# Table of Contents

Preface..................................................................................................................................................xiii

## Chapter 1

Traveling the U: Contemplative Practices for Consciousness Development for Corporate and Social Transformation ................................................................. 1

- John Hardman, Regenerative Organizations, USA
- Patricia Hardman, Regenerative Organizations, USA

## Chapter 2

Leading from the Source: Exploring the Bottom of the U ................................................................. 14

- Tom Karp, Oslo School of Management, Norway
- Lars Mortensen Lægreid, Emergence School of Leadership, Norway

## Chapter 3

Presencing Our Absencing: A Collective Reflective Practice Using Scharmer’s “U” Model .......... 29

- Louis D. Cox, Independent Clinical Psychologist and Consultant, USA

## Chapter 4

Accessing the Blind Spot: The U Process as Seen Through the Lens of Developmental Action Inquiry ........................................................................................................... 48

- Ailiki Nicolaides, University of Georgia, USA
- David McCallum, Le Moyne College, USA

## Chapter 5

Presencing as Being in Care: Extending Theory U through a Relational Framework ................ 61

- Nancy Southern, Saybrook University, USA

## Chapter 6

Promoting Presence in Professional Practice: A Core Reflection Approach for Moving through the U ......................................................................................................................... 77

- Fred A. J. Korthagen, Utrecht University, The Netherlands
- Annemarieke Hoekstra, Northern Alberta Institute of Technology, Canada
- Paulien C. Meijer, Radboud University Nijmegen, The Netherlands
Chapter 7
Setting the Context for Transformation towards Authentic Leadership and Co-Creation ................. 97
  Lotte Darsø, Department of Education, Aarhus University, Denmark

Chapter 8
Theory U Applied in Transformative Development ................................................................. 114
  Geoff Fitch, Pacific Integral, USA
  Terri O’Fallon, California Institute of Integral Studies, USA

Chapter 9
Deep Presencing Leadership Coaching: Building Capacity for Sensing, Enacting, and
Embodying Emerging Selves and Futures in the Face of Organizational Crisis ............................. 128
  Olen Gunnaugson, Université Laval, Canada
  William Walker, Concordia University, Canada

Chapter 10
Theory U and Team Performance: Presence, Participation, and Productivity ............................. 138
  Jay Hays, Swinburne University of Technology, Australia

Chapter 11
Aligning with the Emergent Future ......................................................................................... 161
  Sue Guttenstein, ADIEWA Centre, Canada
  Jane Lindsay, ADIEWA Centre, Canada
  Charles Baron, Université Laval, Canada

Chapter 12
Opening Space through Contemplative Practices: How Facilitators Foster a Field of
Collective Learning ......................................................................................................................... 181
  Lyn Hartley, Organizational Learning and Development, Canada

Chapter 13
Applying Theory U: The Case of the Creative Living Lab ......................................................... 193
  Simone Schweikert, Lucerne University of Applied Sciences and Arts, Switzerland
  Jens O. Meissner, Lucerne University of Applied Sciences and Arts, Switzerland
  Patricia Wolf, Lucerne University of Applied Sciences and Arts, Switzerland

Chapter 14
Theory U and Emergent Innovation: Presencing as a Method of Bringing Forth Profoundly
New Knowledge and Realities ........................................................................................................ 207
  Markus F. Peschl, University of Vienna, Austria
  Thomas Fundneider, theLivingCore, Austria

Chapter 15
Theory U: Rethinking Business as Practical European Philosophy ........................................... 234
  Pierre Guillet de Monthoux, Copenhagen Business School, Denmark
  Matt Statler, NYU Stern School of Business, USA