



ECOSYSTEM LEADERSHIP PROGRAM LATIN AMERICA

Report
2025



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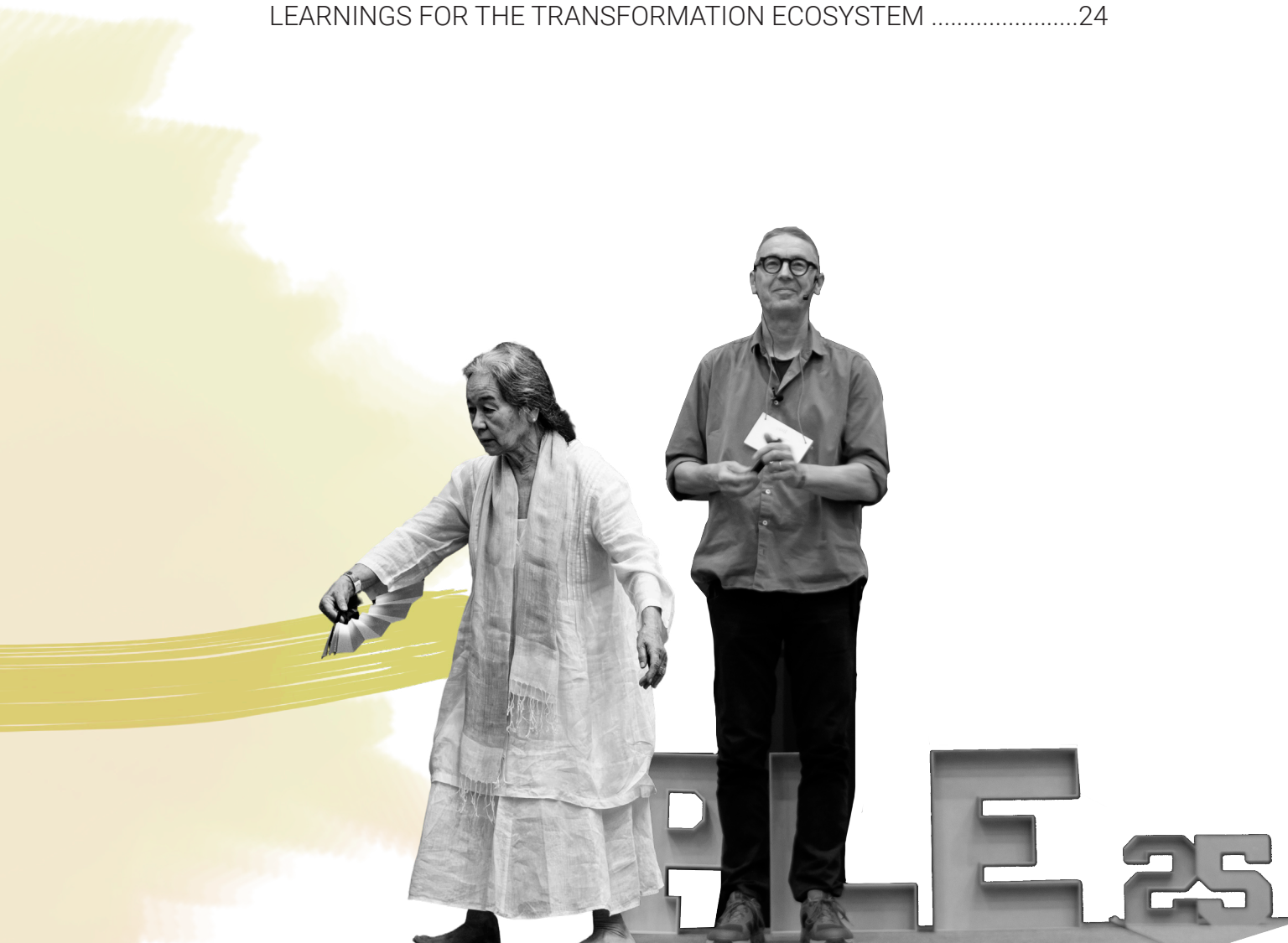
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ECOSYSTEM LEADERSHIP: Hope for Latin America

The Ecosystem Leadership Program in Latin America has its roots in the region and is an immersive proposal for ecosystem leadership development from the Presencing Institute.

To do so, it explores the application of ecosystem leadership capacities in local contexts, integrating the richness of ancestral wisdom and regional cultures while also valuing each country's potential. The program articulates social innovation, academic knowledge, ancestral traditions, art, presence, and nature to promote the transition from leading from EGO to leading from ECO: a conscious, re-

generative, and collaborative leadership, capable of responding to complex challenges in times of disruption.

