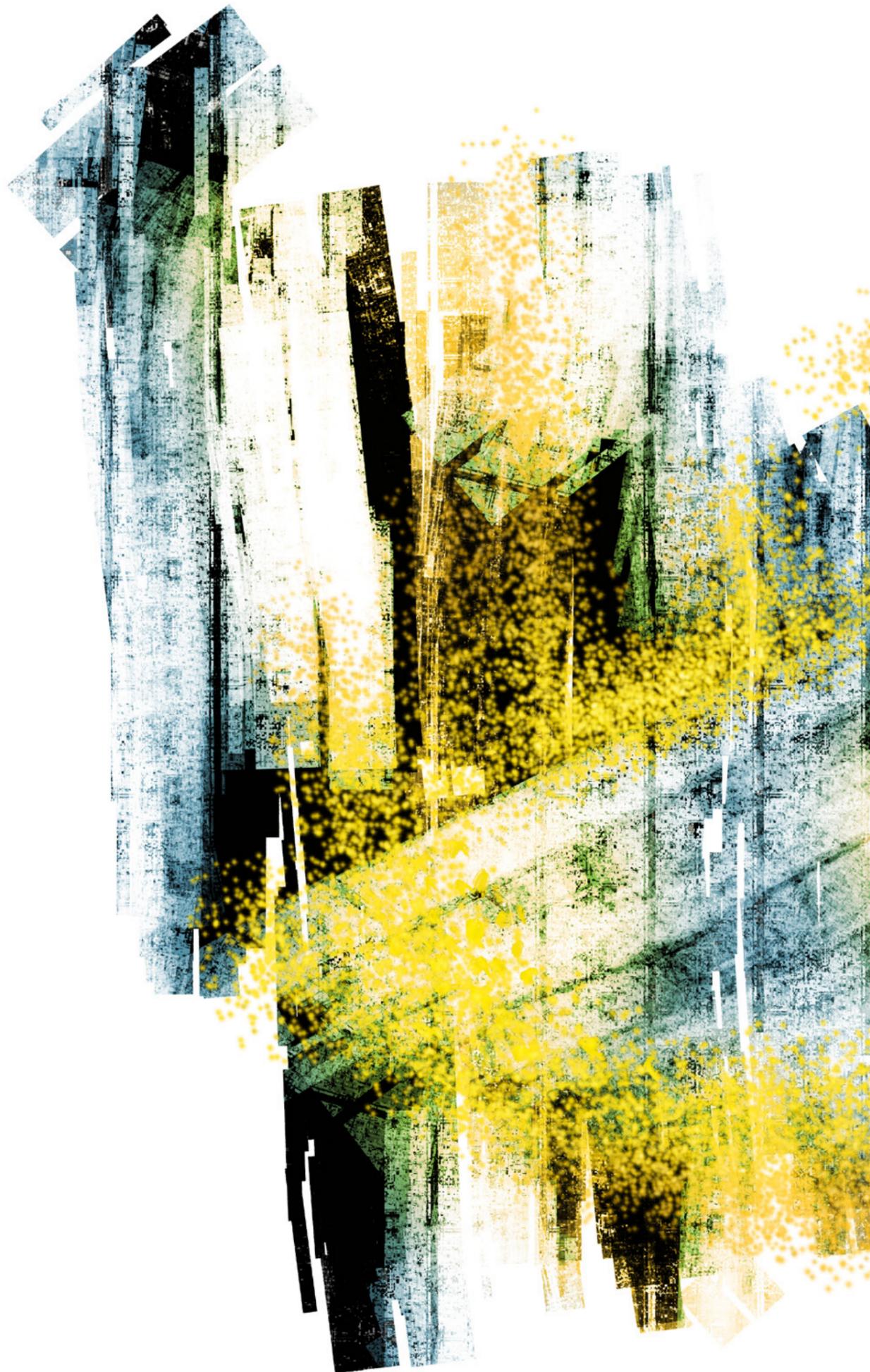




Annual Report

2022



Dear Friends,

We are living in a time when something is ending, collapsing, and dying while something else is beginning, in the process of being born. What's ending is a civilization that is based on extraction, disconnection, and egosystem awareness—an awareness that focuses on the well-being of very few. What's being born is another civilization that is based on regeneration, connection, and ecosystem awareness—an awareness that focuses on the well-being of all.

We are living in a time that is defined by this transition from one civilizational form to another. The older and increasingly outdated civilizational structures have led us to collectively create results that nobody wants: above all, a deepening of the three divides—the ecological divide (ecosystem degradation, climate destabilization, loss of biodiversity), the social divide (inequality, racism, polarization, war), and the inner or spiritual divide (characterized by hopelessness, ecoanxiety, and depression). The new civilizational forms that are currently being tested are defined by new economic, social, and cultural practices that embody and scale the bridging of all three divides.

These are the two main narratives of our time. One is about a process of ending, collapsing, and dying. And the other one is about testing forward-looking and constructive new civilizational forms. Regrettably, the first story is covered and amplified by the news and

social media, fueled by algorithms that privilege false news that stokes anger and hate over accurate news. The second narrative often is completely absent from people's shared awareness and public conversation because it lacks a similar amplification mechanism. As a result, many of us—particularly the younger and the more sensitive among us—are experiencing a level of unparalleled hopelessness and collective depression that is in stark contrast to the actual systemic changes that are both possible and necessary now.

The purpose of the Presencing Institute and our newly launched u-school for Transformation is to create a support structure for transformational learning and action that will help these new civilizational forms to grow and thrive as effectively as the current social media structure amplifies the story of destruction.

Over the past 20+ years we have experimented with building and scaling awareness-based learning environments across a variety of societal acupuncture points, involving more than 250,000 change makers in more than 2,000 hubs across all sectors and geographies. This report shares some of the amazing work and initiatives undertaken by our partners and participants over the past year, including the continuation of the Presencing Institute's global programs and labs; our work with local communities and international institutions; research and the launch of the Journal of Awareness-Based Systems Change; and many examples of ecosystem activation in different countries of the world.



