

Index

- Ackerman, Will, 141–42
- action
- effective, 104, 160–61
 - habitual, 8–9, 228, 236–37
 - serving the whole, 8–11, 10, 16, 104, 146–48
 - by the whole, 141, 152–53, 165
 - action, see also realizing
- American Leadership Forum, 13, 273
- Anderson, Philip W., 37
- Anderson, Ray, 155
- Angelou, Maya, 125
- apartheid, 14, 73–74
- Arrow, Kenneth, 37
- Arthur, W. Brian
- biographical, 37–39
 - on complexity theory, 204
 - and economics, 31, 35–39
 - on innovation, 11, 54, 153, 177
 - on knowing, 83–86, 88–89, 91
 - solo journeys of, 55, 58, 126
- Aspen Institute for Humanistic Studies, 274
- attachment, 80–81, 96–97
- Auden, W. H., 22
- awareness
- attachment to, 96
 - deepened sense of, 9–10, 25, 102, 166
 - ecological, 56, 66
 - impediments to, 68
 - personal work for, 37–38
 - shifts in, 11–12, 25, 97, 100, 222
 - superficial, 9, 27–29, 66, 190

- Bache, Christopher, 149–50, 152, 165–66
- Bagger Vance (Redford), 152
- Baja journey, 55–65, 67–68, 79, 90, 119, 124
- Bangladesh, 31
- Bank of America, 176
- Barrios, Carlos, 238–39
- behavior
- healthcare and, 106–7, 110–11
 - habitual/instinctual, 8–9, 29–31
- Bell, J. S., 195, 200, 202
- Berlin Wall, 179
- Berry, Thomas, 223
- Beuy, Joseph, 233
- Bhagavad Gita, 92
- Bohm, David
- on connectedness, 202, 203, 209, 246
 - on fragmentation, 195, 196
 - on “implicate order,” 190, 206, 224, 234
 - on nature, wholeness of, 203
 - and quantum theory, 200
 - on reality, creation of, 251
 - on suspension, 29
- Bortoft, Henri, 5, 45–47, 206, 218
- Buber, Martin, 41–42, 147–48, 226–29
- Buddhism
- on change, 222
 - fundamentals of, 12, 188–91, 229–32
 - on nonattachment, 96–97
 - study of, 56, 98, 217
- Buddhism, Zen, 101, 185
- Bush, George W., 168
- business, global
- “just-in-time” system, 28
 - political agendas and, 6
 - and requiem scenario, 66, 119
 - see also environment; technologies
- Cambron-McCabe, Nelda, 271
- Campbell, Joseph, 68, 113, 274
- capitalism, 36, 120, 121, 179
- Capra, Fritjof, 199, 200, 204
- Carey, Jim, 27
- cave, allegory of, 222–23
- Celtic traditions, 58
- change
- organizational, 87, 156
 - transformative, apartheid, 13–15
 - connectedness in, 163
 - intention in, 112
 - see also vision
- Chatterjee, Debashish, 143, 184
- China, 7, 55, 85, 184–88, 217
- Christianity, 12, 101, 232
- Churchill, Winston, 149
- Clinton, Bill, 155
- Cold War, 13, 36, 169
- Colorado, 126–29, 131–34
- Communist Party of South Africa, 73
- Confucianism, 184, 186, 188, 190–92, 229, 231
- connectedness