The program began in 2023 in Uruguay and comprises three modules over three years. The 2025 edition, held in Querétaro, Mexico, marked the completion of the first cohort. The following two cohorts will complete their cycles in 2026.

Throughout the journey, participants develop leadership capacities grounded in expanded awareness and a systemic understanding of transformation.



With intermediate gatherings — virtual for the entire cohort or in-person for local and thematic groups — the invitation is to apply these capacities in their contexts.

Otto Scharmer, co-founder of the Presencing Institute, describes the program as: *“A powerful wave emerging from the depths of a multilocal emerging movement, toward deep regeneration — personal, planetary, and social.”*

In its third edition, the program brought together around 300 participants committed to care, change, and regeneration, strengthening their trajectories and ini-

tiatives and weaving deep connections in an inclusive, horizontal, and participatory space.

The focus was on making emerging initiatives and transformations visible, as well as integrating Social Arts (Social Presencing Theater, Generative Graphic Recording, Generative Poetry, and Music) as tools for resonance and transformation of reality.



PROGRAM OBJECTIVES

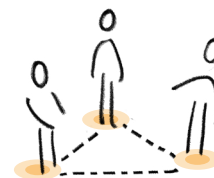
In general terms, the program pursued the following major objectives over the three years:



Promote personal and collective transformation of participants



Build relationships that generate collaboration



Strengthen concrete actions as a regional movement

The process: Core capacities of ecosystem leadership

Four key capacities structure all program activities:

1. Self-awareness
2. Collaborative leadership
3. Systems thinking
4. Learning by doing and implementation

The program includes learning-by-doing experiences.



Ancestral Wisdom and Leadership Capacities

One of the greatest learnings of the Latin American experience is recognizing that these capacities have always been present in the region's ancestral cultures.

The presence in the program of voices from these cultures is not only a recognition of what we owe them historically. It is the gift they once again offer us when we welcome and leverage their wisdom to build the future of our countries.

For this reason, the program includes grandmothers and elders from diverse traditions, both in the overall design of the experience and in specific ceremonial moments.



*"Faced with the current challenges experienced by humanity, this is a moment of awakening for Indigenous peoples, who know that the **connection with nature and the Earth** is essential to heal and flourish in difficult times. I understand Theory U as a process that connects each human being with their roots and lineage, returning to the Earth and the natural elements. Theory U emphasizes self-knowledge and personal awareness, helping people reconnect with their inner essence and find peace."*

This connection with nature and self-awareness allows human beings to offer better service in their respective spaces, demonstrating that all are interconnected regardless of their location."

Nan Amalia Tum,
Maya Nation,
Guatemala



THE JOURNEY

Each module has specific objectives that lead to the overall objectives.

Module 1, Foundational, focuses on personal leadership, inviting participants to open themselves to their own transformation, under the motto “Transform yourself to transform.”

The second module, Collective Impact, proposes the systemic application of learnings to participants’ contexts and practices, taking ideas into action.

The third module, Deepening, focuses on ecosystem impact, expanding and connecting practices to catalyze transformation at a regional ecosystem level.



Module 1

Personal Leadership

Transform yourself to transform

1. Develop capacities, awareness, and new perspectives regarding your leadership style and purpose.
2. Develop relationships and connections within the region’s ecosystem of leaders and changemakers.

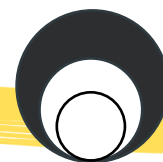


Module 2

Systemic Application

Bring ideas into action

1. Develop the capacity to apply concepts and tools in your professional practice and context.
2. Strengthen relationships and connections within the region’s ecosystem of leaders and changemakers.



