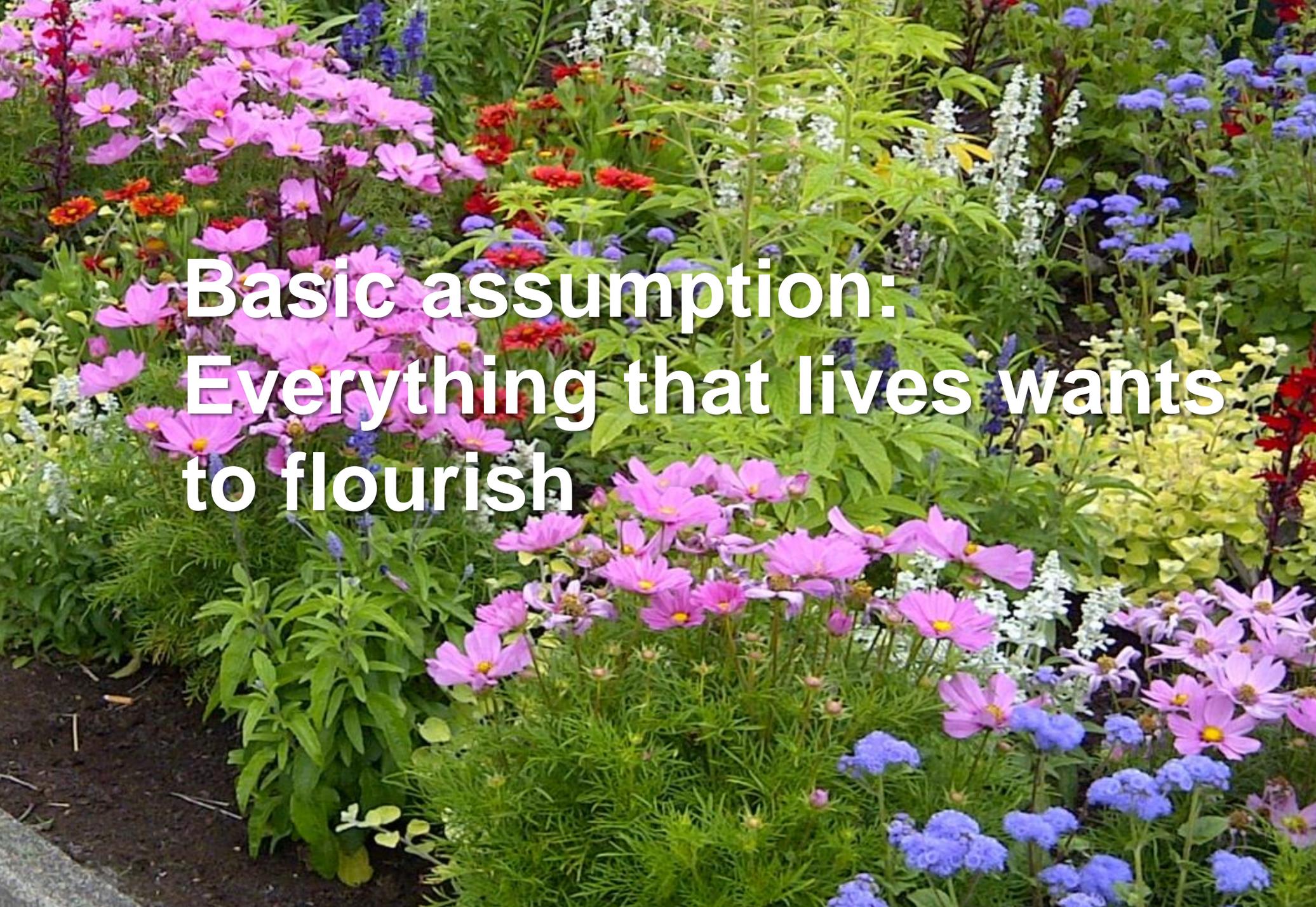




# Outline of the presentation:

1. Sustainability starts with growing awareness
2. Awareness of yourself, of others, and the world we are living in
3. Awareness of how we want to live, now and in the future
4. Anticipating that future is possible by co-creating new structures for collaboration
5. Effective co-creation is based on a set of principles
6. This set of principles can be put into action with for instance the Large Scale Interventions approach



