

# Emerging Cooperative Leadership e-Handout

May 23, 2019 Peerpocalypse  
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98% of this handout is quotes or is paraphrased from *The Essentials of Theory U*, C. Otto Scharmer, co-creator, the Presencing Institute at the Massachusetts Institute of Technology (MIT). Compiled by Lauren Spiro

Today, it's not enough to create change at the level of symptoms and structures. We need to work even deeper, to change the underlying paradigms of thought, and to connect with our deeper sources of creativity and self. This is the landscape of awareness-based systems change.

Another way of stating it is that today our culture calls for leadership in regaining our shared humanity. That requires a whole system re-alignment. The invitation for each of us is to be open, present and connected

One way to regaining our shared humanity is by building our collective intelligence. What is collective intelligence? We move from ME to WE. From ego (silo-thinking) to eco- An awareness that attends to the well-being of all

How do we do this? Engage skills to help us become more aware:  
Thinking = Cognitive intelligence  
Feeling = Emotional intelligence (e-motion, energy in motion)  
Sensing = Somatic intelligence (wisdom of our body)

Emerging Cooperative Leaders pay attention to change that is emerging from the field.

Our emotional experience is rich with information for us to extract about our potential, the possibilities and the probability (of something happening). These are Leadership Competencies.

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**Some cool quotes** from the book, *The Essentials of Theory U*:

The point of deep listening is to use your heart and feelings as organs of perception, it is then that the perception begins to happen from the whole. - Eleanor Rosch

Only in the suspension of judgment can we open ourselves up to a sense of wonder. Amazement and wonder are the seeds from which we move beyond our prison of mental constructs or experiences of the past.

The more we can sustain a deepened sense of connection, the more we find that our relationship to the “system”, to the social field, is shifting.

Are you willing to let go of old patterned ways of thinking and assumptions? “Only then is it possible to step into our dormant potential, our emerging “self”.

If we change the way we pay attention to the world it means everything is different because our whole life experience arises from that.

The key leverage point for transformational change starts with attending to how you as a change maker relate to the system that you want to change into the system that you want to give birth to.

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### **Some Key Principles:**

Energy follows attention

Observe, observe, observe

Retreat and reflection, allow the inner knowing to emerge

Note: This process is the road less traveled because the moment you begin, you are going to face barriers to accessing your deeper sources of creativity: Judgment, Resentment, and Fear

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**Four Levels of Listening** – these reflect the underlying principles of the opening of the mind, heart, and will

1: Habitual - listening is confirming what we already know. Nothing new penetrates our bubble.

2: Factual - you open up to what is being said; my attention moves from my inner commentary to listening to the other person.

3: Empathetic - you step into the other person's perspective. You move from the intelligence of your head to the intelligence of your heart. "I might not agree with you but I see how you see the situation".

4: Generative - you listen with openness to what is unknown and emerging; you hold space for bringing something new into reality that wants to be born. I return from the interaction as a different person, aware of the deeper and larger journey I am on. If no change – then you are not on level 3.

If you are not deeply listening take note of that. If you practice deep listening, your effectiveness as a listener will rise dramatically.

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**There are 2 sources of learning:** 1) reflecting on the past, and 2) learning by sensing and actualizing emerging future possibilities. Are you willing and ready to create change?

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What happens to a social system that operates on principles of ignorance, resentment and fear? It creates an architecture of separation by building walls. It facilitates a disconnect from the world around us, blaming others and an inability to reflect, and distracts us from trusting relationships, nature, and self.

What happens to a social system that operates on principles of curiosity, compassion, and courage? Social systems that operate on these principles enact architectures of connection that tear down the walls of separation & encourage co-creation and social warmth. This is presencing; curiosity- opening the mind, compassion - opening the heart, courage – opening the will. How can we amplify presencing?

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The voices of resistance:

Ignorance - the closing of the mind. Judgement shuts down our creative power

Resentment - the closing of the heart. The opposite is being willing to put ourselves in a position of true openness and vulnerability toward another

Fear - the closing of the will. Fear prevents us from letting go of what we have and who we are. Letting go of the fear is the heart of leadership today. It means holding the space for letting go of the old & welcoming in the new.