Module 3

Ecosystem Impact

Catalyze ecosystem transformation

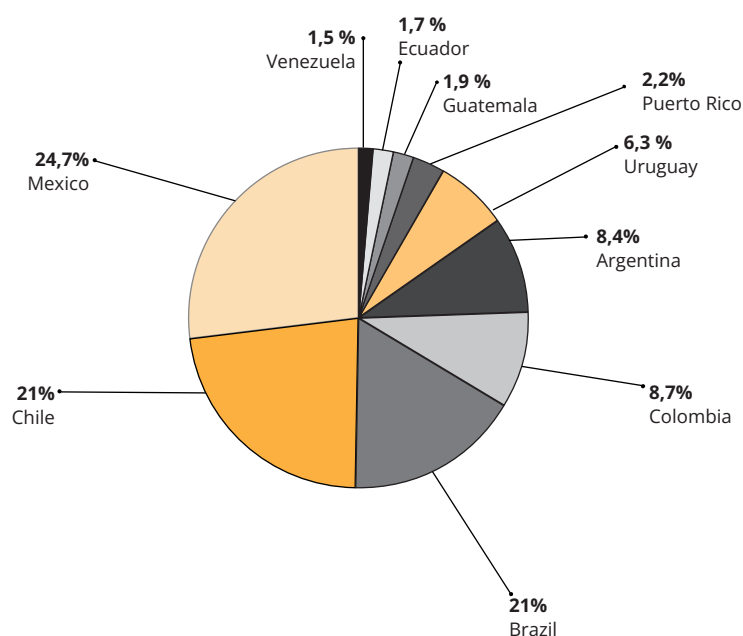
1. Deepen your leadership evolution and build your catalytic role within the ecosystem.
2. Cultivate and strengthen relationships generated through the program to expand impact in the region.

The team designed the experience with the conviction that these ecosystem leadership capacities are necessary across all sectors and fields of action in the region, a conviction incorporated into the learning offer as a criterion for representation and inclusion.



Laura Pastorini, Presencing Institute Lead for Latin America, welcoming participants

>> Distribution by country (2023–2025)

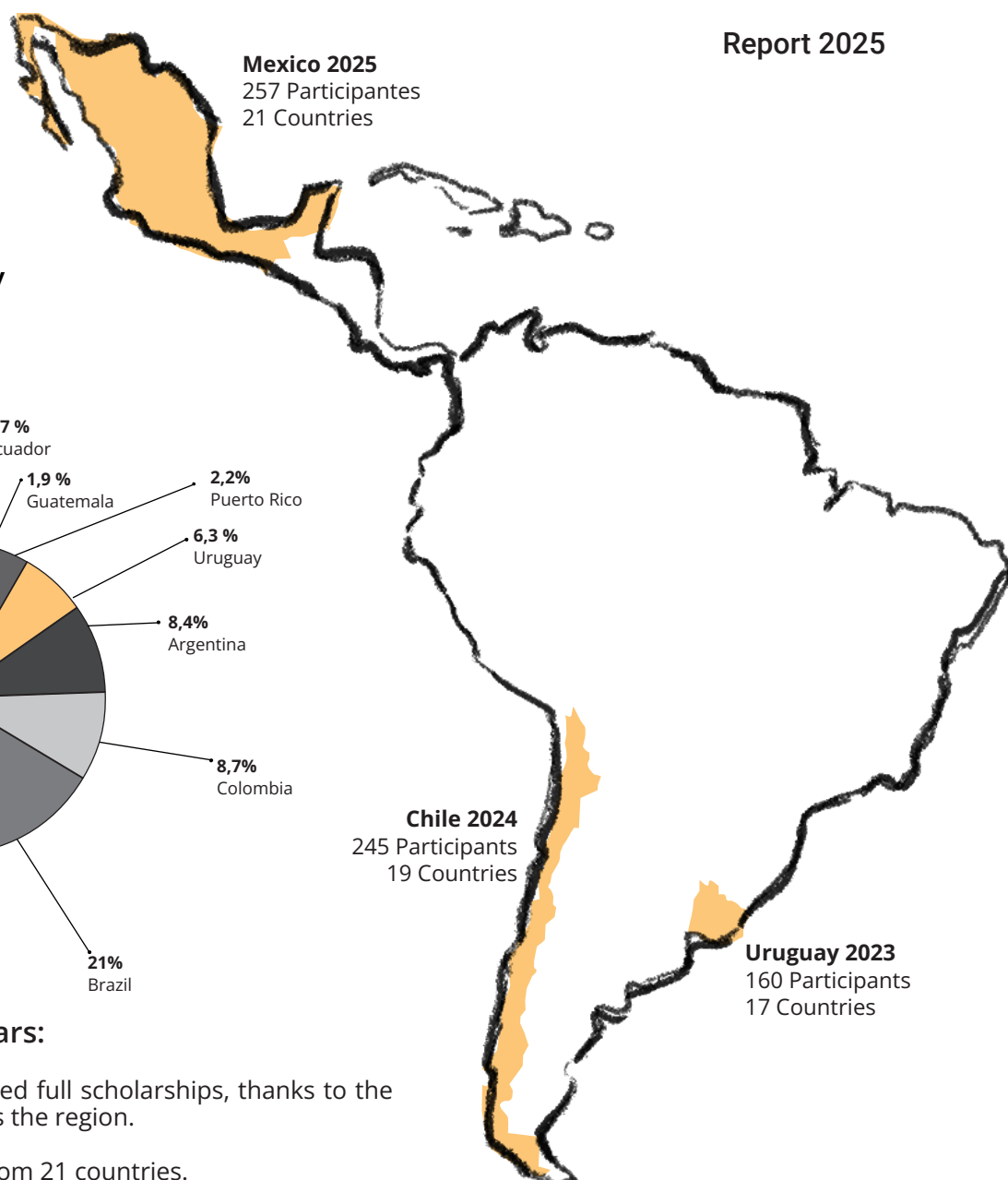


Over the past three years:

