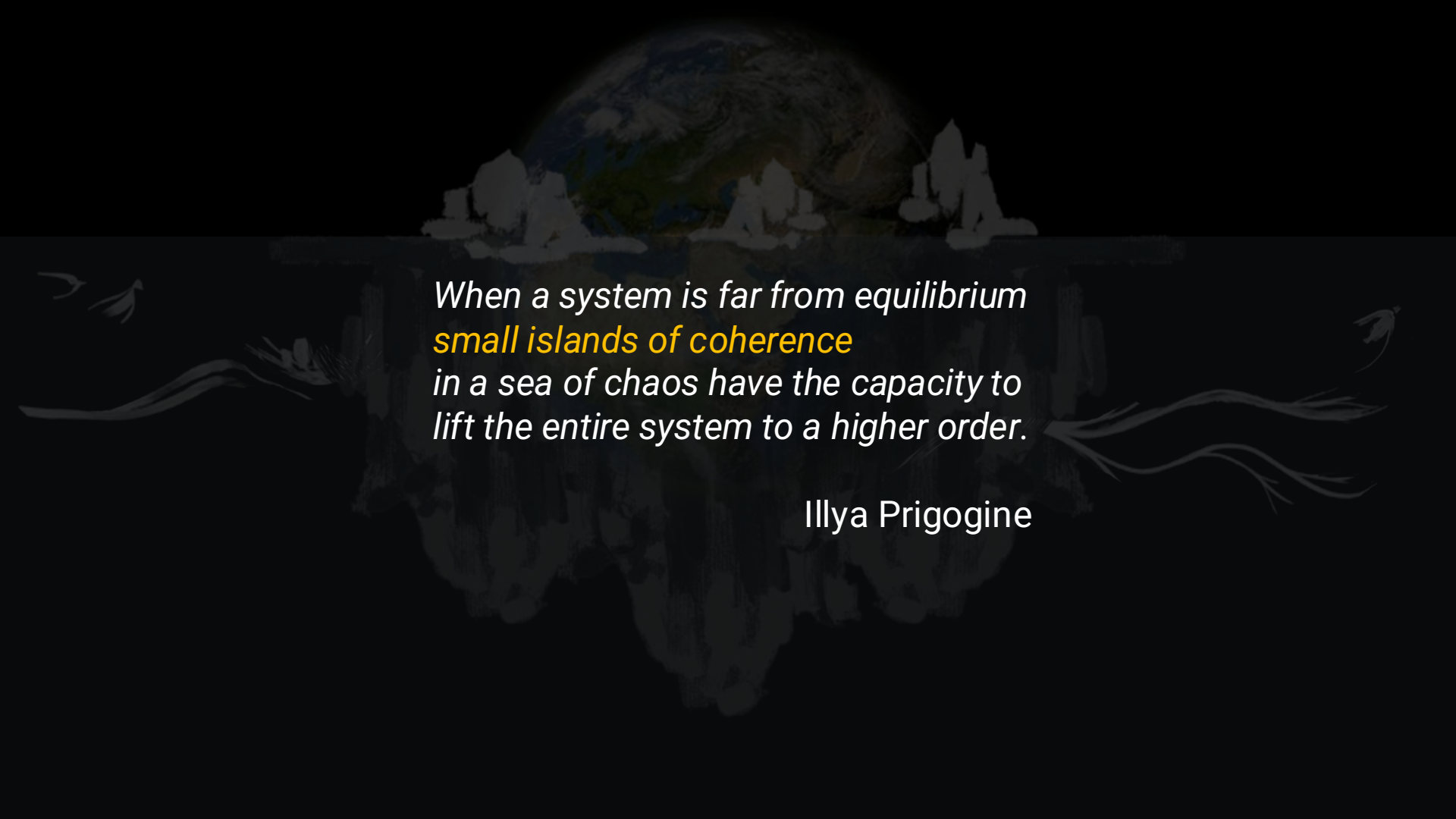


Presencing: 7 Practices for Transforming Self, Society and Business

**Natural Products Expo West
March 4, 2025
Otto Scharmer**

scharmer@mit.edu



*When a system is far from equilibrium
small islands of coherence
in a sea of chaos have the capacity to
lift the entire system to a higher order.*

