-creating – developing prototypes to test ideas

- Co-evolving – continuing to test prototypes until they coalesce into a solution, the continuing to ask: “is it working”, “what else can we do”, and “who else wants to play”

- Co-initiating, co-sensing, co-creating and co-evolving use transformational dialogue
Conversation vs. Dialogue

- Conversation is an informal interchange of thoughts, information, etc., by spoken words; oral communication between persons; talk; colloquy.

- Dialogue is an exchange of ideas or opinions on a particular issue with a view to reaching an amicable agreement or settlement.
Transformational Dialogue

- Dialogue initiated for the purpose of change is focused and has four characteristics:
  - Move – tells me where to go and why and invites a response
  - Oppose – talks back to the move. This creates a dialogue instead of a monologue and builds robustness

Kantor Institute, “Structural Dynamics”
Transformational Dialogue

- Dialogue initiated for the purpose of change is focused and has four characteristics:
  - Bystand – considers and reflects on the dynamics of the dialogue and names it for the group
  - Follow – asks the questions that help the group understand

Kantor Institute, “Structural Dynamics”
Axis of Advocacy

Axis of Inquiry

Move

Bystand

Follow

Oppose
Good dialogue has a balance of advocacy and inquiry.
Voices of Doom

- The Voice of Judgment – blocks the mind and protects the heart
  - “this is stupid

- The Voice of Cynicism – blocks the heart
  - “that’s never going to work”

- The Voice of Fear – blocks the will
  - “I can’t do that”

Dialogue, not conversation, stills the Voices of Doom
Theory U and the Deep Dive

Downsampling
Seeing
Co-Initiating

Sensing
Co-Sensing

Open Mind

Performing
Co-Evolving

Open Will
Presencing
Co-Presencing

Crystallizing
Protyping
Co-Creating

Letting Go
Letting Come
Principles and Practices

Co-Initiating - Mind – Downloading

1. Attend: listen to what life calls you to do

2. Connect: listen to a dialogue with the interesting players in the field

3. Co-initiate: a diverse core group that inspires a common intent
Principles and Practices

Co-Initiating - Mind – Downloading

4. Form a highly committed team and clarify essential question

5. Deep dive: take these journeys to places of most potential

6. Observe, Observe, Observe: suspend your voice of judgment and connect with your sense of wonder
Principles and Practices

Co-Sensing- Heart – Sensing

7. Practice deep listening and dialogue: connect to others with your mind, heart, and will wide open

8. Create collective sensing organs that allow the system to see itself
Principles and Practices

Co-Presencing – Will – down the U

9. Letting go: let go of your old self and stuff that must die

10. Intentional silence: pick a practice that helps you connect with your source

11. Follow your journey: do what you love, love what you do

Who is my self? What is my work?
Principles and Practices

Co-Presencing – Will - Up the U

12. Letting come: connect and surrender to the future that wants to emerge through you

13. Places of presence: create circles in which you hold one another in the highest future intention
Principles and Practices

Co-Creating – Heart - Crystallizing & Prototyping

14. Power of intention: connect to the future that stays in need of you – crystallize vision, intent

15. Form core groups: 5 people can change the world

16. Prototype strategic microcosms as a landing strip for the emerging future
Principles and Practices

Co-Creating – Heart - Crystallizing & Prototyping

17. Integrate head, heart & hand: seek it with your hands; don’t’ think about it, feel it

18. Iterate, Iterate, Iterate: create and adapt and always be in dialogue with others and the universe
Principles and Practices

Co-Evolving – Mind – Performing

19. Co-evolve innovation ecosystems that connect and renew by seeing from the emerging whole

20. Create innovation infrastructures by shaping rhythm and safe places for peer coaching

Root Principles

Grounding of the Social Field

22. Intentional grounding: always serve as an instrument for the whole

23. Relational grounding: connect and dialogue with the global social field

24. Authentic grounding: connect to your highest self as a vehicle for the future to emerge
Dr. Otto Scharmer

- https://www.youtube.com/watch?v=gF8wV9OlUHc
- https://www.youtube.com/watch?v=uxuoAvAALiM
- http://www.ottoscharmer.com/
Dr. David Kantor

http://kantorinstitute.com/tools.html