- 27% of participants received full scholarships, thanks to the support of partners across the region.
- We had representatives from 21 countries.
- A total of 467 leaders participated.
- 64% identify as female, 35% as male, and 1% as neutral/other

Querétaro 2025: A milestone

With 257 participants from 21 countries, the 2025 edition marked a special moment by bringing together the three cohorts for the first time in the same space. The combination of module-based sessions and experiences for all participants made it possible to experience the impact of relationships on a different scale — and to imagine all the possibilities to be built.



QUERÉTARO 2025 INNOVATIONS

The 2025 edition also represented an advancement for participants, especially those in Module 3, in learning-by-doing and prototype exploration.

The agenda included two specific moments for this: the Inspiring Tables and the Tianguis (traditional Mexican marketplace).

In the Inspiring Tables, more than 20 participants facilitated conversations on topics and areas of action related to their expertise. The conversations began with the facilitator's experience as a source of inspiration, then moved into a generative dialogue on the topic — from education and conscious business to equity and well-being, among others.



The Tianguis was an impressive selection of participants' initiatives, at different stages of development, demonstrating the application of what they learned in their projects. In the fields of the arts, territorial regeneration, and university spaces, among others, we saw the progress, challenges, and possibilities of their prototypes.

We featured 15 initiatives in depth, along with 30 additional exhibition tables.



Participants presented initiatives in participatory funding, art for personal transformation, and the impact of technological innovations, among others.

■ Arawana Hayashi, co-creator
of Social Presencing Theater,
facilitating a practice



SOCIAL ARTS AT THE CENTER

All editions of the Program have incorporated social arts practices as tools for co-sensing reality and co-creating the future. These social arts include Social Presencing Theater, generative visual practices, generative social poetry, and generative sound. They make it possible to bring systems thinking into a concrete expression, enabling the system to perceive itself and identify possibilities for transformation.

Querétaro offered us the great experience of having Reilly Dow (Mexico) and Geisa Paganini from Mio (Brazil) in charge of visual harvesting, and the honor of Arawana Hayashi, co-creator of Social Presencing Theater, guiding us in this practice.



Social Presencing Theater
performance about moments
of the ELP 2025

EVALUATIONS AND RESULTS

We provided participants with several program evaluation criteria to assess both their progress and the quality of the offering. For the 2025 edition, we received responses from 69% of participants.

Regarding the quality of the offering, 99.32% of respondents rated it as excellent or good, across the categories shown in the chart below.

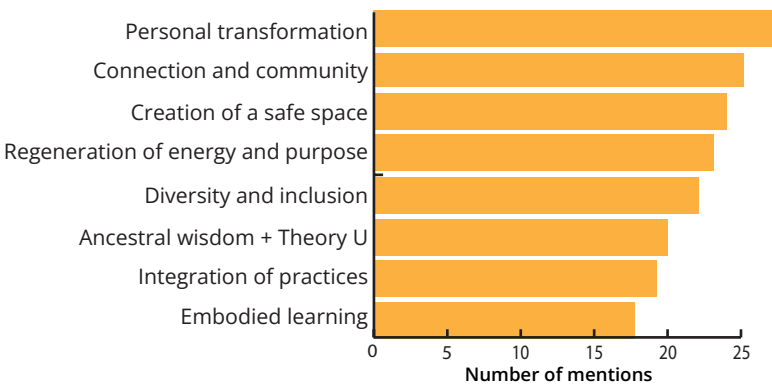
Quality	Excellent or Good
Content	97,26%
Facilitation	97,95%
Communication (before and during the program)	93,84%
Transportation, accommodation, and logistics	95,21%
Participant care and support	95,89%
Translation	80,14%
Overall quality	99,32%




 Otto Scharmer, co-founder of the Presencing Institute

In the questions about their main achievements, mentions of elements such as personal transformation, connection, the practical integration of content, and learning through the body stand out.