Illya Prigogine



Symptoms: Polycrisis

Ecological Divide

Self≠Nature

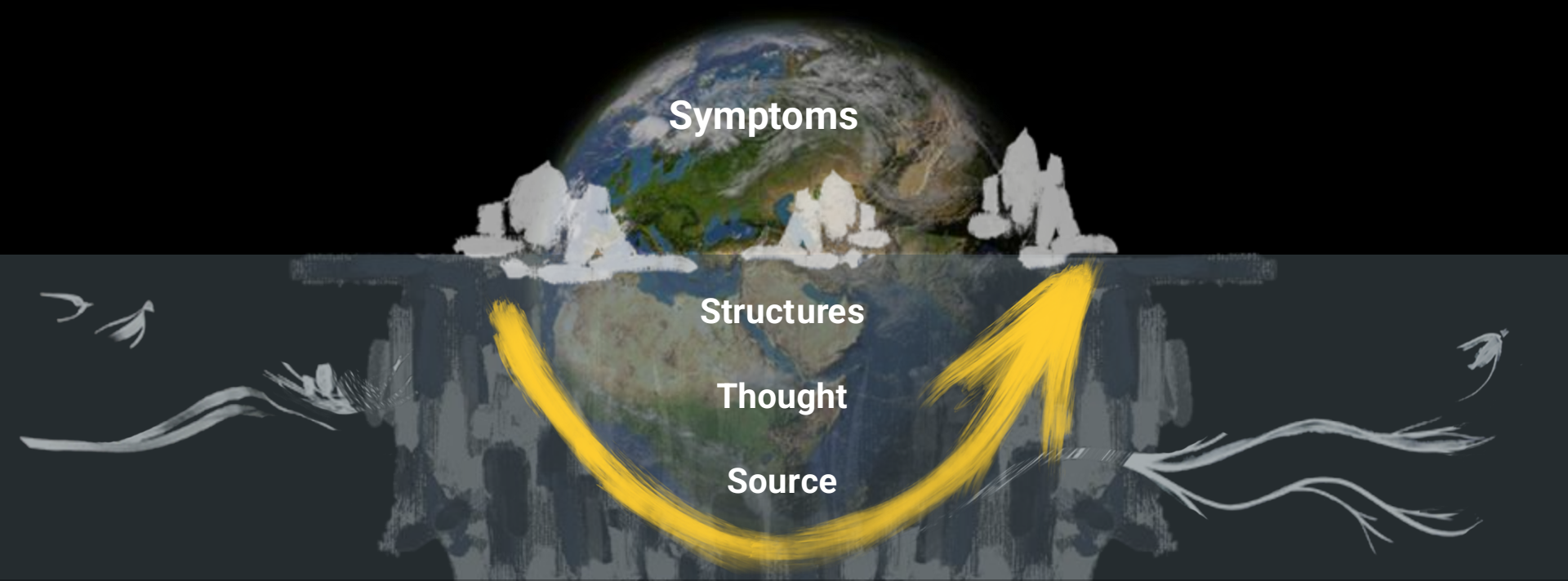
Social Divide

Self≠Other

Spiritual Divide

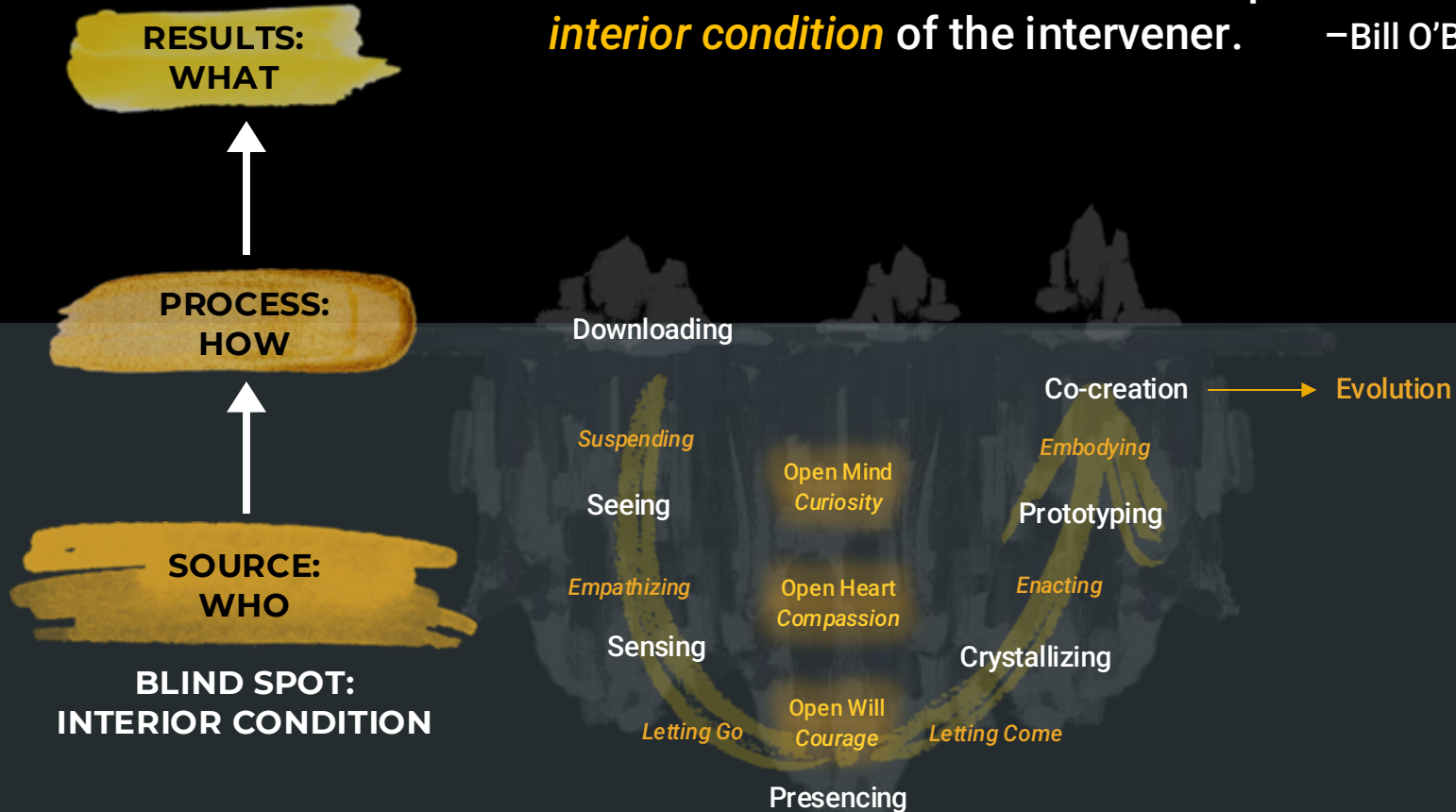
self≠Self

We collectively create results that nobody wants.



1. You cannot change a system **unless you transform consciousness.**
2. You can't transform consciousness **unless you make a system see + sense itself.**
3. You can't can't do any of this unless you **sense, and co-create the emerging future (presencing).**

The success of an intervention depends on the *interior condition* of the intervener. —Bill O'Brien



