

About the Authors

Peter Senge is a senior lecturer at the MIT Sloan School of Management, and the Founding Chair of the Society for Organizational Learning (SoL). He is the author of the widely acclaimed book, *The Fifth Discipline: The Art and Practice of the Learning Organization* (1990), which has sold a million copies worldwide and was identified as one of the seminal management books of the last seventy-five years by *Harvard Business Review* in 1997. He is coauthor of *The Fifth Discipline Fieldbook* (1994), with colleagues Charlotte Roberts, Rick Ross, Bryan Smith, and Art Kleiner; a second fieldbook on sustaining change, *The Dance of Change* (1999), with George Roth as an additional coauthor; and the award-winning *Schools That Learn* (2000), coauthored with Nelda Cambron-McCabe, Timothy Lucas, Bryan Smith, Janis Dutton, and Art Kleiner.

Peter is widely known as one of the most innovative thinkers about management and leadership in the world, translating the abstract ideas of systems theory into tools for better understanding economic and

organizational change. His work today focuses on fostering collaboration among diverse business, governmental, and nongovernmental organizations in order to address long-term systemic change that is beyond the reach of individual organizations.

He received a B.S. in engineering from Stanford University, a M.S. in social systems modeling, and a Ph.D. in management from MIT. He lives with his wife and children in central Massachusetts.

C. Otto Scharmer is a Lecturer at the MIT Sloan School of Management, and a Visiting Professor at the Center for Innovation and Knowledge Research, Helsinki School of Economics. The founder of the MIT Leadership Lab for Corporate Social Innovation, a cofounder of the Global Leadership Initiative, and a founding member of the Society for Organizational Learning, he is an international action researcher and has lectured and consulted with multinational firms throughout the world.

Otto's article "Strategic Leadership within the Triad Growth-Employment-Ecology" won the McKinsey Research Award in 1991. In 1989–90 he co-founded a global university project called "Peace Studies around the World," for which he was awarded the Innovation Prize of the Foundation for Industry Research (Stiftung Industrieforschung) in 1991. His books in German include *Aesthetics as Category of Strategic Leadership* (1991) and *Reflexive Modernization of Capitalism as Revolution From Within* (1994). A synthesis of his research with Joseph and Peter resulted in a theory and practice called presencing. The theory is presented in *Presence*, and expanded in his forthcoming book, *Theory U: Leading from the Future as It Emerges*.

Otto holds a Ph.D. in economics and management from Witten-Herdecke University, Germany. He lives with his wife and their two children in Boston, Massachusetts.

Joseph Jaworski is the Chairman of Generon Consulting and cofounder of the Global Leadership Initiative. Joseph has devoted much of his life to exploring the deeper dimensions of transformational leadership. He began his professional career as an attorney, specializing in domestic and international litigation at Bracewell & Patterson, a large Houston-based law firm where for fifteen years he was a senior partner and member of the executive committee. In 1975 he was elected as a fellow of the American College of Trial Lawyers. In addition, he ran a successful horse-breeding operation (Circle J Enterprises), and helped found several organizations, including a life insurance company and a refining company.

In 1980, Joseph founded the American Leadership Forum, a non-governmental organization responsible for developing collaborative leadership. Ten years later, he was invited to join the Royal Dutch/Shell Group of companies in London, to lead Shell's renowned team of scenario planners. Thereafter he returned to the U.S. as a senior fellow and a member of the Board of Governors of the MIT Center for Organizational Learning, and was a founding member of the Society for Organizational Learning.

Joseph is the author of the critically-acclaimed book *Synchronicity* (Berrett-Koehler, 1996), an explication of generative leadership based upon his lifelong work and experience. He and his family divide their time between Boston's north shore and rural Vermont.

Betty Sue Flowers is the Director of the Johnson Presidential Library and Museum in Austin, Texas, a position she was appointed to in 2002. Prior to that, she was the Kelleher Professor of English and member of the Distinguished Teachers Academy at the University of Texas at Austin. She is a Senior Research Fellow of the IC2 Institute, an Honorary Fellow of British Studies, a recipient of the Pro Bene

Meritis Award, and a Distinguished Alumnus of the University of Texas. She is also a poet, editor, and business consultant, with publications ranging from poetry therapy to the economic myth, including two books of poetry and four television tie-in books in collaboration with Bill Moyers, among them, *Joseph Campbell and the Power of Myth*. She hosted “Conversations with Betty Sue Flowers” on the Austin PBS-affiliate and has served as a moderator for executive seminars at the Aspen Institute for Humanistic Studies, consultant for NASA, member of the Envisioning Network for General Motors, Visiting Advisor to the Secretary of the Navy, and editor of Global Scenarios for Shell International in London and the World Business Council in Geneva (on global sustainable development and, most recently, on the future of biotechnology).

Betty Sue received her B.A. and M.A. from the University of Texas and her Ph.D. in English Literature from the University of London. She lives in Austin, Texas, with her husband and son.