Main results identified by participants



Individual participant progress

Regarding the questions about areas of greatest evolution after participating in the Querétaro edition, most participants highlighted the following (considering the metric of high or very high progress):

- Deep listening (89%)
- Understanding complexity (88%)
- Building trust-based relationships (80%)

The areas of lowest progress (identified as low progress) are not surprising, as they are the most challenging, even for highly experienced leaders:

- Identifying leverage points for action (5%)
- Building alliances within their organization or with other organizations (4%)

» Regarding these learnings, some participants shared:

Practical integration and application of tools



"Having practical spaces, such as the tianguis, where leadership shifted from being an idea to becoming an embodied experience."

Personal transformation and inner clarity



"I left with a deep sense of confidence and clarity about the next step I need to take."

Deep connection and community building



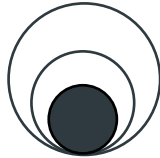
"Connecting at such a deep human level, aligning so many intentions in service of building a more conscious society."

Embodied experience and somatic learning



"The value of body-based practices (movement, rituals, somatic tools) was a key differentiator in this experience."

LEARNING BY MODULE



Module 1



Module 1 : Inner Condition

The module on personal transformation offers opportunities to explore one's own leadership, crucial for systems change work grounded in awareness. At the same time that the development of the inner condition is fostered, relationships among participants begin to be woven, laying the foundation for trust in action.

When assessing their progress, these are the capacities that **Module 1** participants report having developed the most:

- Developing awareness, capacity, and new perspectives regarding their leadership and purpose: 88.41%
- Building relationships and connections within the ecosystem of leaders and changemakers in the region: 81.16%



The main learning areas for this module were:

- Introspection and personal awareness
- Recognizing patterns and my leadership potential
- Integration of tools and practices
- Valuing somatic practices and arts-based learning
- Awareness of leadership beyond the individual, toward community and the ecology of co-responsibility
- Recognizing an authentic, people-centered environment that enables new relationships
- Developing new ideas and opportunities for collaboration and networked work



Social Presencing
Theater practice

In her own words: Module 1

*"In the program, I found true gems at multiple levels: a group of people who **inspire me** and with whom I feel I have known forever. I love the experience of supporting and feeling supported. I also found the system I was looking for to integrate humanistic foundations from my personal life into my professional life in strategy and business. [...] I worked in partnership with someone from South America whom I met in the program, bringing this system to a group of people in the United States, and now we are thinking of continuing to collaborate and bringing some initiatives to Mexico. And, beyond that, I found an even deeper level in my practices and in the U of my spiritual and personal life."*

Patty Ramírez Pinckney
Director of Strategy and Market
Mexico / USA



In his own words: Module 1

"I found a methodology that helped me understand the ups and downs of what works and what does not work for me in different circumstances. I found people doing different things using different methodologies. One of the things that impacted me the most was using the body as the vessel we are filling, and movement as part of that healthy practice. I loved that ancestors are honored in all the processes. The ceremonies were beautiful ways for more spiritually minded people to connect.

Since I left Module 1, my understanding of the processes we are going through in my organization has changed significantly... How can I apply and adapt to move at a healthy pace aligned with what is happening in the moment — and not what I would like to happen? The most important thing is to have tools that help me imagine spaces and futures that I cannot access in my day-to-day life. It was a beautiful and intentional space. It responded to my search and my needs."

Cristian D. Pérez

Program Coordinator, True Self Foundation
Puerto Rico





Module 2

Module 2: From idea to action

Module 2 focuses on “learning by doing” to guide the collective impact of participants’ projects and contexts. It helps them apply what they have learned in their practices and work environments, transforming emerging ideas into executable prototypes. Shared experiences help create regional networks and encourage collaboration among peers.

