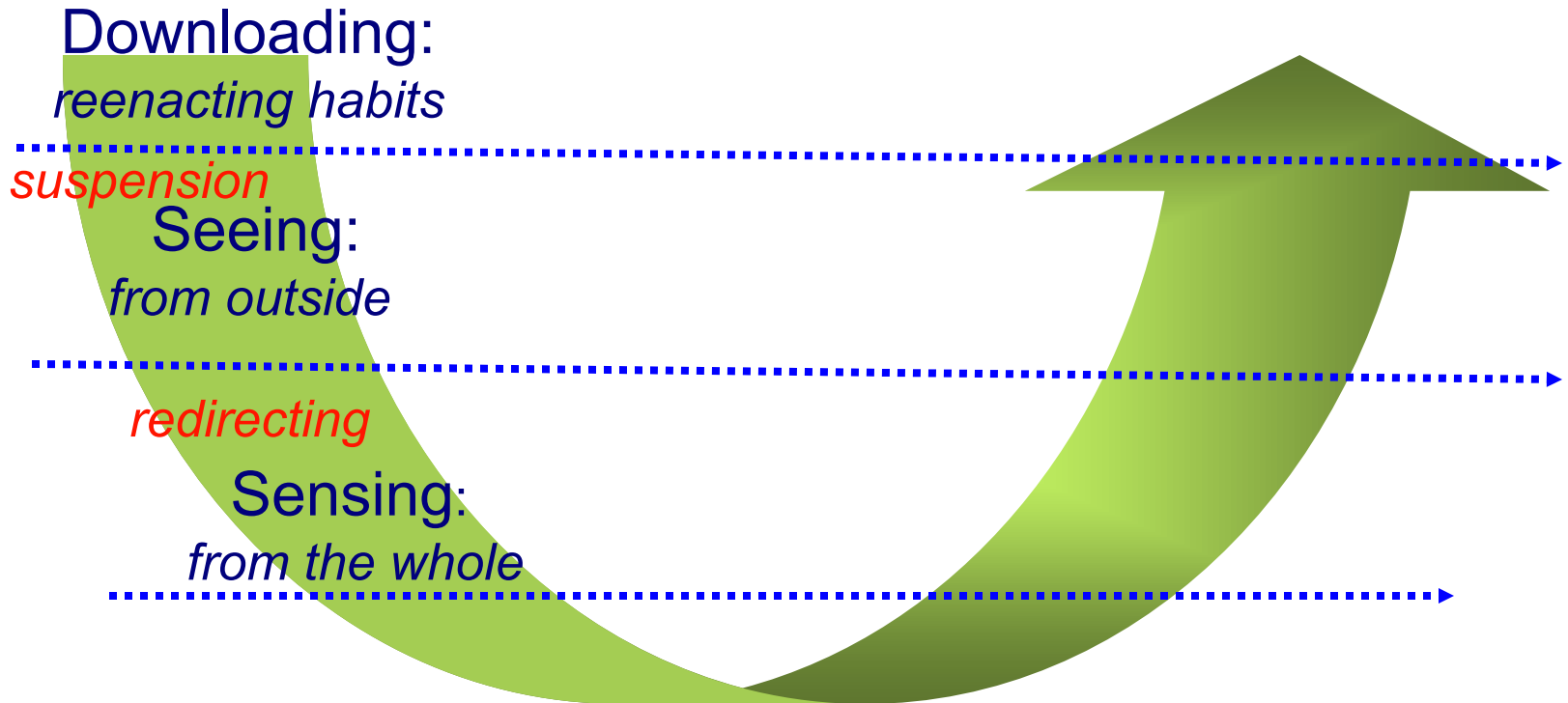


Seeing and Sensing: The Art and Practice of Precise Observation

**Teaching Materials:
Leadership Lab for
Corporate Social Innovation**

The Capacity of Seeing and Sensing



Principles of Seeing and Sensing

- Suspend habitual judgment
- Movement: change position and perspective
- Follow the detail, move into context
- Immerse yourself in all of the relevant contexts at issue
- Access your ignorance
- Access your heart's intelligence (feelings as empathic organs of perception)
- Redirect your attention to listening/perceiving *from* the field
- Use both your focused and your soft eye (central and peripheral seeing)
- Be disciplined in not imposing your judgment--stay attuned to the field and follow that which is beginning to emerge

A Shift of Perception

The key point about sensing is that “suddenly, perception happens from the field.”

