

Energies in Theory U

Energies are referred to in many ways in Dr. Otto Scharmer's book *Theory U: Leading from the Future as It Emerges*, for example:

- Page 10 - distinguishing the visible from the energies that shape the visible: "Theory U draws our attention to that blind spot - to the invisible source dimension of the social field, to the quality of relationships that we have to each other, to the system, and to ourselves"
- Page 12 - Social Presencing Theater as a "beam of observation" that represents a flow of energies: "This matters because energy follows attention. Wherever we put our attention ... that is where the energy of the team will go"
- Page 17 - the Three Divides as dissonance between how we are actually living and how we would live in balance with our surroundings: "The ecological divide: unprecedented environmental destruction ... The social divide: obscene levels of inequality and fragmentation ... The spiritual divide: increasing levels of burnout and depression ..."
- Page 20 - recognize that there are energies driving change that are not readily apparent to us but with which we need to find resonance: "All disruptive challenges require us to go further. They require us to slow down, stop, sense the bigger driving forces of change, let go of the past and let come the future that wants to emerge".
- Page 21 - tuning into the vibrations that surround us: "The present moment is shaped by what is wanting to emerge. That quality of time, if connected to, operates from presencing the highest future potential"
- Page 22 - a person as energies: "At that moment, I felt drawn upward, above my physical body, and began watching the scene from that elevated place ... My real self was not attached to all the material possessions smoldering inside the ruins. I suddenly knew that I, my true Self, was still alive!"
- Page 23 - items/stability versus energies/flow: "Tools are important. But they are also overrated because they are so visible. But what is usually underrated is all the stuff that is invisible to the eye ... intention, attention, and the subtle qualities of deep listening"
- Page 31 - the value of tuning into another person's frequency: "Empathetic listening ... using our feelings and our heart as an organ of tuning in to another person's view"
- Page 34 - authentic energies versus forced energies: diagram showing Presencing as authentic energies and Absencing as forced energies
- Page 36 - impact of energies on Social Fields compared to ice/water/steam: "leadership is the capacity to shift the inner place from which we operate"
- Page 37 - energy flow as the highest level of consciousness: "Actions from such shared awareness have often been described as flow by high-performing dance and music ensembles and by sports teams"
- Page 38 - social evolution compared to atom releasing electron: diagram showing Matrix of Evolution with change that occurs like an electron's movement
- Page 55 - equation of matter and energy as expressed in $E=mc^2$: "Master Nan ... said, 'There's only one issue in the world. It's the reintegration of matter and mind'"
- Page 56 - energies are key to awareness-based system change: "A true systems philosophy closes the feedback loop between the human being, their experience

of reality, and their sense of participation in that whole cycle of awareness and enactment”

- Page 57 - constructive interference and the energies of amplitude: “He listens to what is emerging from himself, to the course of being in the world; not in order to be supported by it, but in order to bring it to reality as it desires” (quoting Martin Buber)
- Page 60 - quantum multi-slot interference patterns: “... a multisector innovation lab learning to confront future disruptions and to co-create new way of operating across their institutional boundaries”
- Page 61 - resonance of authentic energies: “When he finished, the four of us looked at each other and knew it was clear that we would have a lot to offer in terms of new formats, methods, and tools”
- Page 62 - the importance of energies in bringing about awareness-based system change: “the key leverage point for transformational change starts with attending to how you as a change maker relate to the system”

Even though they are not presented specifically as a key component of Theory U energies are a continuous current of presence throughout Theory U as well as in awareness-based systems change.

And we see energies in Theory U beyond words: even the symbol of Theory U, the U-shaped curve, is essentially half of an energy cycle/wavelength. What’s missing is the second half of the frequency cycle that curves up as if to be connecting to the energies which are then also brought back down into the equilibrium of the system as Dr. Scharmer recollects so beautifully in the quote from Page 22 above. Many of the graphic representations that are generated during Theory U activities include energies/energy-wave forms which emphasize the energies aspect of Theory U. In fact, once we are sensitized to the energies element in Theory U, we could actually see Theory U as an energies science in the same way that Albert Einstein’s “Theory Q” of Quantum physics is an energies science.