The year 2022 was also pivotal for the Presencing Institute. Our collective learnings have evolved into the u-school for Transformation—an early experiment with a multi-local learning network at the intersection of science, art, consciousness, and the praxis of transforming systems and self. The u-school is an innovation and activation system for pioneers working to transform business and societal systems: from ego to eco, from extraction to regeneration.

Profound changes and disruptions keep coming our way. What we have learned in dealing with disruptions and breakdowns in various parts of the world is this. When systems collapse, we are left with each other. We are left with our relationships—our relationships with Mother Nature, with each other, and with our emerging Selves. This is precisely why the creation of the u-school for Transformation, to strengthen and support the deepening of these relationships, is so critical now.

We hope you enjoy reading the following pages, which report on small and not-so-small pioneering examples of building support structures around initiatives that are helping to bridge society's divides.

If the transition from old to new civilizational forms is going to work, and if the evolution of this planet is to be informed by our highest future possibility rather than by a dystopic future, we need to show up and do the work. We need to shift the inner place from which we operate from ego to eco, from a closed mind, heart, and will to spaces that are profoundly open. We can do this. It's already happening. But we need the additional supportive spaces that the u-school for Transformation is prototyping. We will welcome anyone who wants to join us in this effort.

Thanks for reading!



Otto Scharmer,
Co-Founder of the Presencing Institute



Dear Friends,

My name is John Heller, and I recently joined the Presencing Institute as its Chief Executive.

I would like to use these opening words to ask you to do something unusual. Take a breath, close your eyes, and bring into your awareness...a hummingbird. Hummingbirds are one of nature's most extraordinary creations. They come in an astonishingly diverse array of colors. They are tiny, most measuring only a few inches. Despite their size, they are incredibly powerful, traveling thousands of miles each year using an innate and mysterious navigation system that delivers them precisely where they need to go. They have co-evolved with certain species of flowers, trading pollination for life-giving nectar in perfect symbiosis. They have enlarged corneas, enabling them to see an extra-wide spectrum of light. Hummingbirds are masters of stillness-in-action, hearts and wings beating at incredible speed while they appear to be motionless.

The leaders, change makers, and communities that the Presencing Institute partners with are much like hummingbirds. Despite the massive headwinds humanity faces—growing polarization, war, climate change, poverty, injustice of all kinds—these leaders are helping society migrate to a better future. They see a wide spectrum of possibilities. They are enabling us to co-evolve with one another, and with the natural world, with more balance and fairness. They are unimaginably diverse, coming from all corners of the planet, advancing creative solutions to challenges at the local, country, and global levels. They go extraordinary distances by trusting their inner knowing and act decisively from a place of centered stillness.

Our job at the Presencing Institute is to love, support, and enable these hummingbird-humans. We do this by offering new tools and methods to make their journeys more effective, by inviting them into learning environments where they can experiment and test new ideas, and by building communities where change makers can find support, sources of resilience, and fellow collaborators.

I am only just beginning my own journey with the Presencing Institute. I arrive with deep reverence and gratitude for all that Otto and our colleagues at PI have created and with a great sense of excitement about all that is yet to come. I join Otto in thanking you for your interest, engagement, and support.



John Heller,
Chief Executive of the Presencing Institute



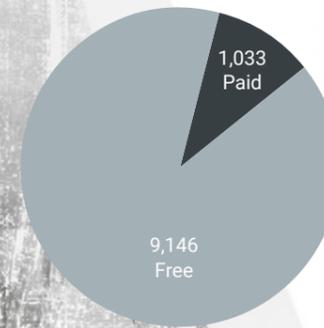
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Presencing Institute in Numbers

2022

Enrollments in Offerings delivered by the Presencing Institute (PI) 2022



PI Free Program Enrollments 2022

9,146 total enrollments in PI's annual cycle of free programs

8,249 total enrollments in u-lab

601 in u-lab 0x (Short Self-Paced Program)

6,533 in u-lab 1x (MOOC by MIT)

1,115 in u-lab 2x (Team Accelerator)

- 262 teams, 187 new and 75 returning
- 1,115 participants
- 449 cities of provenance

897 enrollments in "Stepping into the Future Together," a free session, part of the Global Forum 2022

Paid Program Enrollments 2022

1,033 total participants in PI / u-school paid offerings

128 participants in In-Person Programs

755 participants in Online Live Programs

150 participants in Online Self-Paced Programs

u-school for Transformation: new website
Launched in September 2022

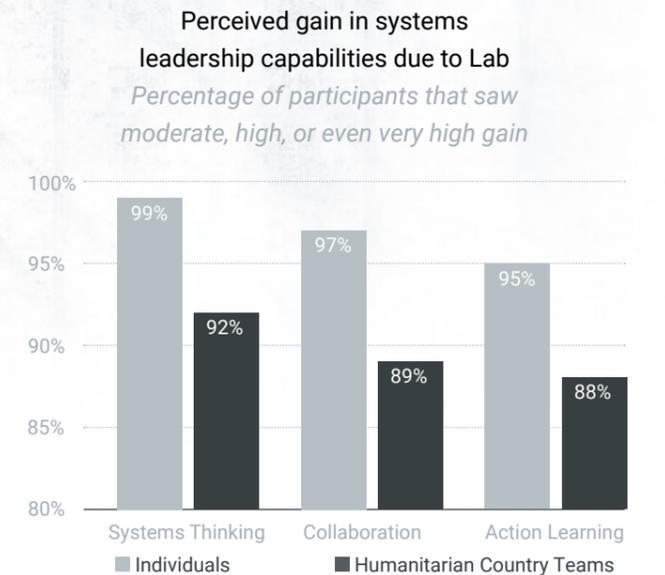


Institutional Work

with UN SDG Leadership Labs 2022

Participants in the year's first four Labs reported that the Labs had a significant impact on their work. Nearly 100% experienced improvement in their capabilities for systems thinking, collaboration, and action learning. Participants also reported important gains for their Humanitarian Country Teams (HCTs).