- for authority figures, 121–22
- and awareness, 209
- in globalization, 245
- maintenance of, 163–66
- with nature, 180
- in quantum theory, 200–202
- scientific worldview of, 194
- water crystals and, 250, 251–52
- control, surrender of, 96–97, 102–3
- “Conversations with Betty Sue Flowers” (Flowers), 274
- corporations
 - auto makers, 156, 157, 199
 - leadership of, 192
 - merger of, 94–95
 - union-management relations, 33–35
- corporations, global
 - accountability of, 134
 - executive meeting, 120–21
 - living, 145–46
 - and NGOs, 130
 - see also institutions, global
- Cottrell, John, 33–34
- creativity
 - impediments to, 31, 39, 149
 - source of, 11, 30–31, 94, 101
 - see also innovation; prototyping
- “Creativity and Personal Mastery” (Rao), 138
- culture, modern
 - assumptions of, 125
 - integrative thought in, 217–18
 - new global, 6
 - separation in, 221–22
 - shifting the burden, 210–15, 213
- culture, organizational
 - learning-oriented, 118
 - in meetings, 47–49
- culture, traditional
 - goals for, 217
 - knowledge in, 54–55, 184–85
 - proximity in, 214–15
 - threats to, 6
- Deming, W. Edward, 72, 199
- democracy, 171, 174, 178–80, 192
- Descartes, Rene, 195, 202
- destiny/purpose, 114, 227–28, 241–44, 253
- Dewey, John, 86–87
- dialogue
 - between leaders, 120
 - with prototyping, 152, 158
 - quality of, 33, 34
- economy
 - national, 31, 36–37
 - network, 35–36
- economy, global
 - political agendas and, 6
 - who benefits from, 6, 118, 134, 169
- education
 - deeper levels of, 108, 149–50, 165–66

- fragmentation of, 196, 204
 - industrial-age, 7, 8–9
 - standardized tests for, 199
- Einstein, Albert, 195, 203, 209
- elder wisdom, 184–86
- eleven direction ceremony, 58, 59–60, 61, 63–64, 132
- Elter, John, 156–57
- emotions
 - avoidance of, 39–40, 235–37
 - group expression of, 40
 - love, and intelligence, 203, 216
 - suspension of, 144
- Emoto, Masaru, 247, 249–51
- entrepreneurs
 - commitment of, 103, 137–38
 - emerging ideas of, 8, 10–11, 141–42, 150–51
- environment
 - global, 6, 22–24
 - local vs. distant, 214–15
 - perception of, 54
 - see also sustainability
- environmental movements, 55, 170, 244
- Executive Champions Workshop, 122
- farming, 108–9, 171, 179, 242
- Fast Company (Taylor; Webber), 32, 139, 144, 158
- feedback, 36, 152, 157–59
- fire story, 79–81, 89–90, 103, 147
- Flowers, Betty Sue, 13, 274
- Ford Motor Company, 156, 157, 199
- Foundation for Industry Research, 272
- Foundations of Physics Letters, 201
- fragmentation, 196–98, 206, 214
- freedom, types of, 228–29
- Freud, Sigmund, 197
- Fritz, Robert, 143, 153
- Fuller, Buckminster, 4, 218
- future, emerging, 83–84, 86, 89–91, 225–26
- Galileo, 195, 199, 202
- Gandhi, Mahatma, 151
- Gardner, Howard, 30
- Gates, Bill, 84
- Gauguin, Eugene Henri, 196
- Gell-Mann, Murray, 37
- General Motors, 199, 274
- generative moment, 90, 103–4, 149–50
- Generon Consulting, 273, 276
- Germany, 105, 235–36
- Getty, J. Paul, 24
- Geus, Arie de, 5, 29
- Global Leadership Initiative (GLI)
 - and environment, 156
 - genesis of, 125–26, 227, 239, 272
 - New York meeting, 134, 167

- and Theory of the U, 171
- “Global Requiem” (Miles), 24
- Global Scenarios, 274
- globalization
 - contributors to, 6
 - interconnectedness in, 245
 - negative aspects of, 118, 120, 134, 169–70, 237–38
 - scope of, 184
 - see also economy, global
- Goethe, Johann Wolfgang von
 - on developmental science, 208
 - holistic science of, 203, 206
 - on parts of whole, 4, 110
 - plant study by, 46, 49
- Gorostiaga, Xabier, 169
- The Great Learning (Confucius), 186, 189, 191
- Greece, ancient, 184, 185
- Greenleaf, Robert, 227
- groups
 - executive, 117–25, 154–57, 176–78
 - leadership by, 191
- groups, working
 - collaboration in, 43–47, 94–96, 163
 - doctor-patient teams, 106–13, 159–63
 - scenario teams, 73–75
 - trust level in, 33–35, 39
- groupthink, 31–32
- Guan Zhong, 184
- Guatemala, 75–78, 221
- Hanauer, Nick, 137–38, 139, 141, 218
- Harley-Davidson, 154, 156
- Harris, Ed, 27
- Hassan, Zaid, 170
- health care project, 105–8, 109–13, 142–43, 159–63, 169
- HeartMath Institute, 54, 139
- Hewlett, Bill, 216
- Hitler, Adolf, 235, 236
- Hock, Dee, 174–79
- Hong Kong, 185, 217
- Hugo, Victor, 135
- I and Thou (Buber), 147
- IC2 Institute, 274
- India, 7, 171, 186
- infrastructure, 6, 173–78
- innovation
 - continual, 158, 163
 - difficulties of, 35
 - sources of, 11, 153–57, 164–65
 - in sustainability, 130, 140–41
 - tools for, 150–51
 - see also prototyping
- Innovation and Knowledge Research, Center for, 272
- institutions
 - community, 108
 - industrial-age, 6
 - living, 5–10, 173–78
 - mainstream, breakdown of, 233