Architectures of SEPARATION

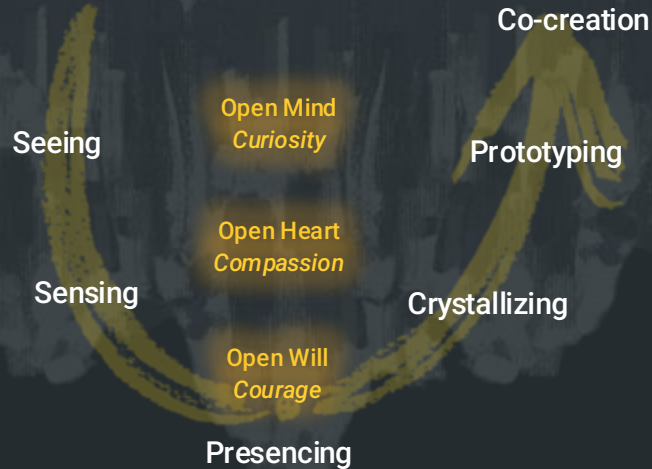
EGO-system Awareness



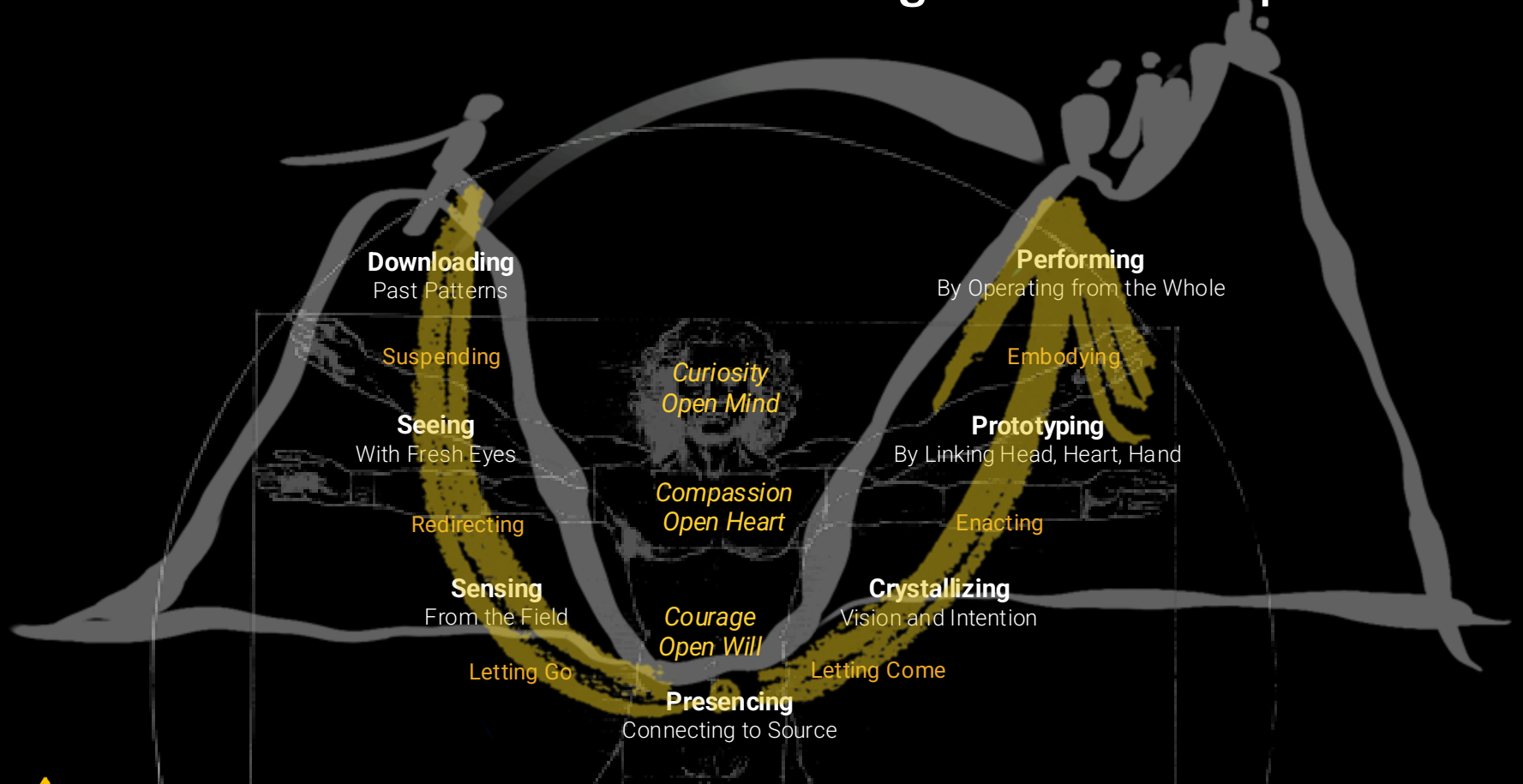
Challenge:
Disruption

Architectures of CONNECTION

ECO-system Awareness



Two Sources of Learning & Leadership



ATTENTION

Downloading
Past Patterns

Seeing
With Fresh Eyes

Redirecting

Sensing
From the Field

Letting Go

Curiosity
Open Mind

Compassion
Open Heart

Courage
Open Will

Presencing
Connecting to Source
Who is my Self?

INTENTION

What is my Work?