Individual vs Humanitarian Country Team:



Programs and Offerings

Throughout 2022, the Presencing Institute continued to co-create and deliver capacity-building journeys and programs (both free and paid) and leading-edge online events. We pursued action research worldwide through Social Innovation Labs and the development of new knowledge platforms and products. These programs reflect PI's commitment to enabling profound societal innovation on the cusp of the emerging future.

Making accessible
the methods and tools
for catalyzing
profound societal change

u-lab 0x Leading Change in Times of Disruption *Introduction to Theory U (free)*

This 90-minute self-paced course introduces Theory U, a framework and method for leading and supporting systems change. It is based on the work of Otto Scharmer and colleagues at MIT. u-lab 0x is the entry point to a comprehensive deeper journey (1x and 2x) and to participation in a growing global network.

u-lab 1x Leading from the Emerging Future *(free)*

Since 2015, this annual 14-week online course has attracted over 200,000 participants from 186 countries around the world. In 2022, u-lab 1x counted more than 6,533 registered participants from 137 countries. Course participants have created 2,077 Hubs (including 10 new Language Hubs) that enable them to learn together and practice using the Theory U tools and methodologies.

Hubs are self-organized topic- and place-based groups that create an enabling environment for participants to form, implement, and advance new initiatives for change in systems and societies. Hub participants meet online or in person (when possible) to connect around a shared context and practice implementing social methodologies together.

u-lab 2x An Accelerator for Systems Transformation *(free)*

u-lab 2x builds on the u-lab 1x program, taking selected teams toward prototype deepening and development through multi-stakeholder engagement. In 2022, it enrolled 262 teams (187 new and 75 returning), totaling 1,115 participants from 449 cities.

Awareness-Based Leadership Programs Presencing Institute / u-school *(paid)*

PI continues to offer online, in-person and blended programs for professionals seeking to develop or deepen their understanding of Presencing and Theory U. These focused modules help leaders, change makers, teams, and organizations initiate and sustain transformational change.

Over the course of 2022, our faculty led 1,033 participants in 13 program offerings and 4 self-paced courses.

- **Meet Theory U**
4 sessions, 232 online participants
- **Social Presencing Theater (SPT)**
online, March, 28 participants
- **Visual Practice Programs**
five sessions, 495 online participants
- **Social Presencing Theater (SPT)**
in person, Berlin, 40 participants
- **Presencing Foundation Program**
in person, Berlin, 58 participants
- **SPT-Practitioner Development Program**
in-person, 2022/2023, 30 participants
- **Digital Leadership**
self-paced, 2 sessions, 59 participants
- **Tools**
self-paced, 2 sessions, 91 participants

UNDP Leadership Certificate United Nations Development Program

Leadership development for UNDP country team leaders (Resident Representatives) in various regions.

4.0 Lab Innovating across Food, Agriculture, Health & Education

The 4.0 Lab is a learning and innovation platform for innovators from different sectors, including regenerative agriculture, holistic health, and education. In 2022, the 4.0 Lab supported 25 pioneers in these sectors in weaving connections and deepening collaborative experiments to accelerate the impact of their initiatives.

MIT IDEAS / UID Asia-Pacific Program

PI has conducted IDEAS (Innovative Dynamic Education and Action for Sustainability) for over a decade with leaders from Indonesia (UID - United In Diversity) and China, as well as similar tri-sector leadership programs in the Philippines, Western Australia, and Cambodia. IDEAS was designed to take leaders from different sectors on a one-year practice-based journey to tackle complex sustainable development challenges in the fields of conservation, education, and business/social enterprise. Together, they identify root causes and collectively develop a closer relationship, working to implement the solutions they devise.

In 2022, the teams from those countries collaborated to form a regional faculty and launch the inaugural IDEAS Asia-Pacific Program to equip fellows with new knowledge, skills, and frameworks for transforming their collective leadership style for sustainability.

The IDEAS Asia-Pacific Program was developed in collaboration with MIT, United in Diversity (UID), as well as Presencing Institute Faculty. The program is a tri-sector leadership lab focused on the Sustainable Development Goals (SDGs), and aims to transform systems for 'better business better world'.

Just Money Mission-Driven Banks & the Future of Finance

This Innovation Lab works with banks and bankers who are using finance as a tool to address pressing societal and ecological challenges.

GABV Global Alliance for Banking on Values

This 9-month leadership journey to advance values-based banking is designed for high potential leaders in values-based banks around the world. The program is a collaboration between GABV and its member banks.

Executive Champions' Workshop (ECW) Co-hosted by the Presencing Institute and the Center for Systems Awareness

This program provides a setting in which senior leaders from diverse organizations around the world can engage in deeper dialogue with peers who share their aspirations and face similar challenges.

Leading-Edge Online Events

Global Forum & Audio Garden Transforming Society & Self

The 2022 Global Forum was designed to cultivate the inner conditions necessary for pursuing and achieving transformational societal change. Blending live online sessions with personal audio sessions, this interactive event provided an opportunity for over 1,000 people to connect with the current moment, themselves, and each other.

In addition to attending live sessions and interviews, participants could download short audio files (surrounding soundscapes, regional music, personal stories) from the Audio Garden, co-created by the Global Forum community. Audio Garden tracks were downloaded 3,483 times, from which countless individual and joint insights emerged for our work in the ensuing weeks and months.

