

V.LAB:

TRANSFORMING BUSINESS, SOCIETY, AND SELF



SOURCE BOOK

2015 - VERSION 3A



A COURSE for CHANGEMAKERS, LEADERS, EDUCATORS, and STUDENTS...

Welcome! This workbook was created to complement the edX course Transforming Business, Society, and Self with U.Lab, which brings together over 35,000 participants from 182 countries for an eight-week experiential learning journey.

This workbook is designed to give you the essential frameworks and tools presented in U.Lab – along with a few bonus materials that we did not introduce in the online course, but have road-tested in various contexts around the world for many years.

Why are we offering this course – and this book – now? The disruptive social, environmental and cultural changes we face confront us with challenges of a new order of magnitude. These challenges hold the seeds for profound levels of breakthrough innovation while also holding the possibility of massive disruption and breakdown. Whether it's one or the other depends on our capacity to rise to the occasion and to reframe problems into opportunities for system-wide innovation and renewal. We believe it's possible to create profound societal renewal in our generation. It will take all of us. We're glad you've joined for the journey.

Enjoy the U.Lab Source Book!

– U.Lab team

September 2015 - Version 3a

INTENTION SETTING

- I'm joining U.Lab because...

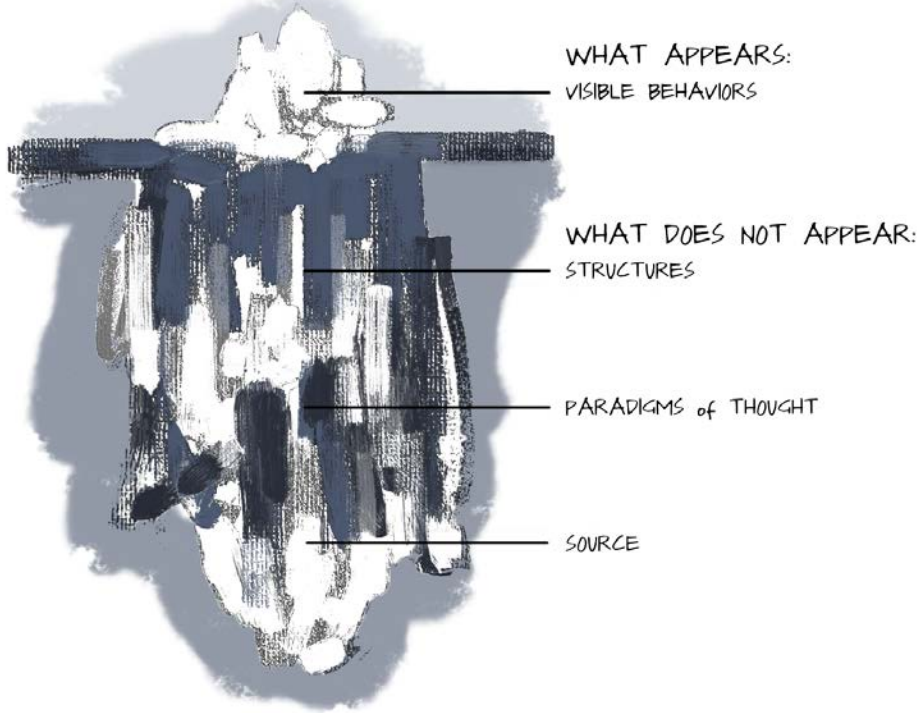
- My most important challenge right now is...

- The level at which I'm focused on creating change is... (personal, organizational, systemic, etc.)

- The U.Lab will be a success for me when...

WEEK 1: CO-INITIATING: FROM EGO-SYSTEM TO ECO-SYSTEM ECONOMIES

ICEBERG MODEL of CURRENT REALITY



THE ICEBERG MODEL

The iceberg model as a whole suggests that beneath the visible level of events and crises, there are underlying structures, paradigms of thought, and sources that are responsible for creating them. If ignored, they will keep us locked into re-enacting the same old patterns time and again.