--interview with cognitive psychologist Eleanor Rosch, UC Berkeley

Cognition scientist Francisco Varela, in another interview, used the term “redirection” of perception when talking about the same shift.

Source: www.dialogonleadership.org

Find below two examples of this shift.

Example 1: The Violinist Miha Pogacnik

When I gave my first concert in Chartres I felt that the cathedral almost kicked me out. For I was young and I tried to perform as I always did: just playing my violin. But then I came to realize that in Chartres you actually cannot play your small violin, but you have to play the macro violin. The small violin is the instrument that is in your hands. The macro violin is the whole cathedral that surrounds you. The cathedral of Chartres is entirely built according to musical principles. Playing the macro violin requires you to listen and to play from another place. You have to move your listening and playing from within to beyond yourself.

Miha Pogacnik

Example 2:

Reinvention of a Regional Health Care System

Source:

Käufer, K., C. O. Scharmer, and U. Versteegen. 2003.
“Reinventing the Health Care System from Within:
The Case of a Regional Physician Network in Germany.”
MIT Working paper #WPC 0010,
www.dialogonleadership.org

Guiding question:

- How can physicians and patients of a region jointly shape and develop their health care system?

Method:

- Action Research and Dialogue:
Help the system to see, sense, and presence itself.

Noticeable Results

- Higher quality of emergency care
- Reduced costs (Factor 4 cost savings)
- More effective communication
- Improved patient-physician relationship
- Self-system relationship: from reactive to generative

Patient-Physician Dialogue Forum

- Local network of physicians for improving the quality of emergency care
- 100 Dialogue Interviews with patients
- 30 Dialogue Interviews with their physicians
- Focus: to better understand the patient-physician relationship
- Feedback session: Patient-Physician Dialogue Forum