1,654 participants

139 audio tracks

7 languages

3,000+ listens

70 countries

42 community-hosted sessions

IDG Summit

Moving Into Action from a Place of Presence

On April 29, 2022, the Presencing Institute contributed to the first ever Inner Development Goals (IDG) Summit and co-hosted a virtual digital track that included guest speakers dialing in from the UK, India, and Indonesia. Otto Scharmer delivered a keynote speech from the Stockholm Concert Hall. The Summit was a one-day multi-location (offline-online) hybrid event, with guest speakers and artists participating live in a festival-like format. Everything was live-streamed to an online audience, and Hub Hosts were invited to create their own events, building on the IDG Summit content. There were more than 750 in-person attendees at the Concert Hall and approximately 4,000 virtual attendees.

5 digital tracks

750+ in-person attendees

4,000 virtual attendees

Collective Trauma Summit

Creating a Global Healing Movement

From September 28 to October 6, the Presencing Institute contributed to the fourth annual Collective Trauma Summit, an online gathering led by Thomas Huebl to share ideas and inspire action for healing individual, ancestral, and collective trauma. The event featured expert presentations, talks, poetry readings, movement sessions, guided meditations, and panel discussions exploring the work being done in a range of multi-disciplinary fields to address trauma in our world.

Nearly 100,000 people from over 120 countries attended, and over 70 speakers, poets, musicians, and artists led conversations about emerging trends in collective trauma work.

100K people

120 countries

70+ speakers

Action Research

Research, Development & Knowledge Products

Journal of Awareness-Based Systems Change

Articulating, supporting, and making visible the process of awareness-based systems change, the journal, launched in February 2021, has garnered over 45,600 views and downloads since its inception. Subsequent issues were published in November 2021, April 2022, and November 2022, completing the second volume. We also maintain a library of related publications on the u-school website. In 2022, we strengthened our internal research ecosystem, co-convened online events for the wider research ecosystem, revamped the research section of the website, and developed a fundraising strategy for PI research-related products.

45,600+ total views

4 issues since the launch

2nd volume completed

3 events, Feb – Mar 2022

28 presentations

200+ participants

Research Community of Practice Series of Events

In early 2022, the Presencing Institute partnered with the Alef Trust to hold 3 Research Community of Practice events. Researchers and research-practitioners gathered to share their work in a variety of formats to stimulate connection and dialogue, to co-inspire, and to evolve the work through peer feedback.

Presencing Market

Products and Courses to Support Work with Theory U and Presencing

The Presencing Market, launched in December 2020, is an online portal to digital and physical products that help change makers find new solutions in an era of unprecedented disruption and potential.

\$10,556.04 in total sales

9,944 online sessions

172 total orders

Physical & Digital Products

The Systems Transformation Metric Measuring Impact for System and Self

Building on Otto Scharmer's Matrix of Systems Learning & Leadership, Becky Buell, Eva Pomeroy, and Liz Moyer Benferhat continued to develop the Systems Transformation Metric, an evaluation framework they introduced in 2021 that helps individuals and teams assess their capabilities for leading transformational change. The framework incorporates three key dimensions of change: mindset shifts, relational shifts, and action shifts.

It was used in the SDG Leadership Labs in 2022 and to aid the learning journeys of the 10 participating countries.

3 dimensions of change tested within UN system

10 participating country labs

Physical & Digital Products

Virtual 4D Mapping Tool

After a year of development, the Social Presencing Theater R&D team introduced a beta version of 4D Mapping for the virtual space. The Virtual 4D Mapping Tool knits the embodiment practice on Zoom together with a visual systems map on which the players can position themselves in relation to each other. At the end of the mapping process the 4D Tool automatically generates a report providing detailed data for further reflections and research. The Virtual 4D Mapping Tool will enter a series of test trials before its official release in 2023. The first test was conducted in October with the Institute for Advanced Sustainability Studies in Potsdam in connection with their work to transform the communication culture at the UN climate change conference in Egypt (COP 2022).

- 2nd year of R&D
- Beta version created
- Test trials on the way
- 2023 official release expected

Books



In 2022, *Social Presencing Theater: The Art of Making a True Move*, by Arawana Hayashi, was translated into traditional Chinese by Crystal C. Y. Huang and published by Herewego Creative Co., Ltd.

9 languages besides English <

Our new website lists all the books published by PI and translated from English into 9 other languages over the years (visit: u-school.org/books-languages).

English

- *The Essentials of Theory – Core Principles and Applications*
- *Theory U: Leading from the Future as It Emerges*
- *Leading from the Emerging Future: From Ego-System to Eco-System Economics*
- *Mission-Driven Banks and the Future of Finance*
- *Social Presencing Theater: The Art of Making a True Move*
- *Generative Scribing: A Social Art of the 21st Century*

Simplified Chinese

- U型理论：感知正在生成的未来

Traditional Chinese

- U型理論精要：從「我」到「我們」的系統思考，個人修練、組織轉型的學習之旅
- 真實的動：社會流現劇場
- 生成式敘畫 generative scribing：21世紀的社會藝術 A SOCIAL ART of the 21st CENTURY

Dutch

- Theorie U: leiding vanuit de toekomst die zich aandient

French

- Théorie U : L'essentiel

German

- Essentials der Theorie U: Grundprinzipien und Anwendungen
- Theorie U - Von der Zukunft her führen: Presencing als soziale Technik

Italian

- Teoria U, i fondamentali. Principi e applicazioni

Japanese

- U理論[第二版]——過去や偏見にとらわれず、本当に必要な「変化」を生み出す技術
- 場から未来を描き出す——対話を育む「スクライビング」5つの実践

Portuguese

- O Essencial da Teoria U: Princípios e Aplicações Fundamentais
- Liderar a Partir do Futuro que Emerge

Spanish

- Teoría U: Liderar desde el futuro a medida que emerge
- Liderar desde el futuro emergente: De los egosistemas a los ecosistemas económicos

Russian

- Теория U Лидерство из будущего
- Основы Теории U
- Главные принципы и применение на практике

Systems Transformation in Humanitarian Contexts

The UN SDG Leadership Labs

The SDG Leadership Labs build systems leadership capabilities in Country Teams for the United Nations' most senior representatives and their partners in humanitarian contexts. The goals are to improve the effectiveness of work within complex systems, build a culture and practices for effective collaboration among diverse stakeholders, and mobilize joint action by UN agencies and the ecosystem of partners engaging in humanitarian responses. In 2022, the program worked with UN country teams in 10 African, Central American, and South American countries.