**Basic assumption:  
Everything that lives wants  
to flourish**

# What is sustainable organising?

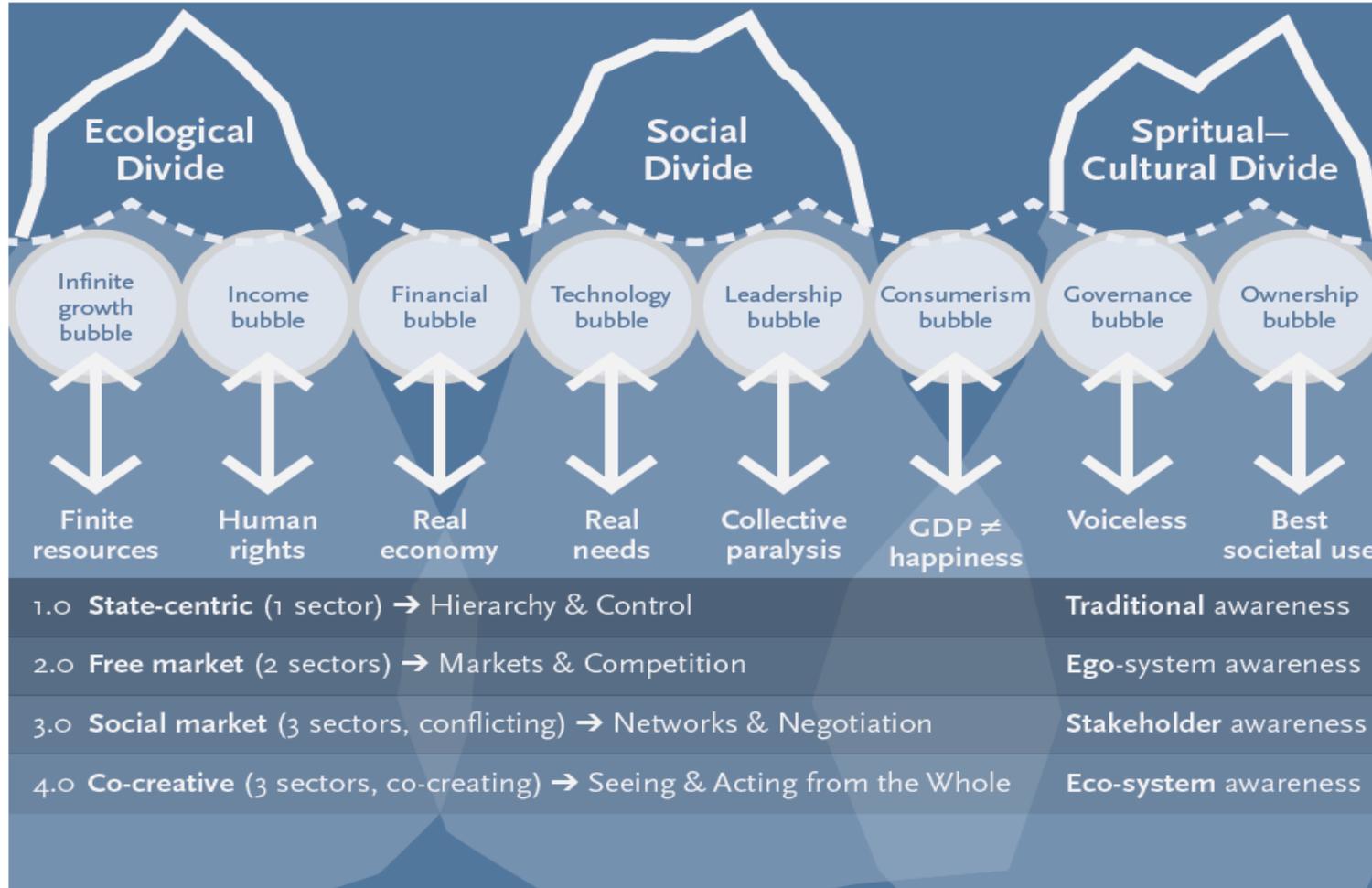


# **Sustainable Organising according to Theory U**

**(Otto Scharmer)**

# Understanding the whole: The Iceberg Model

A surface of symptoms and structural disconnects (bubbles) below it  
 Four levels of growing awareness with corresponding economies