Performing
By Operating from the Whole

AGENCY

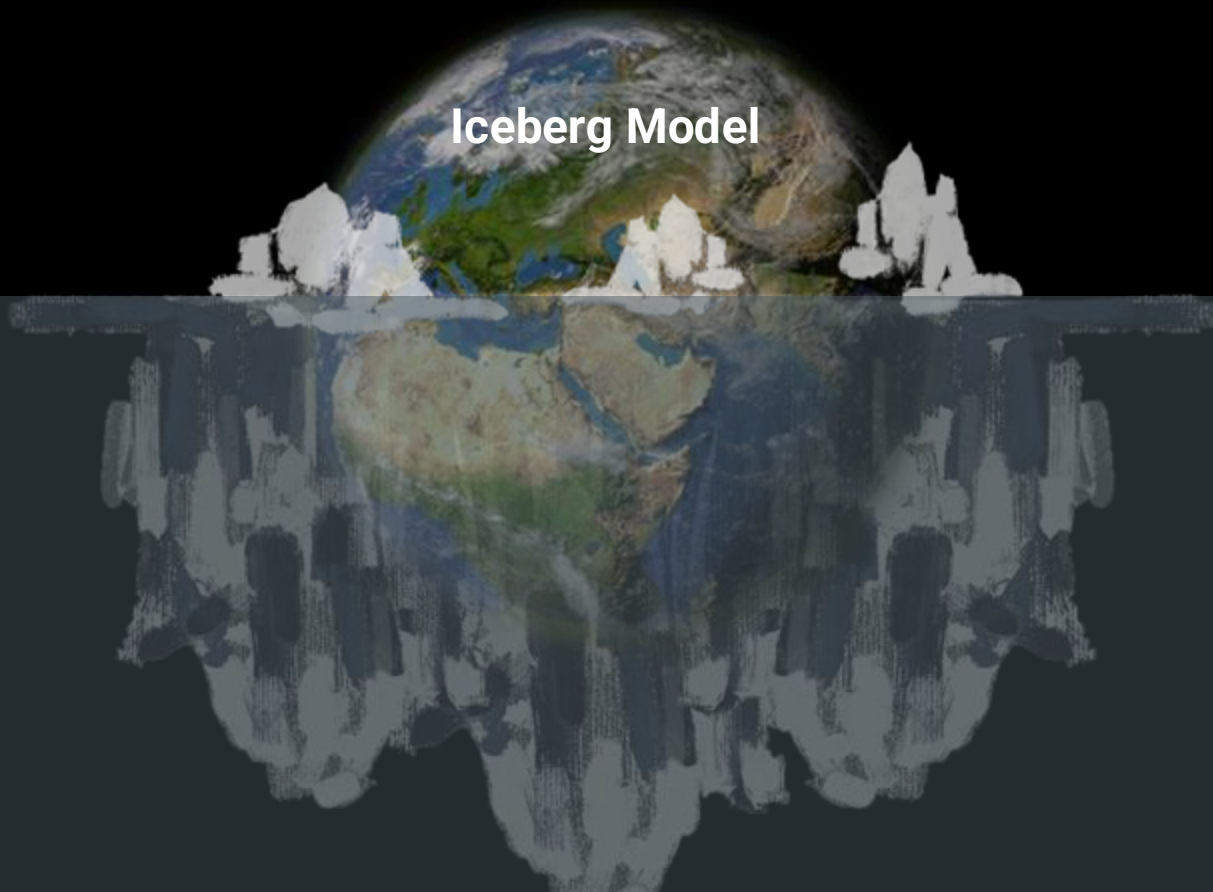
Prototyping
By Linking Head, Heart, Hand