10 UN country teams

Africa, Central America, South America

238 participants from UN Country Teams and Humanitarian Country Teams in 2022

Restoring 1,000 Landscapes by 2040 with Commonland

In partnership with Commonland, PI is working to train and empower change makers and initiatives to restore 1,000 landscapes by 2040. This international effort blends Commonland's 4 Returns Framework (natural, social, economic, and inspirational returns) with the Theory U framework of awareness-based systems change. Stakeholders go on a series of learning journeys within the landscape to address the underlying causes of landscape degradation and develop joint actions for restoration.

1,000 landscapes to be restored by 2040

Combined methodologies & frameworks

Co-developed actions for restoration

Living Examples of Ecosystem Activation

From large-scale partnerships and programs to local projects that have taken on their own life, we highlight several examples of ecosystem activation from around the globe that are working to transform our economic and societal systems from ego to eco.

Living Examples of Ecosystem Activation

Regenerating 1 Million Hectares of Land and Sea in Europe Bioregional Weaving Labs

In partnership with Commonland and Ashoka, PI has been coordinating the efforts of a collective of 25+ European system-changing organizations to regenerate soil in their regions. The Bioregional Weaving Lab (BWL) Collective supports innovators, change makers, and stakeholders from farmers to land conservationists. It works to ensure that high-level climate and biodiversity plans become more actionable, in order to restore, protect, and regenerate the landscapes and seascapes that people live and work in. In 2022, this project highlighted the power of partnership and grew into a strong collaboration between PI, Commonland, Ashoka Europe Fellowship, Drawdown Europe, the Weaving Lab, and others. In October, we celebrated the work with a week-long Learning Summit in Lunteren, the Netherlands, that brought together 100+ landscape practitioners, leading socio-environmental entrepreneurs, weavers, corporate and institutional leaders, funders, impact investors, and other partners.

Collective of 25+ organizations

100+ participants at the October summit

1M hectares of land and sea to be regenerated in Europe

Awareness-Based Systems Change in the Philippines The Dapitan Initiative

Established in 2011, The Rizal Academy for Innovation and Leadership (TRAIL) works to achieve structural reforms in Philippine society, applying the process of Theory U for its clients in government, business, and civil society. In 2022, TRAIL consultants Bel Villavicencio, Chenny Galano, and Marisol Eala were invited to join the MIT IDEAS Asia-Pacific (IAP) Fellows program as local faculty to support the learning journey of 10 participants from the Philippines with 35 other Fellows from 8 countries. Seeing the opportunity for deeper collaboration with like-minded Filipinos, TRAIL brings into the program its own initiative, called the Dapitan Initiative, a 6-year action research project that uses Theory U techniques to help the local government and schools contribute more to the achievement of the UN's Sustainable Development Goals.

6-year action research project using Theory U techniques

4 TRAIL team members invited to join MIT IDEAS as local faculty

35 participants in first cohort

1.5 year training

Blended in-person and online journey

2 frameworks: Theory U & Biomimicry

Regenerating the Built Environment & the Energy Sector with Theory U and Biomimicry The Spinwaves Lab

Spinwaves Lab, a Social Innovation Lab for those on a leadership trajectory in the Netherlands, focuses on making the built environment more sustainable and supportive of the transition to renewable energy. It enrolled its first cohort in 2022. Recognizing that the issues are both technical and rooted in social contexts, Spinwaves Lab develops ecosystem awareness using Theory U process and principles blended with biomimicry, to design the "new" based on what we know about Nature. Its lab takes change agents, social entrepreneurs, builders, educators, and others engaged with the built environment on a year-long learning journey to tackle challenges of construction, sustainability, and energy. Spinwaves will enroll its second cohort in 2023.

Living Examples of Ecosystem Activation

New Economic Tools for the Common Good The Generative Interdependence Agreements

Born from u-lab 1x and 2x projects in Italy and Ticino, the Generative Interdependence Agreements (Accordi Di Interdipendenza Generativa [ADIG] in Italian) came to full fruition in 2022 as tools that companies, public services, individual professionals, and other citizens can use to promote impact initiatives and report or "narrate" the ways in which their actions contribute to the achievement of the Sustainable Development Goals of the UN's 2030 Agenda. Relying on the sharing of non-monetary resources, the Generative Interdependence Agreements represent the intersection of three values: interdependence, trust, and generativity.

13 companies in dialogue

4 agreements stipulated between 9 organizations

Theory U, SDGs, IDGs, Common Good Economy frameworks used

Living Examples of Ecosystem Activation

Ecosystem Activation in Colombia

COMFAMA, a national family compensation fund in Antioquia, Colombia, invited PI to introduce the Theory U process to its stakeholders—businesses, families, and community teams. COMFAMA seeks to improve the quality of life of workers and their families, to “connect possibilities with consciousness, freedom, productivity, and happiness, developing their capacities to transcend and build the future they imagine.” We guided their beneficiaries and teams through a Theory U journey, helping them to work on their inner condition as leaders and learn from the emerging future to face constant change and disruption. More than 150 people participated. It was the beginning of a fruitful collaboration that will continue in March 2023.