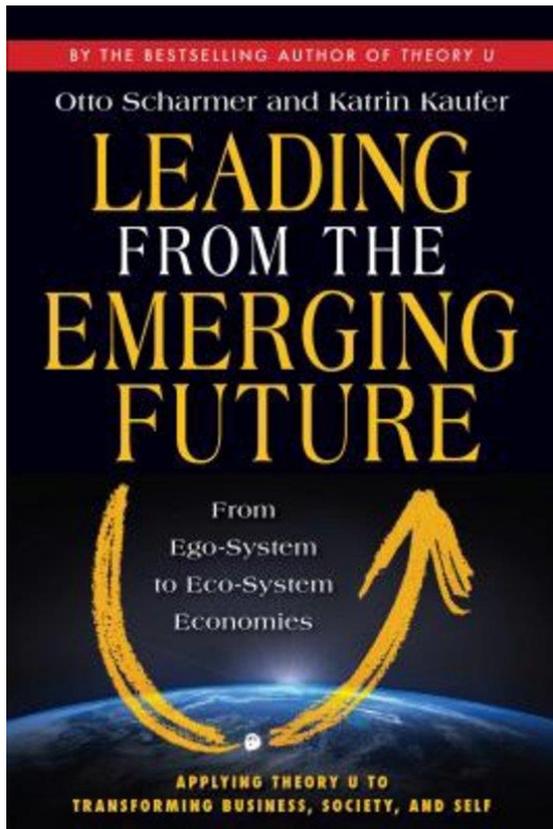


From the book 'Leading From The Emerging Future: From Ego-System to Eco-System Economies'  
 by Otto Scharmer and Katrin Kaufer, 2013

# Levels in transformation

Stage	Health	Schools	Business
<b>1.0 Traditional Awareness</b> Hierarchy	Authority-and-input-centered: <i>Institution driven</i>	Authority-and input-centered: <i>Teacher driven</i>	Centralised <i>Owner driven</i>
<b>2.0 Ego-System Awareness:</b> Markets and Competition	Outcome-centered: <i>Managed care-driven</i>	Outcome-centered: <i>Testing driven</i>	De-centralised <i>Productivity driven</i>
<b>3.0 Stakeholder Awareness:</b> Networks and Negotiation	Patient centered: <i>Need-driven pathogenesis</i>	Student-centered: <i>Learning driven</i>	Matrix or network <i>Stakeholder driven</i>
<b>4.0 Eco-System Awareness:</b> Awareness-Based Collective Action (ABC)	Citizen-centered: <i>Well-being-driven salutogenesis</i>	Entrepreneurial-centered <i>Co-sensing, presencing and co-creating driven</i>	Co-creative eco-system: <i>Purpose driven</i>

# Sustainable organising = co-creation of a desirable future



The transition from  
**2.0 ego-system awareness**  
to  
**4.0 eco-system awareness**

# Putting flesh on the bones of meaningful co-creation

An evidence based approach:

Large Scale Interventions (LSI), an approach for anticipating a sustainable future **with the whole system**

# Change strategies and the development of change capacity in the system

Strategy:	Tell	Sell	Test	Consult	Co-create
<b>What leaders do:</b>	Demand compliance	Seek buy-in	Invite response	Request assistance	Collaborate
<b>Development of change capacity</b>	Very low	Low	Little	Limited	High
<b>Level Theory U</b>	Level 1.0 Unilateral		Level 2.0 Bilateral	Level 3.0 Multilevel	Level 4.0 Generative