Patients

Event

Physicians

I. Repair

Defect

Mechanic

II. Therapy

Behavior

Instructor

III. Reflection

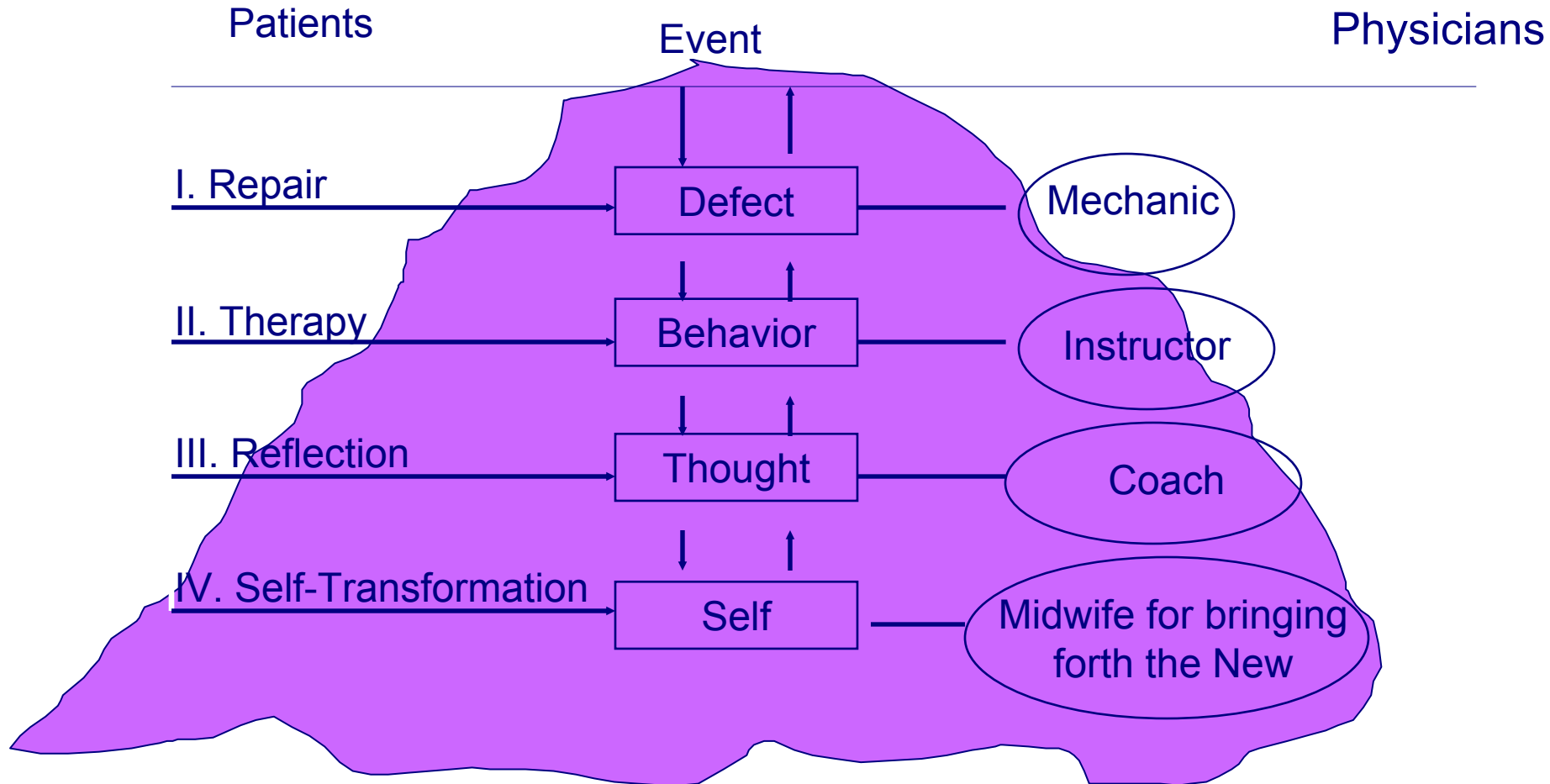
Thought

Coach

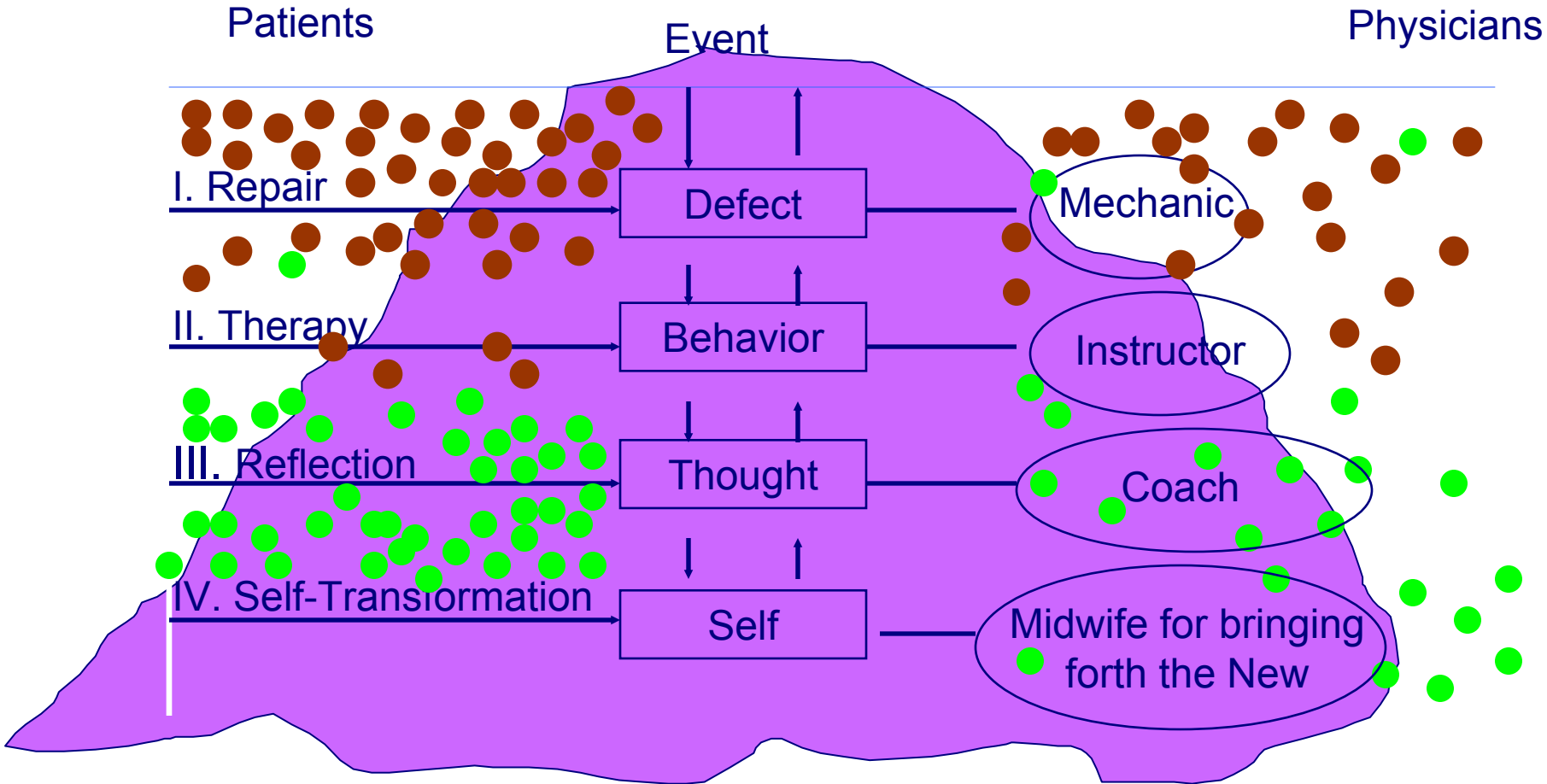
IV. Self-Transformation

Self

Midwife for bringing
forth the New



- Current Reality
- Desired Future



Three Emerging Themes from a 2002 Interview Project (South Africa, Guatemala, Brazil, Singapore, India, EU, US)

1. Massive Institutional Failure (Democracy, Capitalism)
2. A Crisis of Leadership and Leadership Values
3. A Crisis of Civilization

Source: The Global Institute for Responsible Leadership

Leadership Qualities in Collapsing Systems

1. Not seeing what is going on
2. Not seeing the consequences of one's actions: no feedback mechanism
3. No capacity for sensing, reflection, dialogue
4. Not recognizing one's evolving self: stuck in an old self-image
5. Not serving the evolving whole: lacking quality of intention
6. No living strategic microcosms for prototyping the new
7. No infrastructures for focusing on real performance

**Source: C.O. Scharmer (forthcoming):
The Blind Spot of Leadership**

Three Global Shifts

I. Techno-Economic Shift: The Rise of the Global Economy

↙ Globalizat. of Capital ↙ Glob. Extended Company ↙ ICT, Bio-Tech

Social-Economic Divide: Rich vs. Poor