Multi-sector stakeholder process

150+ participants

Next chapter in March 2023

A Dynamic Community of Change Makers: Ubuntu.Lab Institute

Ubuntu.Lab catalyzes a dynamic community of African change makers committed to co-creating solutions to the continent’s most urgent social, economic, and environmental challenges. In 2022, Ubuntu.Lab Institute held the “Listening to the Land Lab” and other community workshops and masterclasses. The lab supports Africa’s journey of self-awakening and empowerment, at the confluence of individual possibility, collective opportunity, and historical timeliness. Ubuntu.Lab has adapted the learning model developed by the Presencing Institute team and rooted it in the African context. “As a philosophy and life-force, the Ubuntu way helps us to understand our individual and collective selves as part of Mother Nature.” –Ubuntu.Lab co-founder Martin Kalungu-Banda.

Offline & online learning

Monthly Master Classes on co-creation of the future

Focus on addressing social and environmental disruptions

Living Examples of Ecosystem Activation

50+ public servant participants in u-lab cycle

150+ in organization at different levels

Systemic coaching based on Theory U

Leading from the View of Public Servants in Argentina

An example of ecosystem activation that started with a small core team and has rippled throughout a large public agency, the Acceleration Labs and Communities of Practice were founded by public servants in Argentina working with the Argentine Customs Agency. Using Theory U to experiment with new forms of collective intelligence and learning networks, the communities of practice are facilitating strategic innovation under new forms of leadership. During this year’s u-lab 1x program, the core team and 50 additional public servants participated. An additional project has formed around developing measurement models for their own systems change. Since May 2020, a core team has used Theory U methods with more than 150 managers at all levels across the country, addressing questions such as: What can the leadership of vast public organizations do to support public servants? What can be done to reconnect civil servants with the spirit of public service?

6-month systems transformation leadership journey

Stakeholders from government, civil society and the private sector

Rethinking cross-sectoral issues

Creating Innovative Safe Spaces with the Cambodia Futures Lab

Leaders from government, civil society, and the private sector, along with UN agencies, engaged in a 6-month collective leadership and learning journey for systems transformation in the recovery from the Covid-19 pandemic in Cambodia. The lab works to co-create pathways for a prosperous, inclusive, and innovative Cambodia by helping stakeholders to rethink how cross-sectoral issues of social protection, climate change, and digital transformation can influence and guide policy solutions. The first phase was a partnership between the Office of the UN Resident Coordinator and the Ministry of Social Affairs, Veterans Rehabilitation and Youth, delivered in collaboration with the Presencing Institute, including faculty of the Massachusetts Institute of Technology and United in Diversity.

Living Examples of Ecosystem Activation

60+ justice innovators

Multi-day online and offline learning journey

Social Presencing Theater (SPT) in the justice field

Creating Thriving Communities

In partnership with thousands of people with intellectual disabilities, a vibrant international team continues to support initiatives that invite others to explore the question, “What more is possible?” These initiatives include: “Home Is the Heart of Shared Living,” a virtual international gathering of more than 200 people from 12 countries creating innovative ways for people to establish co-living situations; “What More Is Possible?,” an in-person New York State gathering of 250 people whose goal is to strengthen residents’ lives in their own communities; “Pathfinding Outfitters,” composed of 24 teams from the US and Canada who are co-designing supports that promote thriving relationships and neighborhoods, and the JustUs Cafe, a virtual platform for artists and activists exploring “awareness-based social arts” in their local communities. In addition, the New York Department of Health Learning Institutes supports 8 cohorts of cross-sector providers, about 240 people each year, who are using Theory U-informed practices to cultivate leadership in “person-centered planning.”

Multiple initiatives

International core team

Partnering with thousands of people with intellectual disabilities

Living Examples of Ecosystem Activation

Ecosystem Leadership in Corporate Investment Banking in Africa

In 2022, the sixth cohort of approximately 30 senior leaders working in diverse financial units embarked on a 9-month System Mastery program, engaging in a deep-dive learning journey to develop prototypes aimed at inclusion, shared value, and innovation in the finance sector in Africa. Senior leadership alumni of previous System Mastery programs since 2016 are helping to shift the narrative toward an ecosystem perspective and to reframe the role and responsibility of influential financial institutions in Africa and elsewhere.

Sixth cohort

30 senior leaders

9-month System Mastery program

Team

Board

- **Becky Buell**, Strategy & OD Consultant, MIT Community Innovators Lab, Oxford, UK
- **Dayna Cunningham**, Dean, Tisch College of Civic Life, Tufts University, Medford, MA, USA
- **Maxime Houinato**, Regional Director, UN Women, East / Southern Africa
- **Antoinette Klatzky**, VP, Eileen Fisher Foundation, New York, USA
- **Dr. Christian v. Plessen**, Senior Physician, Unisanté, Lausanne, Switzerland
- **Dr. C. Otto Scharmer**, Board Chair, Senior Lecturer, MIT Sloan School of Management, Cambridge, MA, USA

PI Team of Teams

- **PI Board**
6 members with legal governance responsibilities
- **Management Team**
7 people overseeing PI finance, personnel, and overall management
- **Operational Team**
8–10 people in roles designed to keep systems, teams, and communications aligned
- **Strategic Leadership Forum**
Strategic overview group of 12+ people with lead roles across PI, gathering on an ad hoc basis to review strategy and direction
- **PI Faculty and Practitioners**
 - **Senior PI Faculty**
14 people overseeing curriculum, program quality, and faculty ecosystem
 - **PI Program Faculty**
30 people delivering programs
 - **PI Practitioners**
100+ people independently delivering work based on Theory U in partnership with PI
- **Core Team**
PI-wide team of 25+ people involved in developing and implementing PI programs and supportive infrastructure
- **Project Teams**
10+ teams dedicated to developing and delivering major PI initiatives
- **Global Team**
70+ PI practitioners from across the PI ecosystem providing mutual support in the development and delivery of PI programs around the world