—————→  
**Stakeholder involvement**

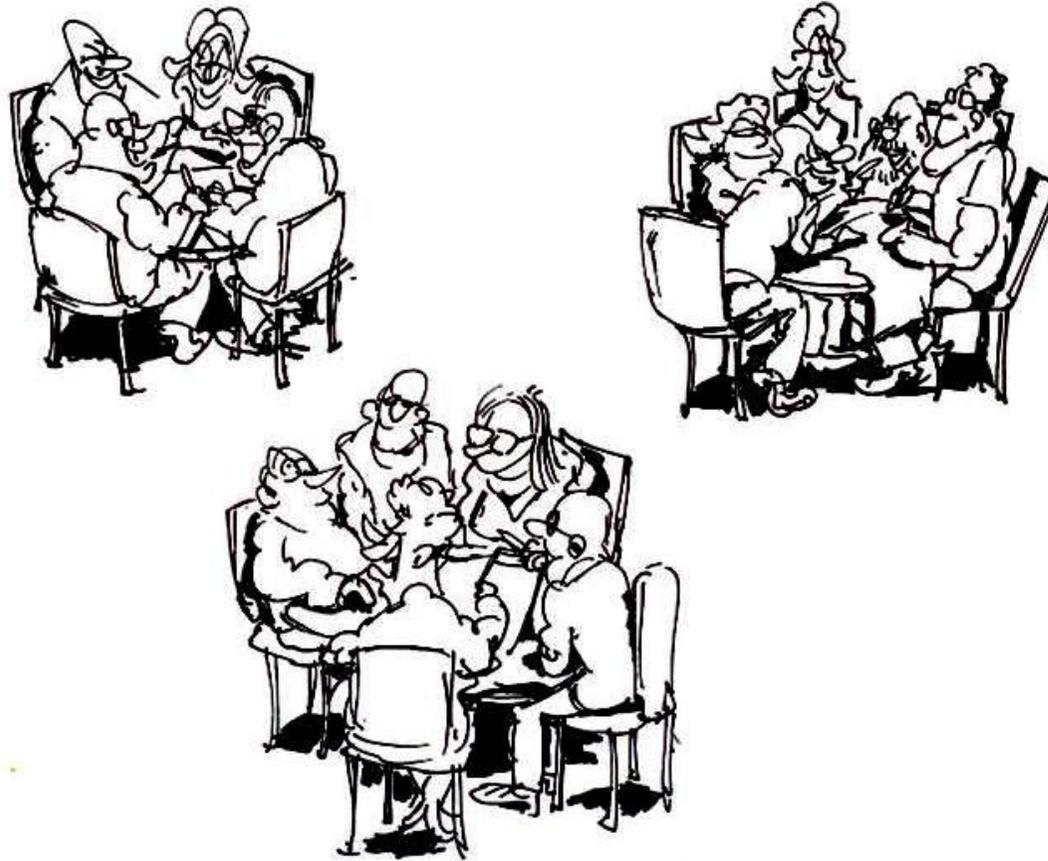
# The error of a top-down approach



*"I have shared my vision, so now we have a shared vision"*

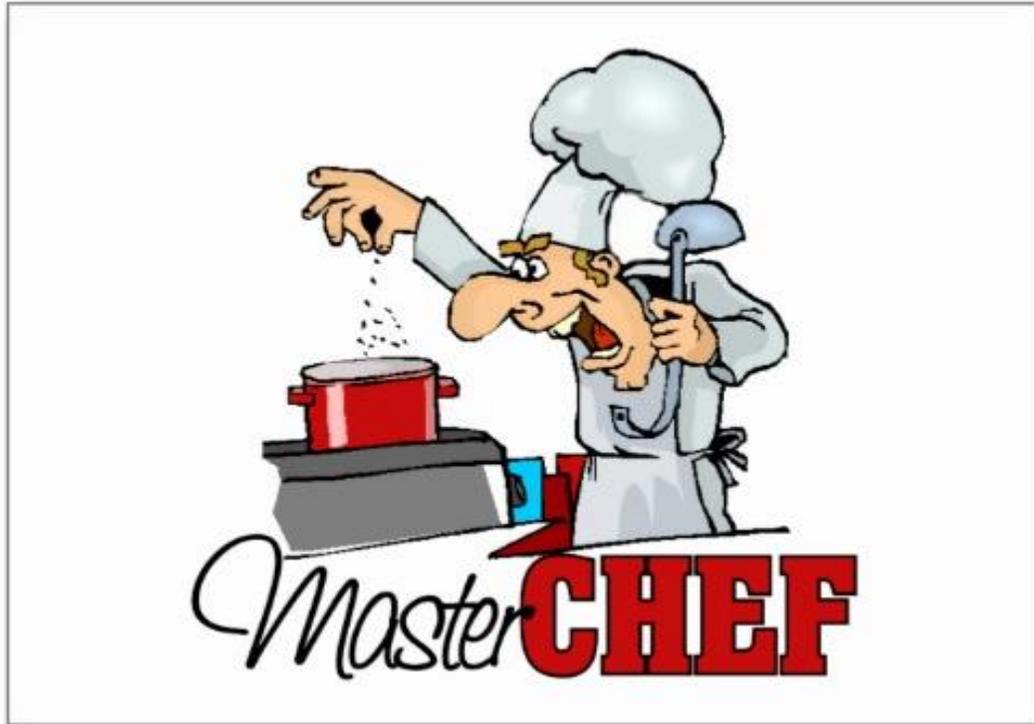
Cartoon van Mark de Koning

# Co-creation



***Working interactively to build a shared vision on the system,  
looking for common ground for action***

Cartoon by Mark de Koning



***“The best chefs cook with the principles and get inspired by the recipes”***

***(Top chef Escoffier)***

# Principles of co-creation

- **Systems Thinking:**

Things are connected in time and space, change in part of the system will influence the whole system

- **Participation of stakeholders:**

Active participation and self-management enhance ownership and learning

- **Action learning:**

Not separating thinking and doing in time, or in roles of participants, facilitates real time change