- priorities of, 220
 - “quick fixes” in, 43–44
- institutions, global
 - emergence of, 5–10
 - nongovernmental (NGOs), 129–31, 156
- Intel, 145–46, 164
- intelligence, multiple frames of, 30
- intention, 112, 135–44, 164, 226–27
- intentional work, 144–45
- interdependence. *see* connectedness
- Interface Manufacturing, 155
- International Institute for Applied Systems Analysis, 193
- Internet. *see* Web sites
- Isaacs, William, 33–34
- Ishmael (Quinn), 242, 246
- Islam, 12, 232

- J. Paul Getty Trust, 24
- Japan, 28, 85
- Jaworski, Joseph
 - biographical, 13, 15–16, 273
 - see also* Baja journey
- Jerusalem, “the needle,” 93
- Jobs, Steve, 84
- Johnson, H. Thomas, 199
- Judgment, Voice of, 30–33
- Jung, C. J., 35, 164, 206

- Kabat-Zinn, Jon, 49–51
- Kahane, Adam
 - and change processes, 73–79, 87
 - with executive group, 120
 - on leadership, 130
 - and sacred places, 127
- Kao, John, 151, 153, 218
- Kato, Reverend, 250–51
- Kim, Daniel, 43, 51, 54
- King, Martin Luther, Jr., 14
- Kleiner, Art, 271
- Klerk, F.W. de, 14, 74
- knowing
 - analytic, 98, 99–100
 - deeper levels of, 84–85, 141
 - primary, 97–104, 218
- The Knowledge-Creating Company (Nonaka), 220
- Kreula, Satu, 170
- Krishnamurti, 79, 190
- Kuhn, Thomas, 39

- Land, Edwin, 152
- Lane, Phil, 240
- Lao Tsu, 146
- Laur, Joe, 154–56
- leaders, business, 84–86, 94–97. *see also* Global Leadership Initiative
- leaders, charismatic, 89
- leadership
 - cultivation of, 186–87, 189–92
 - hierarchal, 192
 - women/youth in, 130
- Leadership Lab, 96, 272
- learning

- deeper levels of, 10–11, 16
- impediments to, 35
- organizational, 43, 155–56
- reactive, 8–9
- letting go/letting come, 93–97, 102–4
- The Living Company (de Geus), 5
- Loetsebe, Anne, 14
- Lucas, Timothy, 271
- Luhabe, Wendy, 168

- Mandela, Nelson, 15
- Marblehead letter, 119–20, 124, 129, 130, 134
- Marsing, David, 145–46, 147, 164
- martial arts, 85, 86, 91
- Massachusetts Institute of Technology. *see* MIT
- Matser, Fred, 247
- Maturana, Humberto, 203, 204, 209, 216, 246
- Mayan traditions, 56, 78, 126, 238–39
- McDonough, Bill, 253
- McNicoll, Geoffrey, 31
- Mead, Margaret, 138
- measurement, 31, 198–202
- meditation
 - on Baja journey, 62–63
 - as discipline, 98, 231
 - levels of, 49–50
 - and liberation, 217
 - sky, 133
- Merten, Greg, 216