Team

- **Julie Arts**, Senior Faculty
- **Florentina Bajraktari**, Global Programs Manager
- **Angela Baldini**, Managing Director, PI Europe / Senior Faculty
- **Olaf Baldini**, Website, Graphic Design / Generative Scribing
- **Dorian Baroni**, Global Leadership Development Advisor
- **Kelvy Bird**, Knowledge Management / Director, Generative Scribing / Senior Faculty
- **Patricia Bohl**, Executive Assistant
- **Maria Daniel Bras**, Lead, Digital Strategy
- **Deniz Cengiz**, Operational Coordinator, Online Programs
- **Stefan Day**, Media Production & Story Activation
- **Goetz Feeser**, Managing Director, PI Europe
- **Marian Goodman**, Senior Faculty
- **Grâce Victoire Gueye**, Program Manager, SDG Labs
- **Arawana Hayashi**, Co-Director, Social Presencing Theater / Senior Faculty
- **John Heller**, Chief Executive
- **Rachel Hentsch**, Lead, Communications
- **Kenneth Hogg**, Director, Institutional Partnerships
- **Sebastian Jung**, Lead, Social Presencing Theater, Research & Development
- **Katrin Kaeufer**, Managing Director / Senior Faculty
- **Randi Kaeufer**, Support, Editorial Team
- **Aggie Kalungu-Banda**, Co-Founder, Ubuntu.Lab
- **Martin Kalungu-Banda**, Co-Founder, Ubuntu.Lab / Senior Faculty
- **Jayce Pei Yu Lee**, Visual Storyteller / Generative Scribing
- **Munya Makombe**, Support Officer, SDG Leadership Labs
- **Liz Moyer Benferhat**, Monitoring, Evaluation & Learning Specialist
- **Emma D. Paine**, Coordinator, Editorial Team & MEL Program Officer, SDG Leadership Labs
- **Laura Pastorini**, Lead, Latin America Development & Learning / Senior Faculty
- **Eva Pomeroy**, Lead, Research & Development / Senior Faculty
- **Hannah Scharmer**, Support, Editorial Team
- **Janice Spadafore**, General Manager
- **Manish Srivastava**, Co-Director, Social Presencing Theater / Senior Faculty/ Co-Lead, Asia-Pacific Development & Learning
- **John Stublely**, Facilitator, Social Poetics / Co-Lead, Asia-Pacific Development & Learning
- **Katie Stublely**, Co-Lead, Asia-Pacific Development & Learning / Senior Faculty
- **Monica Sulecio de Alavarez**, Support, Knowledge Management
- **Georgiana Ward-Booth**, Curriculum Development Director, SDG Leadership Labs

Global Network of Practitioners and Volunteers

We would like to extend our deepest thanks to all of the amazing practitioners, artists, and faculty for their devotion to the work and goals of the Presencing Institute over the past several years. Without their engagement and dedication, the accomplishments and results described here would not have been possible

Our living process is incredibly creative.
And it's us, here, on the planet, all of us.

Co-living into, co-listening, co-attending
to all of the wisdom and courage and
goodness on this planet.

It is everywhere. Wisdom is everywhere.
Courage is everywhere. Strength, love, is
everywhere. In every tree, in every glass
of water. In every conversation. In every
little Zoom square.

So, to some extent, our job is to notice.

Arawana Hayashi
(Global Forum)

Our vision and intention is to create a new type of learning environment that makes the methods, tools, and spaces for transformation widely accessible. This environment helps the current and next generations of pioneers to think innovatively and develop new collaborative, cross-sector methods for bridging the ecological, social, and spiritual divides of our time. Last year, we wrote that our vision was to grow the seeds of change into a fully integrated school for transformation that shifts the inner place of learning from head to heart and from heart to hands—and moves the outer place of learning from the classroom to the real world. The u-school for Transformation, which has taken shape this year in an experimental form and continues to evolve, does just this. It democratizes access to the tools and spaces of awareness-based systems change.

Change makers across geographies are prototyping living examples of systems transformation, using the enabling infrastructure provided by the u-school to support and scale these prototypes. Each of the large-scale projects and ecosystem activation examples featured in this report—sustainable finance, leadership programs in the Philippines, social arts education in Spain and Latin America, Ubuntu.Lab Africa, the United Nations SDG Leadership Labs, and others—began with very small groups of people using u-school methods and tools for personal and collective transformation as a gateway to systems transformation. The seeds of our vision of the future have taken root and are growing internationally. With our many partners, international organizations, and grassroots activists, we are working to grow the size and impact of the u-school around the globe. We continue to focus on:

- **A free and replicable learning and innovation platform** and network for radical regeneration: methods, tools, and spaces
- **A vibrant ecosystem of living examples and institutions** embodying and scaling regeneration at all acupuncture points
- **A field of connections between millions of radical change makers** operating from the possibility of regenerative futures and inspiring others to activate their real agency
- **Growing action confidence**, based on research evidence, that **a regenerative future is within reach** and possible now

Future Vision

We plan to fully activate the u-school for Transformation over the next 3 to 5 years by following a three-pronged strategy:

- **Activating** the u-school as a planetary transformation environment that is anchored in several world regions (starting in 5, then building out to 7)
- **Establishing** the u-school as a transformation infrastructure that co-convenes (and replicates and scales) Innovation Labs in “acupuncture point” areas (such as ecosystem regeneration, food, energy, education, finance, governance)
- **Building** a strong global platform and blended team with core partners that allows the u-school to serve the purpose of planetary healing and civilizational regeneration by connecting and supporting pioneers across sectors, systems, and geographies.

The seas, where life evolved, were teeming with fish of all kinds. The farmlands were always healthy with the energy of the sun, as they were left to rest for a while to recover. The playful wind sowed the seeds of forests and valleys with native and diverse plants that generated clean air to breathe. We have to resume respect for everything that has life on the planet.