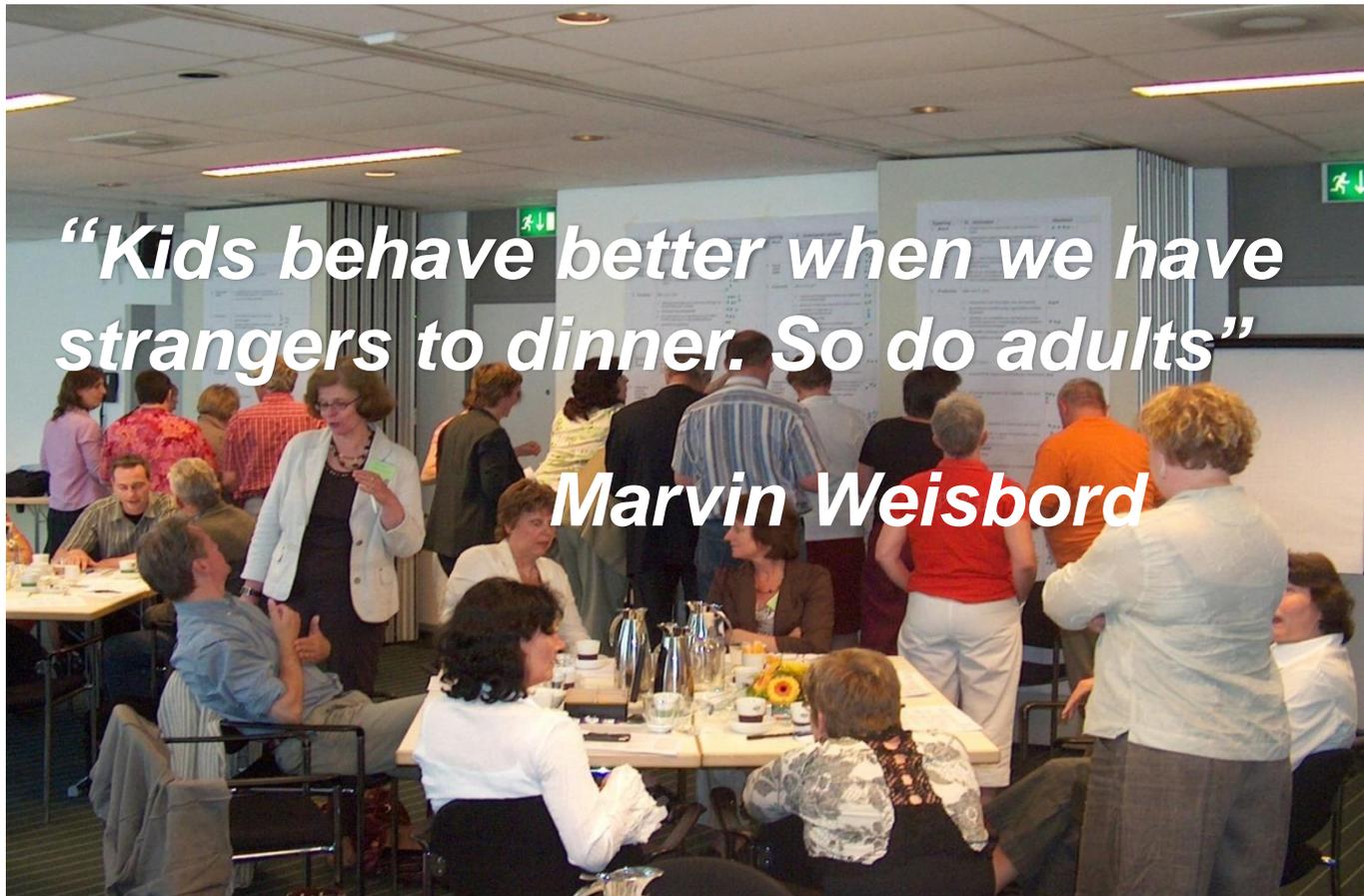
- **Sensemaking, understanding the whole:**

When participants find common ground, by sharing views and experiences, it is possible to move forward; focus is on future possibilities, not on past problems