- Michelangelo, 11
- Middle East, 168, 220, 252
- Miles, Jack, 24
- Milton, John, 55–63, 65–67, 124, 126, 239
- MIT
 - Center for Organizational Learning, 273
 - Dialogue Project, 33, 34 and Global Initiative, 276
 - Leadership studies, 184–85, 272
- Mont Fleur scenarios, 73
- Mother Teresa, 143
- Moyers, Bill, 13, 274
- Murray, W. H., 164

- Nan Huai Chin, 185–91, 217, 218, 229, 231
- Native American traditions, 58, 65, 126, 133, 244
- Nishida, Kitaro, 101
- Nishimizu, Mieko, 122
- Nonaka, Jiro, 220, 221
- nongovernmental organizations (NGOs), 129–31, 156

- O’Brien, Bill, 173, 186
- Ochaeta, Ronalth, 77–78, 90
- Ohashi, Ryosoke, 101, 190
- Organization of American States (OAS), 77
- Otto. *see* Scharmer, C. Otto

- Packard, Dave, 216
- Pan Africanist Conference, 14
- Pang, Ken, 186–89
- perception
 - change in, 103, 111, 113–14
 - primary knowing and, 54, 97, 99
 - in redirection process, 45–46
 - spirituality in, 217
- Perlas, Nicanor, 170, 245
- Peterson, Dave, 95–97, 100
- Phoung, Saroeum, 131
- Pioneers of Change, 169, 170
- places, sacred, 122–23, 126–29
- Plato, 184, 192, 222
- Posely, Tara, 158–59, 165, 218
- poverty, 54, 118
- The Power of Myth (Moyers), 13, 68, 274
- presence, described, 9, 11–12, 13, 240
- presencing
 - described, 225, 229–31
 - in industrial-age systems, 7
 - results of, 136–37, 240
 - and Theory of the U, 87, 89–91, 103–4, 113
 - and wholeness, 9, 101
- presencing theory, 15–16, 273
- Prigogine, Ilya, 36, 205
- Project Zero, 30
- prototyping, 150–53, 157–58, 159–63, 179
- purpose/destiny, 114, 227–28, 241–44, 253
- qigong, 57, 62, 129
- Quinn, Daniel, 242, 246
- Rao, Srikumar, 138, 139, 164
- Raven, Peter, 125
- Ray, Michael, 30, 101, 141, 226
- Reagan, Ronald, 36
- reality
 - alternative, 218
 - emergence of, 79–82, 148, 175
 - measurability of, 198
 - naive, 202–3
 - sensing, 43, 189
- reality, social
 - determinants of, 6, 27–29
 - see also economy, global
- recycling, 140
- Redford, Robert, 152
- redirection
 - description of, 42–52, 96, 189
 - primary knowing and, 97
 - Theory of the U and, 84, 87, 89
- Republic (Plato), 184
- requiem scenario, 21–26,
 - averting, 56, 66, 240
 - taking from environment and, 244
 - forces behind, 167
 - recognition of, 119, 219
- Roberts, Charlotte, 271
- Roca, 130–31
- Rosch, Eleanor
 - and heart, 54, 225

- on joining the whole, 165, 166
 - on “mind of wisdom,” 208
 - on mind/world field, 216
 - on primary knowing, 97–100, 104, 109, 141
 - on “tuning in,” 139, 218
- Ross, Rick, 271
- Roth, George, 271

- Saillant, Roger, 157
- Salk, Jonas, 10, 11
- “Santiago Theory of Cognition” (Varela; Maturana), 203
- Savino, Tim, 154
- scenarios, 71, 73–75, 173, 240, 274
- Scharmer, Claus Otto
 - biographical, 13, 15–16, 272–73
 - on healthcare project, 106–14
 - see also fire story; Theory of the U
- Schein, Edgar, 47–48
- Schley, Sara, 154
- Schmidt, Gert, 159–62
- Schumpeter, Joseph, 84
- science
 - mind of wisdom and, 98
 - emerging ideas of, 8, 10
 - inner knowing in, 85
 - integrative, 194, 204, 215, 218
 - of living systems, 204–8
 - native/indigenous, 209
 - on phenomena in flux, 190
 - shifting burden to, 210–15, 213
 - spiritual content in, 39
 - see also systems, living
- self
 - alien, 100–102, 189–90
 - authentic, 226
 - habitual view of, 189
- Senge, Peter M.,
 - biographical, 13–14, 271–72, 273
 - on collective mortality, 25–26
 - on corporate thought, 28–29
 - on implicate order, 207
 - on sacred places, 122–23
 - on sustainability, 21–24
- sensing, 87–88, 103, 121–22, 189
- sensing theory, 15–16
- separation, sense of, 68, 72–73, 195, 196, 222, 246, 252
- September 11, 2001, 167–68, 201, 210, 220, 246
- Shaw, George Bernard, 9, 137, 148
- Sheldrake, Rupert, 4, 165, 205, 208
- Singh, Alok, 169
- Smith, Bryan, 271
- social divide, 6, 118, 134
- Society for Organizational Learning (SoL)
 - assessment of, 118
 - described, 275–76
 - founders, 174, 271, 272
 - and Marblehead letter, 119
 - in Middle East, 252
 - Sustainability Consortium, 130, 153–56