THE ICEBERG MODEL: REFLECTION QUESTIONS

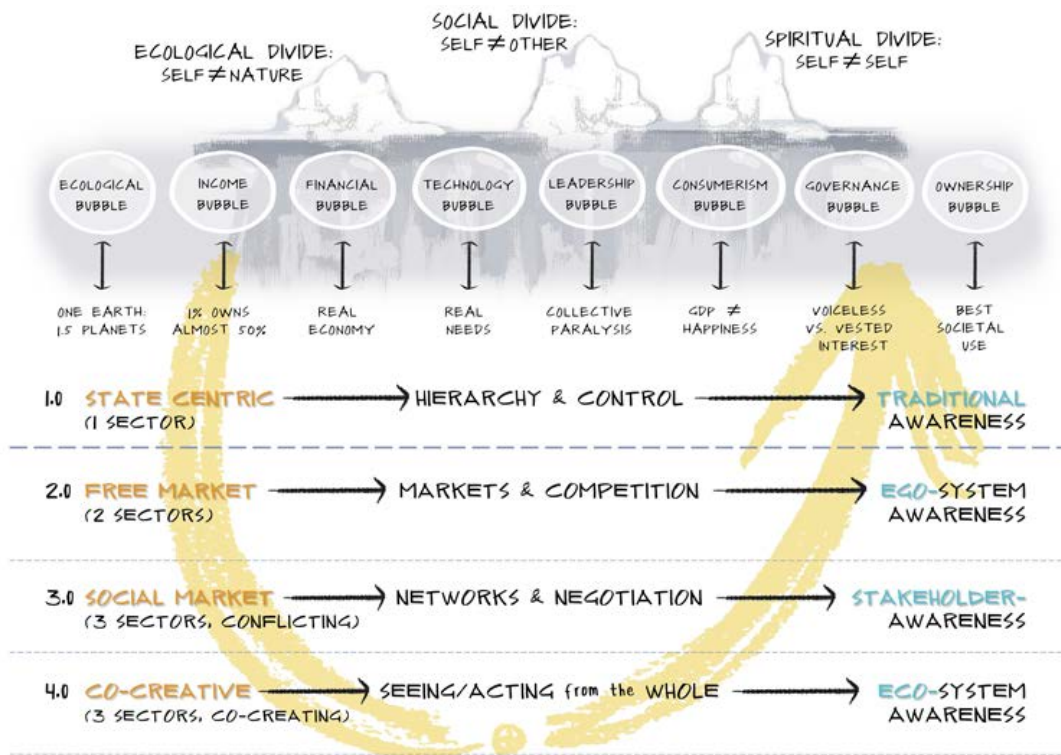
What are the deeper systemic forces that keep you, and the stakeholders in this system, re-enacting results that ultimately nobody wants?

- 1.
- 2.
- 3.

Which of the structural disconnects are most relevant to the challenge, issue, or system you want to address during U.Lab? Share up to three responses.

THE ICEBERG MODEL: PARADIGMS OF ECONOMIC THOUGHT

The evolution of modern economy and economic thought mirrors an evolution in human consciousness - from what we call "ego-system awareness" to "eco-system awareness". Paradigms of economic thought and deeper sources of creativity and self give rise to the structures and visible events we see around us.