Enacting

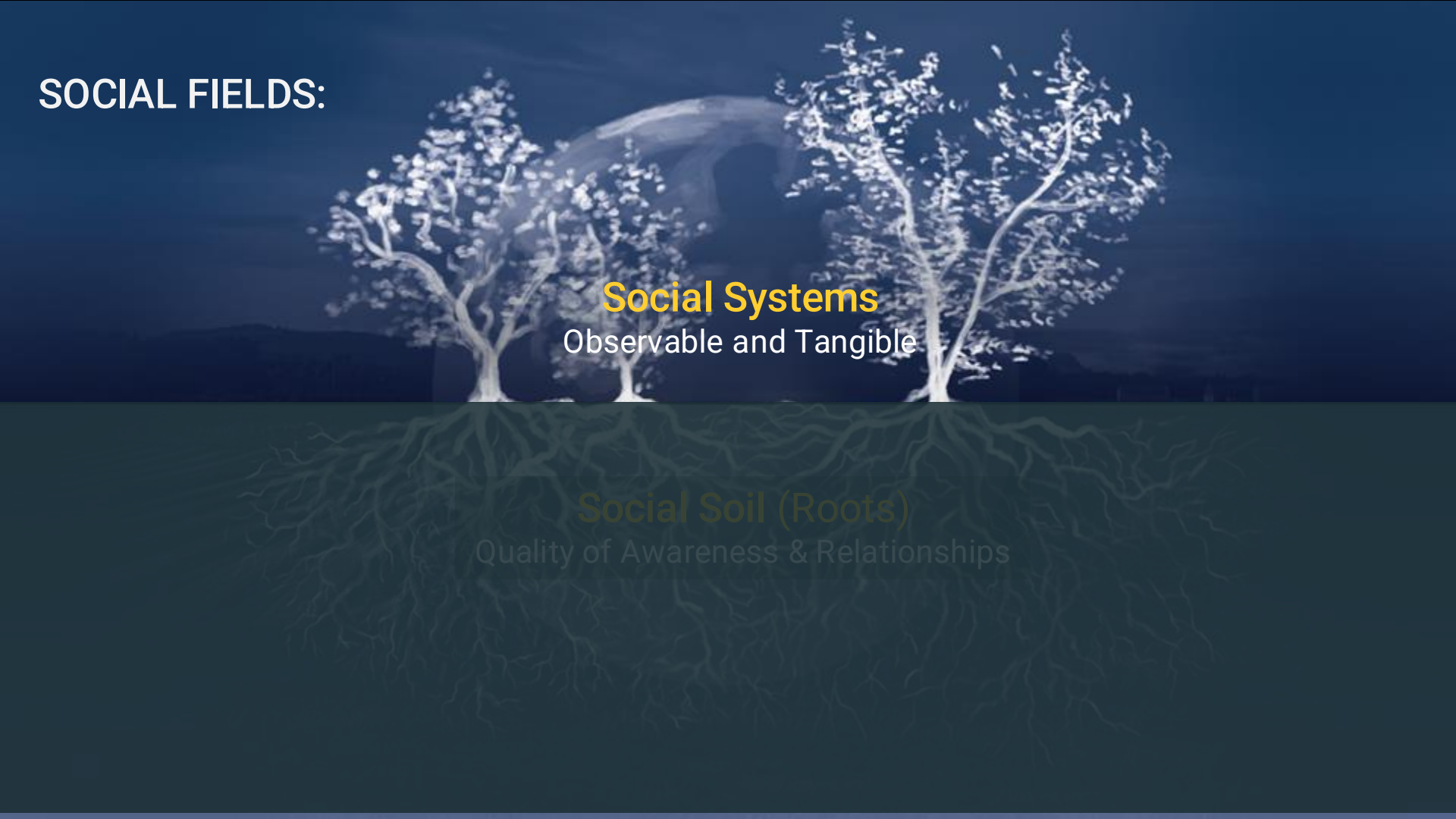
Crystallizing
Vision and Intention

Letting Come

Iceberg Model



SOCIAL FIELDS:



Social Systems

Observable and Tangible

Social Soil (Roots)