# SYSTEMS THINKING

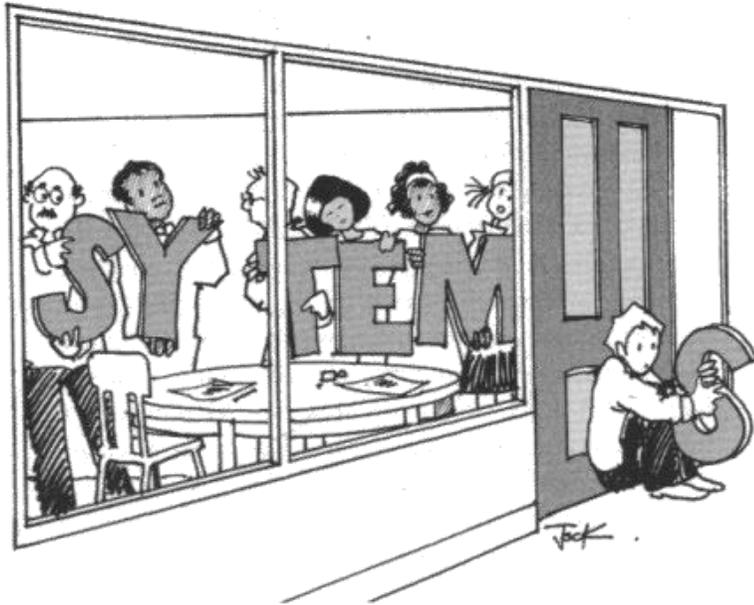
Invite the whole system

Explore past, present and future of the issue  
at stake



# What is the system?

Define the whole system. Who **ARE – IN**? A group that has within various people with:



A = Authority to act

R = Resources, such as contacts, time, or money

E = Expertise in the issues to be considered

I = Information about the topic that no others have

**N = Need to be involved because they will be affected by the outcome and can speak to the consequences**

# **ACTIVE PARTICIPATION OF STAKEHOLDERS: Interaction and self-management enhance ownership**





# Let people be responsible



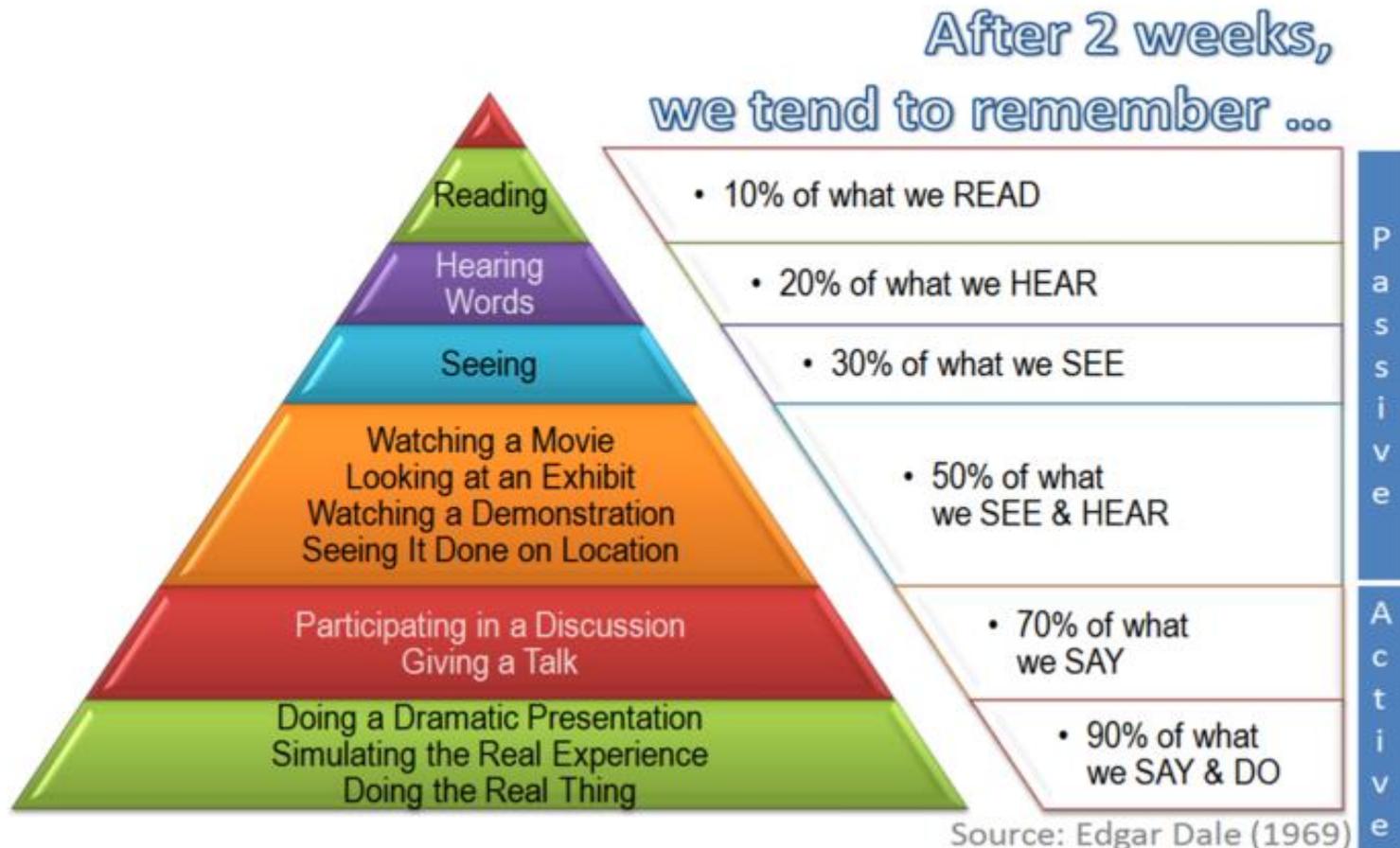
# **ACTION LEARNING and SENSEMAKING:**

Not only thinking and talking about co-creation,  
but doing co-creation



# DIALOGUE IS NOT ENOUGH

## The Cone of Learning

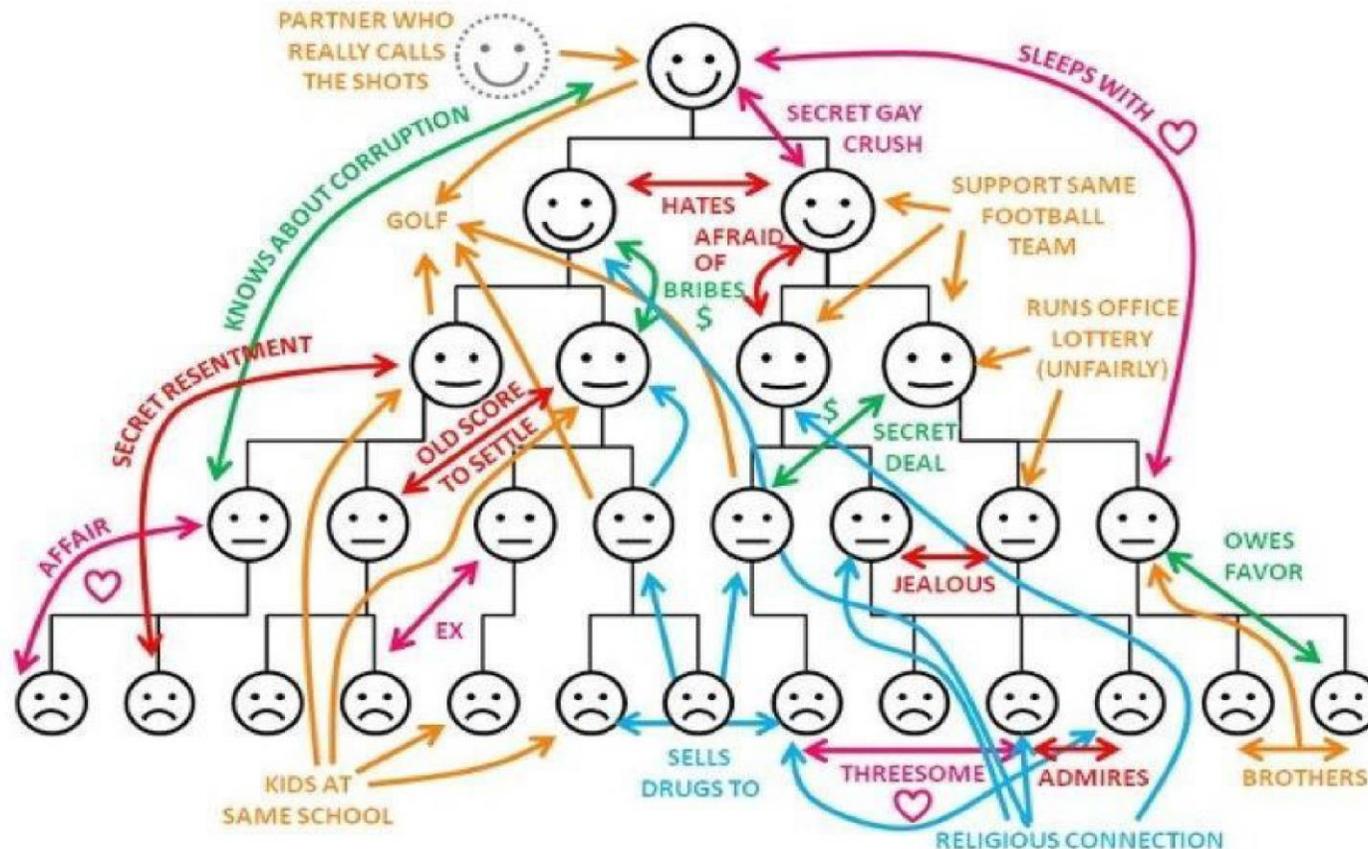


# SENSEMAKING

Holistic view on organising; thinking in roles instead of functions

## REAL ORGANIZATION CHART

INTEGRATION TRAINING  
www.integrationtraining.co.uk



# SENSEMAKING, striving for wholeness

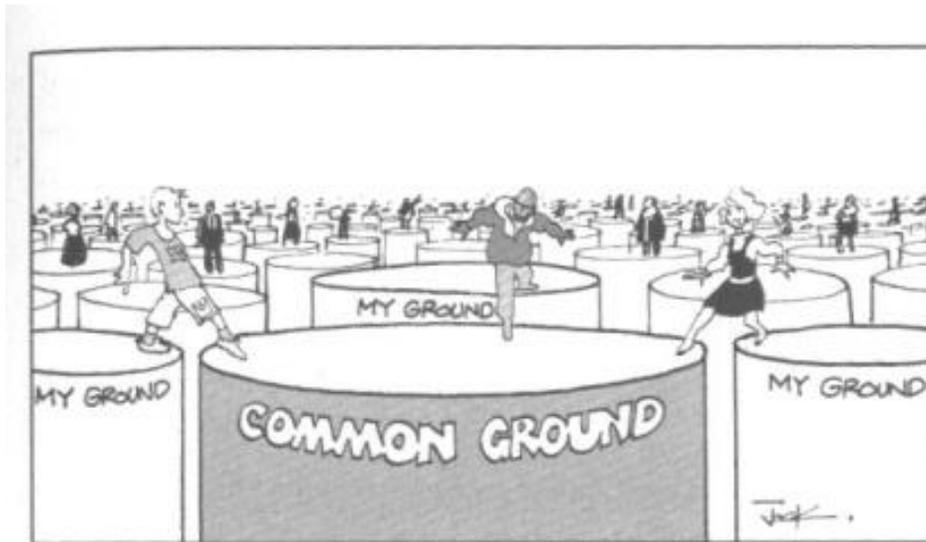


Address as many qualities of people as possible:

Head, heart and hands

# SENSEMAKING

Looking for common ground for future action



Focus on common ground,  
not on consensus

# Principles co-creation are principles of Teal Organizations (Frederic Laloux)

- Striving for wholeness
- Self-management
- Evolutionary purpose

## **Some examples of co-creation**

# 1. University: Planning priorities for the future





**Stakeholders:**

**Professors, teachers, managers, service employees, students, board members**

## 2. Parent support project in a local community



*Diversity of stakeholders*



*Clients share their stories and ideas*



*Stakeholders do their own  
data gathering and  
analyses*



*and draw their own conclusions*