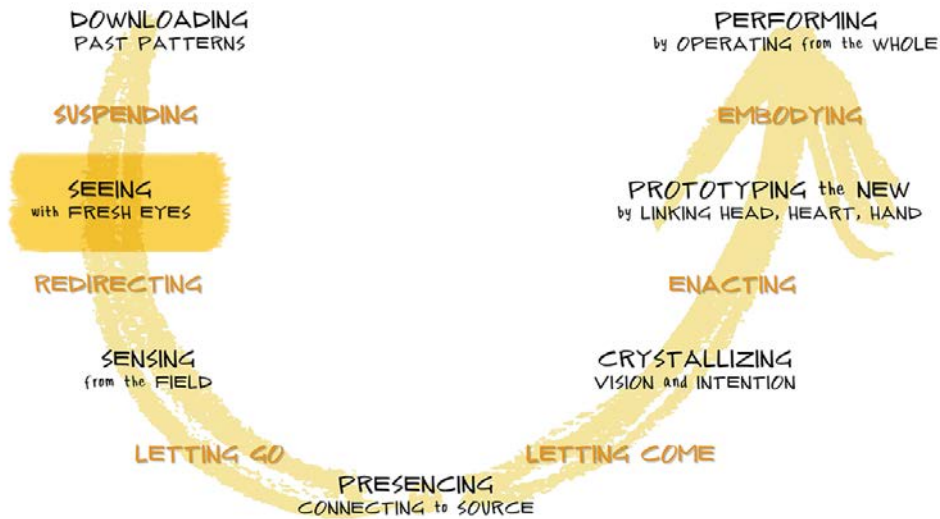


GUIDED JOURNALING

1. Where do you experience a world that is ending and dying? And in your response you can refer both to society, to your organizational context or to yourself.
2. Where do you experience a world that is wanting to be born? In society, in your organizational context, in your personal context
3. Where have you experienced moments of disruption and what did you notice about your inner response to these moments?
4. Lastly, how do the ecological, the social-economic and the spiritual divides show up in your personal experience of work and life?

THEORY U

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. Theory U is a framework and method for how to do that. Week 1 covers the whole U process at a high level, with a particular emphasis on the stage highlighted in orange below:



Most learning methodologies focus on learning from the past. Theory U proposes a framework and methodology for understanding and practicing another learning cycle – learning from the future as it emerges.



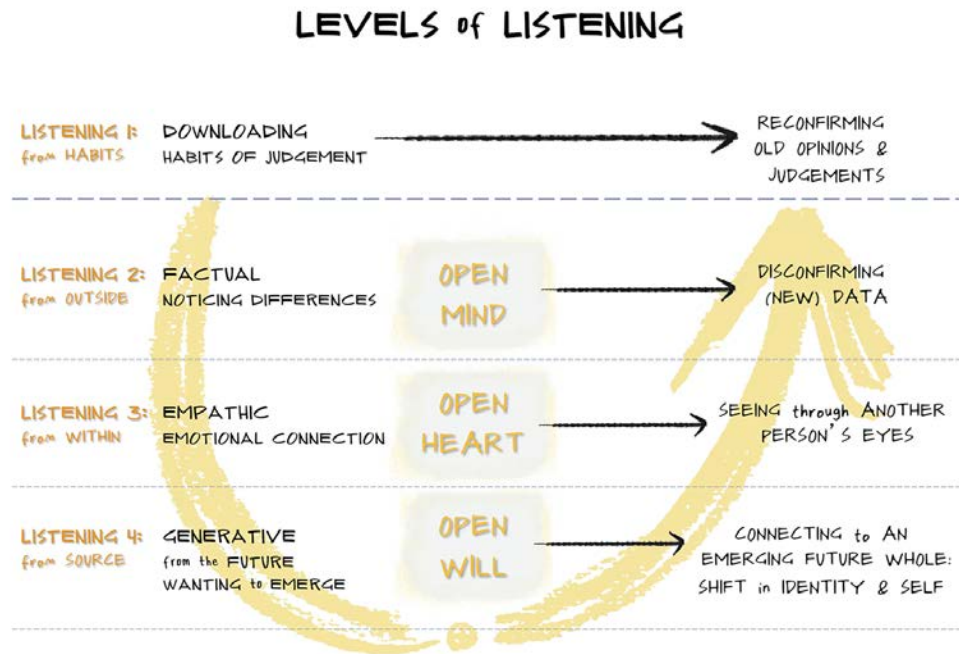
A. LEARNING by REFLECTING in the EXPERIENCES of the PAST



B. LEARNING from the FUTURE as IT EMERGES (PRESENCING)

LEVELS OF LISTENING

One of the core ideas of Theory U is that form follows attention or consciousness. We can change reality by changing the inner place from which we operate. The first step in understanding the impact of attention on reality is to look at our own individual practice of listening. The image below introduces four levels of listening, representing four distinct places from where our listening can originate.



LEADING THROUGH LISTENING: REFLECTION

What did you notice?

THEORY U: SIX PRINCIPLES

1. Energy follows attention
2. We have to go through a process that deals with three main movements, or "inner gestures": 1. Observe, observe, observe; 2. Retreat and reflection, allow the inner knowing to emerge; 3. Act in an instant
3. This three-stage process only works if we cultivate the inner instruments: Open Mind, Open Heart, Open Will
4. At the source of this inner cultivation process are the two root questions of creativity: Who is my Self? What is my Work?
5. This process is the road less traveled because the moment you begin, you are going to face three enemies that prevent you from accessing your deeper sources of creativity: Voice of Judgment, Voice of Cynicism, Voice of Fear
6. This opening process is not only important to do as an individual; you need to hold the space to go through the same process on a collective level.