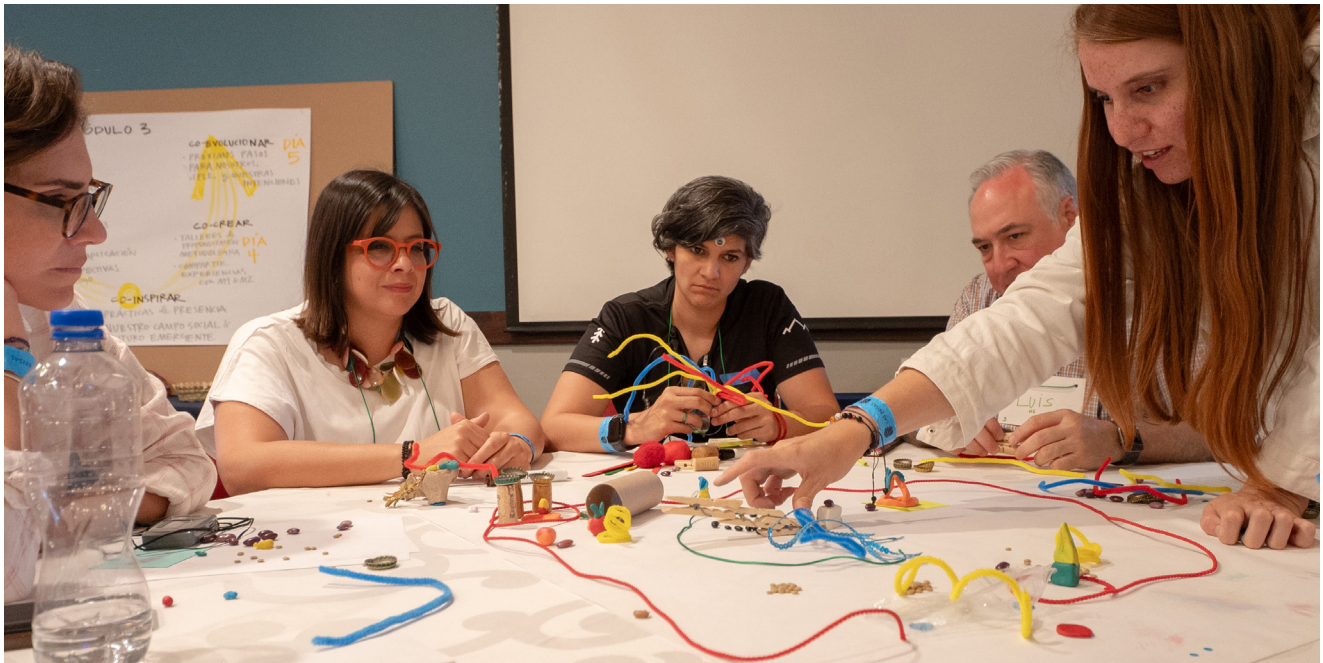
In their evaluations, participants in this module identified the following skills as those they developed the most:

- Developing the capacity to apply concepts and tools in their professional and personal context: 63.64%
- Strengthening their relationships and connections within the ecosystem of leaders and changemakers in the region: 84.44%



The main learning areas for this module were:

- Clarity and inspiration for the application
- Strengthening the sense of personal leadership
- Integration of leadership into daily work
- Strengthening connections and ecosystems
- Initiating new collaborations within and outside the program



The program offers practice with diverse tools.

In his own words: Module 2

*"From Theory U, I have used both design elements and strategic facilitation, supporting different teams and groups of people to work from more **collaborative spaces**. In addition, the ongoing study of Theory U has motivated me to intentionally work on the inner state of my leadership to accompany collective processes more effectively.*

The potential I see in these tools has led me to pursue the highest level of excellence in my work, to be able to apply this kind of knowledge in spaces where, I believe, there is enormous potential for transformation."

Benjamin Navarro Díaz
Ambition Loop,
Chile



In her own words: Module 2

"For the program, one Vanda went, and another returned home.

My participation marked a strategic turning point in my leadership trajectory and in the development of the Witoto Institute, which I coordinate. The Institute works to strengthen Indigenous culture, train young leaders, value traditional knowledge, and build bridges between ancestral knowledge and public policy.

I was pleasantly surprised to find a space where Indigenous peoples had real protagonism, not just symbolic. It was the first time I saw Indigenous peoples, like me, Inca grandmothers, and all the others truly participating in the co-creation of a program, being consulted and listened to. I have attended many meetings, but I felt like a figure, even part of the decoration.

This experience had a direct impact on my leadership; before the program, I was just Vanda and acted as myself, without having received any leadership training. Afterward, I returned with a different mindset: that of leading and delegating.

Among the advances are the structuring of an employability program and the strengthening of internal processes, ensuring continuity."

Vanda Witoto
Indigenous leader,
Coordinator of the Witoto Institute
Amazon, Brazil





Module 3



Module 3: Activation of ecosystem transformations

In this Module, participants refine their prototypes and regional impact projects while continuing to strengthen their leadership and transformation capacities in their contexts and ecosystems. They have the opportunity to co-lead spaces for cohorts beginning their journey, as well as to exchange knowledge and address specific cases by leveraging the group's collective intelligence.