II. Relational Shift: The Rise of the Network Society

↙ Global. Governance ↙ Networked Ecosystems ↙ Individualization

Governance Gap: 21st Century Challenges vs. 19th Century Mechanisms

III. Global Shift in Consciousness: Rise of New Awareness

↙ Global Civil Society ↙ Rise of the Creative Class ↙ Spiritualization

Cultural Divide: Traditional-Modern-Postmodern

For more information on this lecture:

- Rosch, Eleanor. 2001. "Conversation with Eleanor Rosch: Primary Knowing: When Perception Happens from the Whole Field." Interview by C. O. Scharmer, University of California, Berkeley, Dept. of Psychology, October 15, 1999, www.dialogonleadership.org.
- Varela, Francisco. 2001. "Conversation with Francisco Varela: Three Gestures of Becoming Aware." Interview by C. O. Scharmer, Paris, January 12, 2000, www.dialogonleadership.org
- Käufer, K., C. O. Scharmer, and U. Versteegen. 2003. "Reinventing the Health Care System from Within: The Case of a Regional Physician Network in Germany." MIT Working paper #WPC 0010, www.dialogonleadership.org
- Scharmer, C. O. (Forthcoming).
The Blind Spot of Leadership: Presencing as a Social Technology of Freedom (working title). www.ottoscharmer.com
- Senge, P., C. O. Scharmer, J. Jaworski, and B. S. Flowers. (Forthcoming).
Presence: Human Purpose and the Field of the Future (working title).