CASE CLINIC



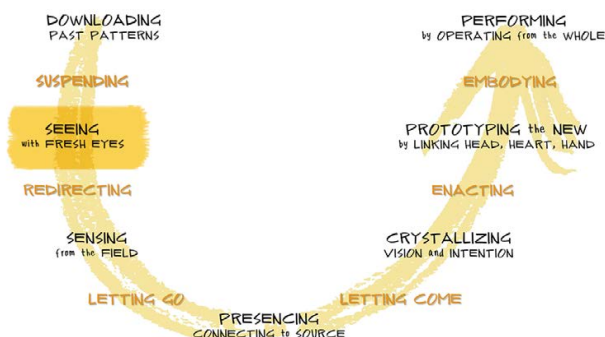
OVERVIEW

Case Clinics guide a team or a group of peers through a process in which a case giver presents a case, and a group of 3-4 peers or team members help as consultants based on the principles of the U-Process and process consultation. Case Clinics allow participants to:

- Generate new ways to look at a challenge or question
- Develop new approaches for responding to the challenge or question

PURPOSE

To access the wisdom and experience of peers and to help a peer respond to an important and immediate leadership challenge in a better and more innovative way.



PRINCIPLES

- The case should be a leadership challenge that is current and concrete.
- The case giver needs to be a key player in the case.
- The participants in the case clinics are peers, so there is no hierarchical relationship among them.
- Don't give advice; instead listen deeply.

USES & OUTCOMES

- Concrete and innovative ideas for how to respond to a pressing leadership challenge
- High level of trust and positive energy among the peer group
- Use with: Mindfulness and listening practices

AN EXAMPLE

Participants of a master class program form peer learning groups. They do their first case clinic while they are in the program, and then use the process for monthly phone calls that allow each participant to present a case.

RESOURCES

C. Otto Scharmer, (2009) Theory U: Learning from the Future as it Emerges. Berrett- Koehler: San Francisco.

SET UP

People & Place

- Groups of 4-5 peers
- Sufficient space so that groups can work without distractions

Time

- A minimum of 70 minutes is required

Materials

- Chairs for each group to sit in a circle or around a table
- The handout of the process

PROCESS

ROLES & SEQUENCE

Case giver: Share your personal aspiration and leadership challenge that is current, concrete, and important, and that you happen to be a key player in. You should be able to present the case in 15 min and the case should stand to benefit from the feedback of your peers. Include your personal learning threshold (what you need to let-go of and learn).

Coaches: Listen deeply—do not try to “fix” the problem, but listen deeply to the case giver while also attending to the images, metaphors, feelings and gestures that the story evokes in you.

Timekeeper: One of the coaches manages the time.

Step	Time	Activity
1	2min	Select case giver and time keeper
2	15min	Intention statement by case giver Take a moment to reflect on your sense of calling. Then clarify these questions: <ol style="list-style-type: none"> 1. Current situation: What key challenge or question are you up against? 2. Stakeholders: How might others view this situation? 3. Intention: What future are you trying to create? 4. Learning threshold: What do you need to let-go of – and what do you need to learn? 5. Help: Where do you need input or help? Coaches listen deeply and may ask clarifying questions (don't give advice!)
3	3min	Stillness <ol style="list-style-type: none"> 1. Listen to your heart: Connect with your heart to what you're hearing. 2. Listen to what resonates: What images, metaphors, feelings and gestures come up for you that capture the essence of what you heard?
4	10min	Mirroring: Images (Open Mind), Feelings (Open Heart), Gestures (Open Will) Each coach shares the images/metaphors, feelings and gestures that came up in the silence or while listening to the case story. Having listened to all coaches, the case giver reflects back on what s/he heard.
5	20min	Generative dialogue All reflect on remarks by the case giver and move into a generative dialogue on how these observations can offer new perspectives on the case giver's situation and journey. Go with the flow of the dialogue. Build on each other's ideas. Stay in service of the case giver without pressure to fix or resolve his/her challenge.
6	8min	Closing remarks By coaches By case giver: How do I now see my situation and way forward? Thanks & acknowledgment: An expression of genuine appreciation to each other.
7	2min	Individual journaling to capture the learning points