Quality of Awareness & Relationships

BUSINESS

HEALTH

FINANCE

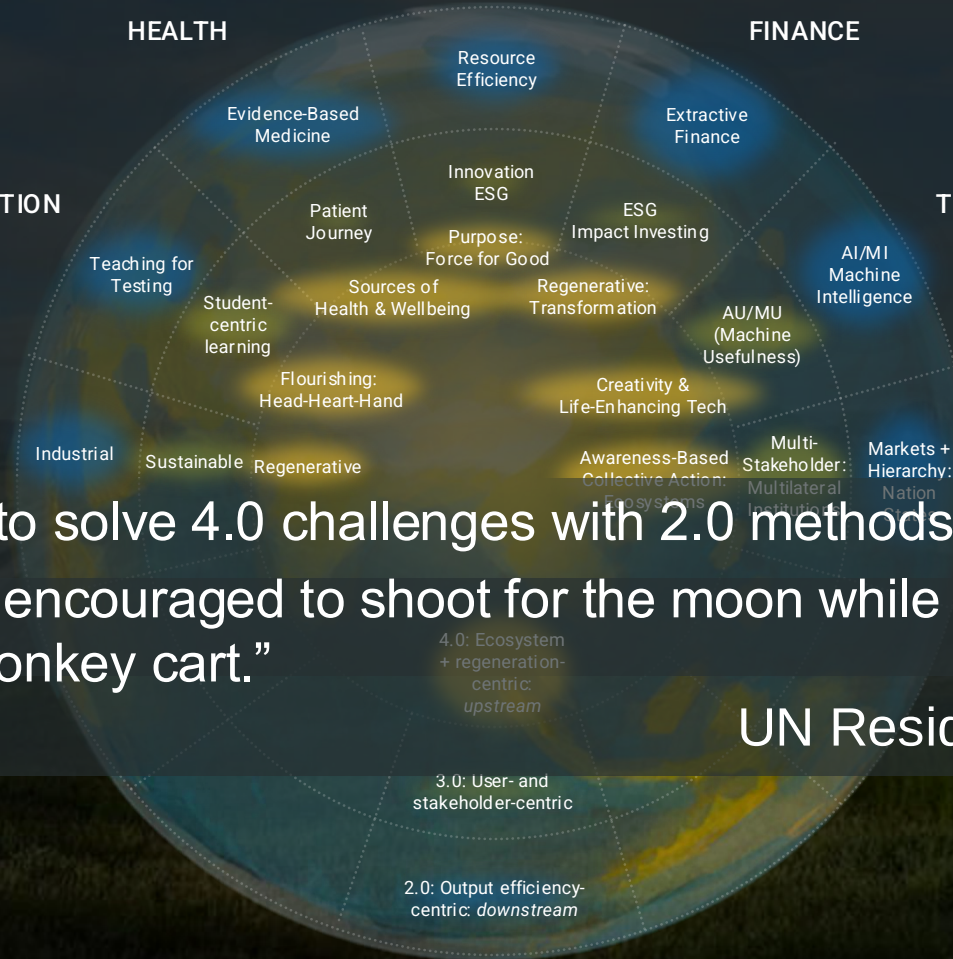
TECH

EDUCATION

AGRIFOOD

GOVERNANCE

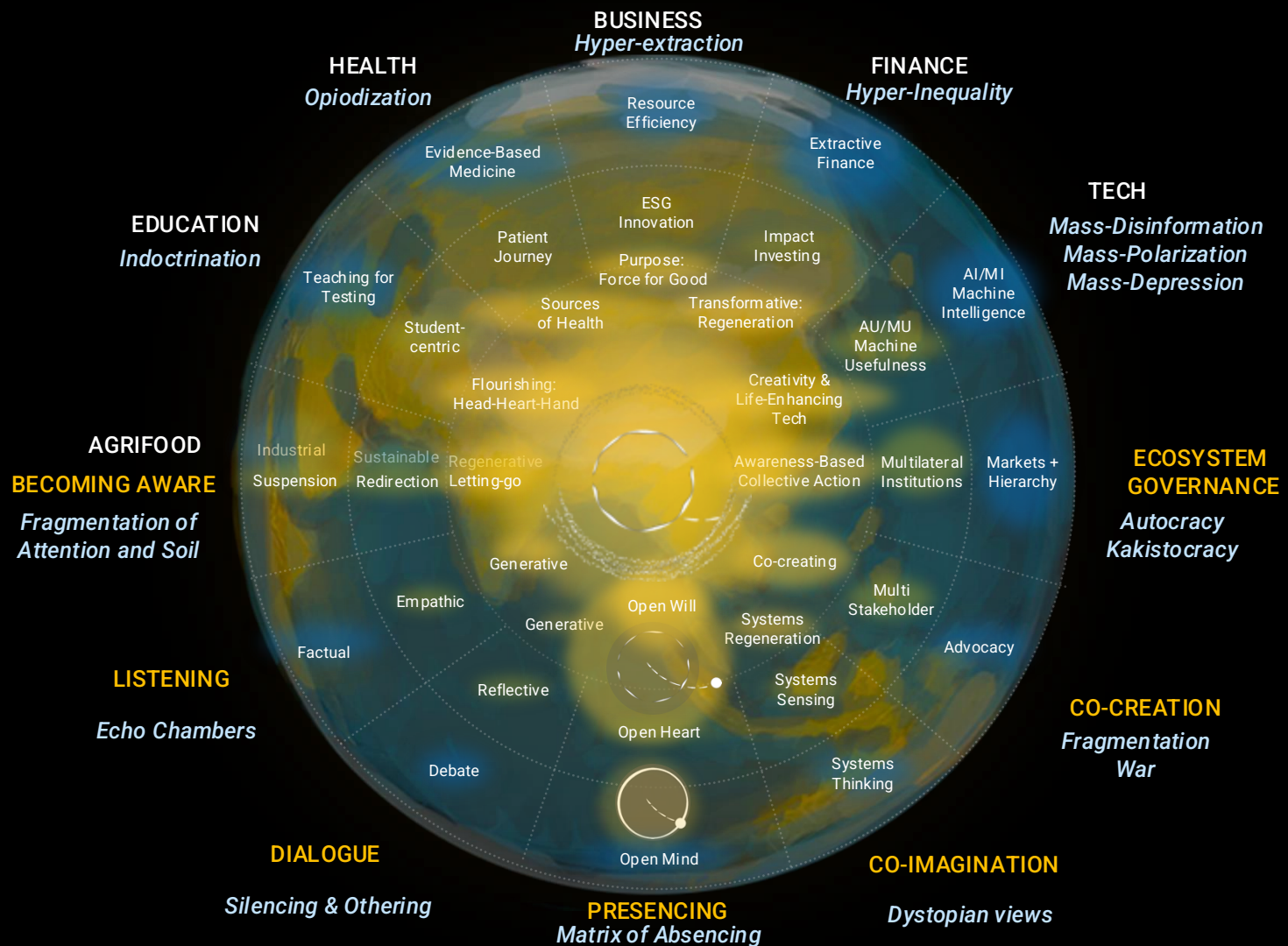
Operating System



“We are trying to solve 4.0 challenges with 2.0 methods and tools.”

“We are being encouraged to shoot for the moon while some of us are still driving a donkey cart.”

UN Resident Coordinators





Systems Leadership of Tomorrow: Deepen Your Attention from...