In their evaluations, participants in this Module identified the following skills as those they developed the most:

- Deepening the evolution of their leadership and elevating their catalytic role within the ecosystem: 90.63%
- Cultivating and activating the relationships developed to expand regional impact: 81.25%.

In her own words: Module 3

Paula is a socio-environmental entrepreneur, psychopedagogue, and founder of Astera — a network that catalyzes initiatives oriented toward ecological regeneration and environmental education.

In dialogue with Theory U since 2013, she has developed her own approach, which she has applied to cross-sector projects across different territories and contexts, spanning the public, private, and community sectors. She completed the three modules of the program and also provided training to another member of Astera.

Her trajectory reaches a new milestone starting in 2023, with Module 1. Her expectations were: *“to reconnect with Theory U and update myself in the international context, expanding my connections outside Brazil.”* Already in Module 1: *“I saw much more meaning in what I have been doing; the program helped me reorient my professional trajectory.”*

In sync with the program’s start, Paula structures and implements the RegenerAção project in São Sebastião, São Paulo, Brazil, following the 2023 environmental catastrophe. What begins as an emergency response becomes a regenerative movement that integrates education, social mobilization, and nature-based solutions.

The project has gained visibility, institutional recognition, and awards, consolidating

itself as a replicable initiative at national and international levels.

Today, Paula applies Theory U with children, youth, educators, companies, and public managers, integrating different actors around a common purpose: regenerating human relationships and the environment.

For Paula, *“Theory U is embedded in my way of leading: I guide meetings, councils, and strategic decisions, as well as program design, through it; more than content, the U Journey has become my way of operating in the world, strengthening my work as an entrepreneur and leader of regenerative processes.”*

Paula Mazzola
Founder of Astera
Brazil



LEARNINGS FOR THE TRANSFORMATION ECOSYSTEM



With the completion of the first cycle, and in preparation for Modules 2 and 3 in 2026, the Ecosystem Leadership Program team begins a reflective process on the learnings that have emerged from this prototype — and on the contributions of this process to the ecosystem of changemakers in the region. Some elements are already emerging as practices of great value for future

experiences, such as:

- **The active participation of leaders from diverse ancestral traditions in the design of the program.** The team remains deeply grateful to those who formed the Council of Elders for the program and managed permissions necessary for their wisdom to be properly present in each gathering.

■ **The spirit of innovation and the practice of iteration** are indispensable for a program like this. Each cohort has its own particularities, and the ability to adapt and modify has been essential to its success.

■ **Close work with allies**, considered part of the program—not distant sponsors. This closeness demonstrates that another type of philanthropy and social investment is possible, capable of sustaining transformation work that benefits all sectors: companies, governments, academia, and civil society. Without this support, it would not be possible to achieve the level of diversity and representation that the program has reached.

■ **Systemic awareness** in all activities, including the measurement and compensation of environmental impact. As in everything that is done from Theory U, the “how” is as important as the “what.” As a social change sector, we need our gatherings to be socially and environmentally responsible.



Continuous improvement

The ecosystem of leaders and changemakers in Latin America has organizations and people with great talent and potential. At the same time, the conditions in which they work and live demand that learning experiences provide elements that they often do not find in their own contexts.

One aspect that, according to participants, re-

mains insufficient in the program each year is the time dedicated to deeper connections, more practice with tools, and strengthening networks of support and collaboration. The program opens possibilities many did not imagine and, at the same time, awakens the desire for more time to deepen and support one another in daily challenges.

This need was better addressed in Querétaro. Even so, it manifests differently in each module.

In Module 1, with the largest number of participants, there is a desire to work more in small groups.