- South Africa, 13–15, 73–75, 168, 221
- species, threats to, 6, 237, 243
- spirituality,
 - earth-based, 66–68
 - perception with, 217
 - in science, 39
- status quo, 31, 51, 125, 210, 220
- suspension
 - dangers of, 35, 51–52
 - description of, 29–35, 51–52, 96, 188
 - inner work of, 37–43
 - theory U and, 84, 88, 89, 113
- sustainability
 - avoidance of issue, 40
 - executive opinions on, 120–21, 153–57
 - innovations in, 130, 140–41
 - lack of implementation, 22–24
 - in Phillipines, 170
 - vs. economic growth, 118–19, 134
- Sustainability Consortium, 130, 153–56
- Sustainable Development, President’s Council on, 155
- synchronicities, 124, 164–66, 224
- Synchronicity: An Acausal Connecting Principle (Jung), 164
- Synchronicity (Jaworski), 273
- systems, living
 - characteristics of, 204, 204–5
 - theories of, 205–8
- systems, social
 - operational levels of, 105–10
 - prototyping in, 150–51
 - see also culture entries
- Tai Chi, 56
- Taoism
 - cultivation in, 191
 - as discipline, 37, 56, 98, 104
 - fundamentals of, 12, 99
 - master of, 37–39, 185
- Taylor, Bill, 32
- technologies
 - development pace of, 84, 156, 215
 - native/indigenous, 209
 - negative aspects of, 184, 193
 - shifting burden to, 210–15, 213
 - see also innovation
- Technology, U.S. National Medal of, 157
- Thatcher, Margaret, 36
- Thater-Braan, Rose von, 208
- Theory of the U
 - consequences of, 164, 172–73
 - elements of, 87–92, 110, 131–32
 - global applications of, 276
 - as language, 224–25, 231
 - threshold, crossing, 93–97, 103, 111
- Tibetan traditions, 58, 98, 99
- time, 65, 80–81, 221, 239
- Trapp, Maria von, 123

- United Nations (UN), 76, 170, 233
United States, 33–34, 126, 168
- Varela, Francisco
 on deep observation, 218
 on knowing, 97, 100–102
 on naive realism, 203–4
 on need to control, 96
 on redirection, 42–43
 on suspension, 29, 45, 188
- Versteegen, Ursula, 105, 112, 162
Visa International, 174–78
vision, 135–44
Vision Guatemala, 76–78, 86, 90
- Wall Street, 119, 199
Walton, Sam, 84
water crystals, 247–249, 250, 251–53
Web sites
 www.globalleadershipinitiative.org, 278
 www.solonline.org, 277
- Webber, Alan
 and creativity, 218
 on feedback, 158
 and intention, 139–40, 141, 144
 as publisher, 32
 on welcoming universe, 165
- Weisskopf, Victor, 202, 203
whales, 60, 61, 63, 68
- White, John, 139
Whitman, Walt, 180
whole, authentic, 45–47
Wilson, E. O., 125
Wilson, Woodrow, 55
Windslow, Darcy, 140–41
women/youth, 130–31, 169
World Bank, 31, 122
Wu Wei Wu, 190
- Zajonc, Arthur, 208
Zhao, 186, 188

To order additional copies of this book or to access reader
resources, visit www.presence.net