Social Systems
Observable and Tangible

BECOMING AWARE

ECOSYSTEM
GOVERNANCE

Social Soil (Roots)
Quality of Awareness & Relationships

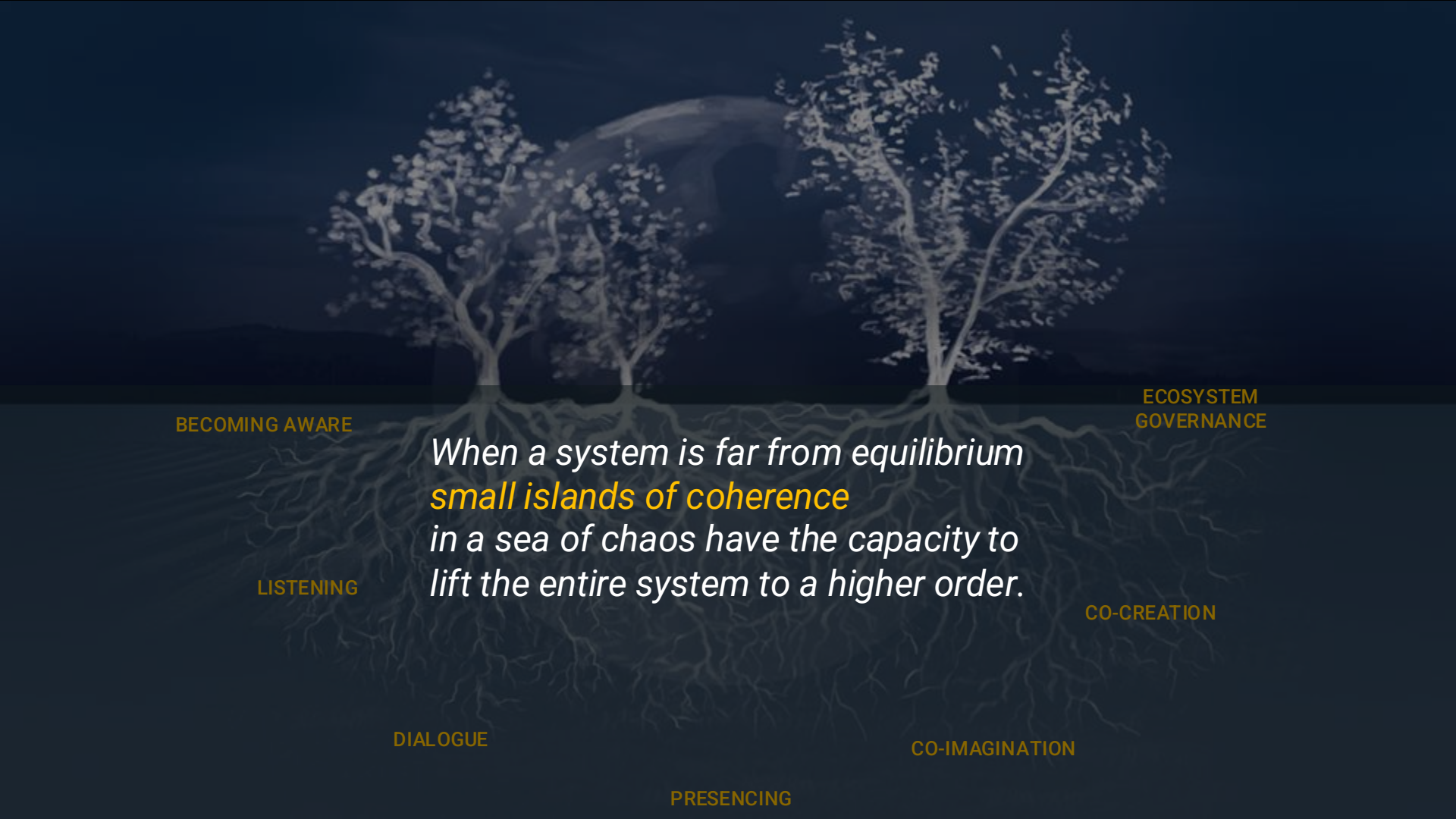
LISTENING

CO-CREATION

DIALOGUE

CO-IMAGINATION

PRESENCING



BECOMING AWARE

ECOSYSTEM
GOVERNANCE

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LISTENING

CO-CREATION

DIALOGUE

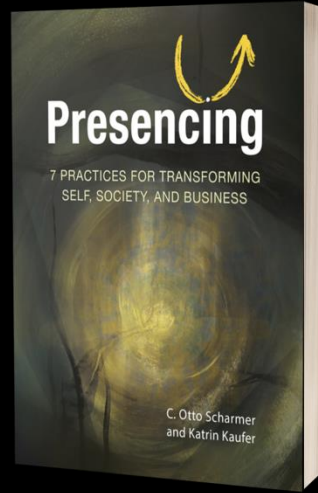
CO-IMAGINATION

PRESENCING

Releasing April 15

PRESENCING:

7 Practices for Transforming
Self, Society, and Business



Resources:

www.u-school.org

www.ottoscharmer.com

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Join us in transforming systems for planetary healing and civilizational regeneration.
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15+ years

>250,000 change makers

194 countries