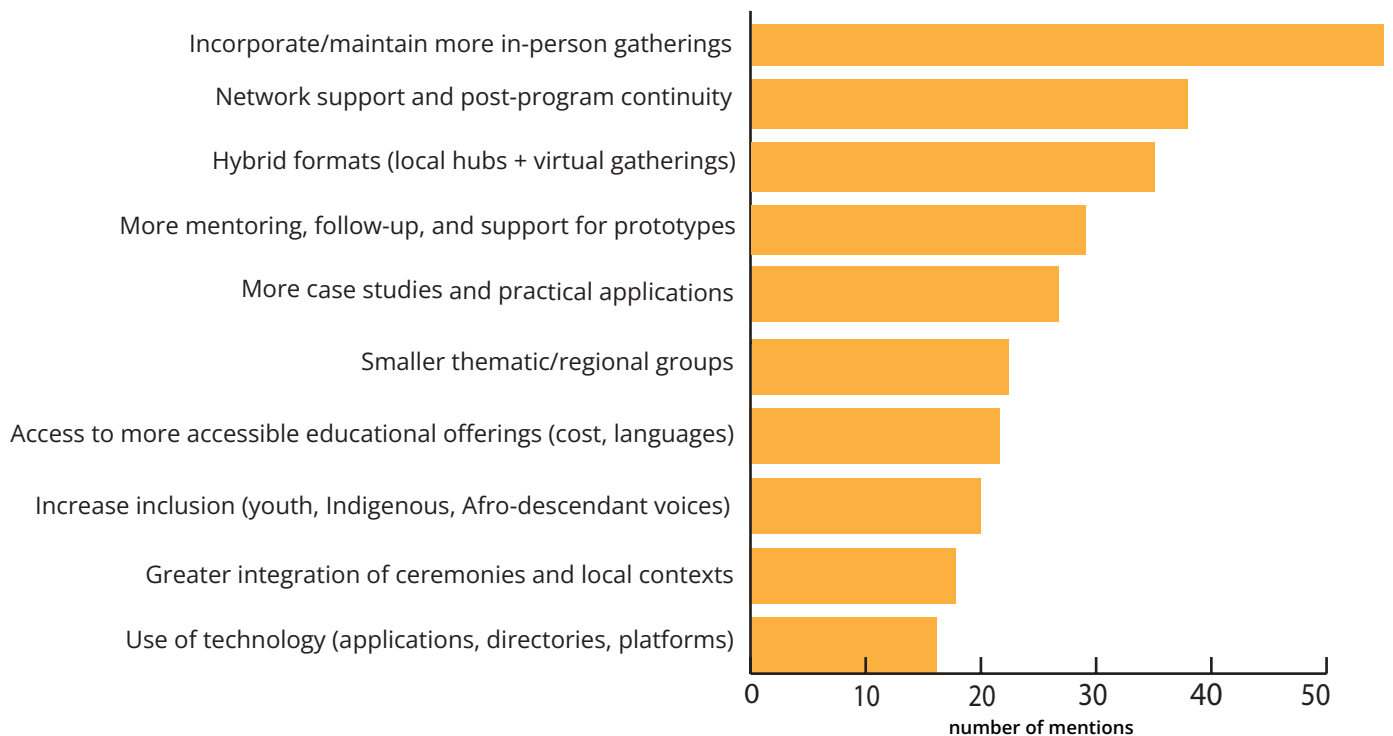
In Module 2, there is a need to work in teams using tools and practices.

In Module 3, there is a demand for more time and space to collaborate with concrete tools in real contexts.

A new iteration of the Program would therefore need to explore more possibilities for gatherings between modules — rather than relying exclusively on self-organized opportunities.



Program evaluation: Ideas for its evolution



2026:

Completion of a 3-year cycle

With Module 2 virtual and Module 3 in person, 2026 will mark the end of this cycle, which began in 2023. The year 2027 will be a moment for deep analysis of impact and results, to co-sense the next steps with the ecosystem, drawing inspiration from everything emerging in Latin America through participants from the three cohorts.

Among the impacts that are already beginning to take shape, one of the highlights mentioned by Otto Scharmer is how connected the program is to the bases of action:

"I am very curious about the impact in Latin America... Certainly, there are already many aspects that can be described and that are meaningful when looking toward the future. One of them is the connection to the base: there are multiple grassroots initiatives, in 21 countries, learnings across sectors, geographies, cultures, and a diversity of traditions with the elders."

Laura Pastorini, faculty member and Latin America lead at the Presencing Institute and originator of this program, says:

"I like to think that there are results and effects in our processes. As a result, every day we see emerging initiatives that take the form of prototypes and projects of different kinds, sprouting from the small seeds we have planted throughout the program, from Uruguay to Mexico, forming this wonderful garden of the future that fills us with hope. There are projects in Chile, Colombia, Brazil, Argentina, and across the region..."

"Regarding the effects, I like to think about the impact on people, systems, ecosystems, and also on the deeper levels of our individual and collective being — that place we need to leverage in order to achieve the transformation we seek."

With curiosity about what is emerging and gratitude to the region, the team celebrates the progress achieved in Querétaro and prepares to conclude the cycle at the end of 2026.



Ecosystem Partners:



Partners for Inclusion:



Network Partners:



Ecosystem Leadership LATAM Team Credits

Coordination: Janine Saponara and Dayani Centeno Torres

Editing: Dayani Centeno Torres

Design: Barbara Lehnebach

Photos: Isaí Domínguez, La Vaca Independiente