**Stakeholders:  
Clients, Workers, Researchers, Teachers, Students**

# 3. Developing a business model



## Stakeholders:

**Clients, Board members, Consultants, Employees**

# Effects of LSI on the short term

Getting more and better work done

Theory U: Development of levels 1.0 and 2.0

1. Better decisions and action plans
2. Commitment and energy for implementation, innovation and learning
3. More trust

# Effects of LSI on the longer term

## Sustainable effects:

Theory U: Development of level 3.0 and 4.0, from ego to eco systems

1. Ongoing collective learning and increasing power to change (more reflection and steering capacity)
2. More permeable boundaries: opening up the organisation, inviting diversity, focus on how good the system is (more unity in diversity)

# Conditions for co-creation

- The task has to be worth the effort
- Leaders are willing to take contributions of stakeholders seriously
- Facilitators and planning team have to 'cook with the principles'
- Focus on the larger change process (prolonged engagement), not on events

## To summarize:

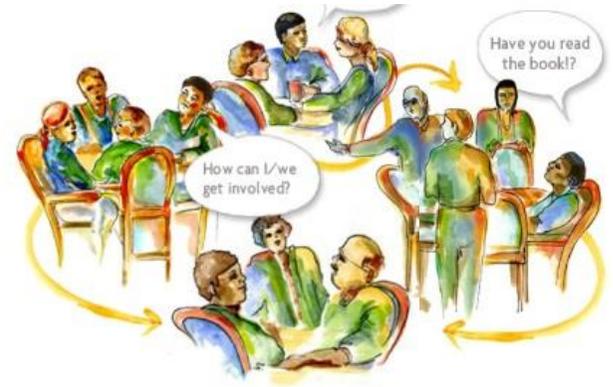
- **Sustainable organising** is co-creation of a desirable and feasible future
- This requires a transformation from **2.0 ego-** to **4.0 eco-system awareness**

# So what is LSI?

A holding space for:

- ✓ True listening with the whole system to anticipate the future, to put flesh on the bones of the U-process and creating Teal Organisation
- ✓ Co-creating new structures for collaboration
- ✓ Action research for prototyping

# Reflection



- What questions do we have?
- What does co-creation imply for your business model?