Abuela Alejandrina Ayala
(PI Global Forum 2022)

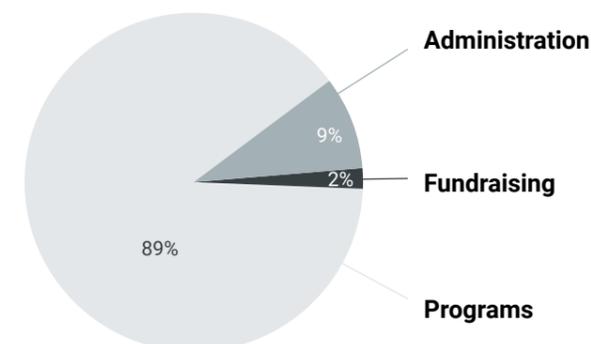
Many of us believe that our whole life has prepared us for this moment and is calling on us to calling on us to take action. Please join us in co-shaping the next steps!

Supporters & Partners

We are profoundly grateful to our generous supporters and partners.



Operating Expense by Function Fiscal Year Ended June 30, 2022

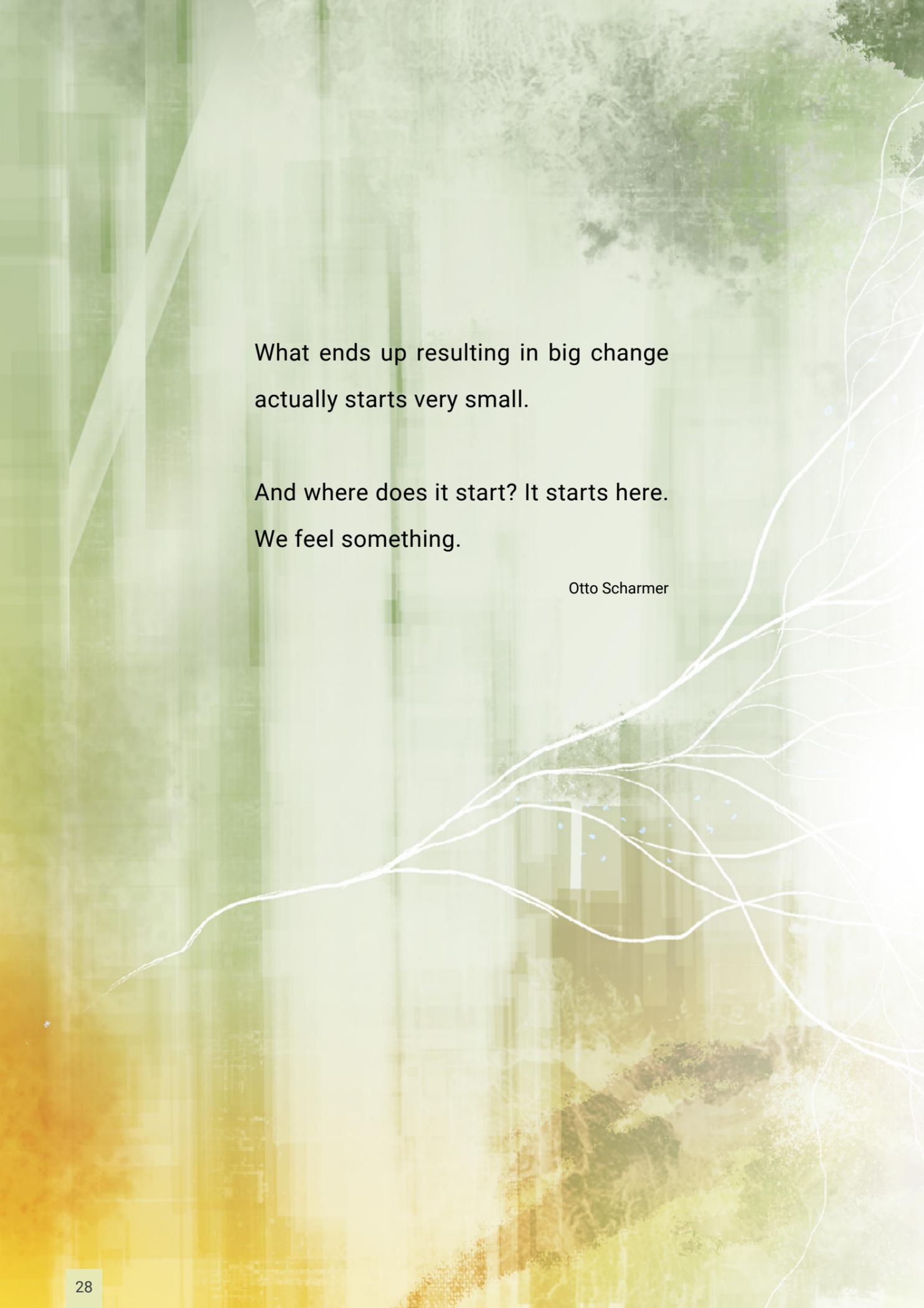


Financials

2022

Summary Profit and Loss Report Fiscal Year Ended June 30, 2022

Revenue & Support	
Institutional Engagements	\$ 2,585,514.31
Grants (Exchange & Non-exchange)	\$ 166,991.00
Donations	\$ 639,026.15
Program Tuition	\$ 299,004.42
Products, Coaching & Other Income	\$ 15,548.27
	\$ 3,706,084.15
Cost of Goods	\$ 7,837.44
Gross Income	\$ 3,698,246.71
Operating Expenses	
Staff & Faculty	\$ 3,193,232.04
Website & Platforms	\$ 111,741.37
General Administration & Depreciation	\$ 178,184.46
Professional Services & Insurances	\$ 43,168.00
Grants Given	\$ 42,326.76
Total Operating Expenses	\$ 3,568,652.63
Net Income	\$ 129,594.08



What ends up resulting in big change
actually starts very small.

And where does it start? It starts here.
We feel something.

Otto Scharmer



**PRESENTENCING
INSTITUTE**

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