

Image by Olaf Baldini

AWAKENING
FROM HEART
TO HEART

2025 Annual Report

SEP 2024-AUG 2025

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Reflections



A MESSAGE FROM
Otto Scharmer
Founder and Chair

In conversations across our global community this year, I have felt both the depth of rupture and the quiet emergence of something new. Many of our societal, ecological, and institutional systems are under strain.

The fractures are visible in our politics, our climate, our economies, and in the growing uncertainty many people feel about the future.

This is not simply another cycle of disruption. It is more fundamental. We are crossing a threshold.

And yet, beneath the turbulence, another movement is taking shape. While one narrative speaks of fragmentation and polarization, another—less amplified but deeply present—speaks of regeneration. It is a shift in the planetary social field that is reshaping how we relate, how we listen, and what we are able to sense and create together.

This shift does not announce itself loudly. It appears in small but significant ways: groups finding coherence in moments of uncertainty; communities choosing deep listening over reactivity; teams turning their attention toward the future that wants to emerge rather than recycling the past.

These moments may seem modest. Yet they point to something essential. The quality of our attention and our relationships—the social soil—determines the quality of outcomes in our shared systems. When the deeper structures of the field shift, the visible structures of the whole can shift as well.

This is the core of our work. Across our global community, people are cultivating practices that strengthen presence, relational awareness, and collective agency. All our Social Arts work and our sensing, and presencing practices reflect this deepening—aligning attention, intention, and agency—so that individuals and groups can move from rupture to regeneration, from reactive patterns to emerging possibilities.

When we engage in this work together, something important happens: the larger system begins to see and sense itself. And when a system can sense itself, new possibilities become available. The emerging future becomes more visible as something that depends on our participation.

Looking back across two decades of research and practice, one insight has become increasingly clear: transformation happens when we move from an experience of “I” versus “We” toward a felt sense of “I-in-We” and “We-in-I.” The boundaries of separation soften. What once felt external becomes relational. What once felt individual reveals itself as distributed and shared.

In those moments of coherence, capacities expand—creativity, courage, and the presence of a more collective intelligence. These capacities are not theoretical. They are practical. They are needed now.

We are living in a time when many of the old systems can no longer carry us forward. The question is less whether change is required, and more whether we are willing to inhabit the responsibility this moment places before us.

The call of our time is asking us to step up—not through urgency or alarm, but through steadiness. Through presence. Through the disciplined cultivation of spaces where coherence can take root.

Each space and moment of generative listening matters. Each act of aligning attention and intention matters. Each moment in which we choose regeneration over extraction we strengthen the social field. The future that wants to emerge will not arrive on its own. It depends on the quality of our presence and agency now.

Thank you for the care, courage, and commitment you bring to this work. What we are cultivating together is not small.

In many ways, this feels like stepping into the real work that our journey has been preparing us for...

Reflections



A MESSAGE FROM
Dr. Katrin Käufer
Managing Director

Dear Friends,

I am often asked how to summarize the work and impact of the Presencing Institute in one sentence.

And each time, I notice how difficult that is—because our work continues to evolve.

We started off with the question: How can you learn in moments of disruption when the future is different from the past? When your experience of the past might not be helpful to address what is in front of you. Otto Scharmer described this as learning from the emerging future.

From that inquiry, we developed tools and methods to support individuals, teams, and organizations in navigating disruption with awareness and courage. Over time, however, something else began to take shape. The Presencing Institute became more than a set of programs—it became a community, and gradually, a movement.

Today, we find ourselves experimenting with how to cultivate the social infrastructure that allows regeneration to happen. Spaces where people can listen deeply, sense together, and co-create what wants to emerge. We call this strengthening the social soil.

At a time when polarization weakens trust and fragments our societies, I believe this work fills an important gap. Without the capacity to sense and imagine together, meaningful transformation becomes difficult.

Over the past year, we continued to deepen this work—advancing our research, strengthening our programs, and supporting changemakers around the world. We launched the Presencing Series with more than 6,000 participants. The Ecosystem Leadership Programs in Mexico and Indonesia brought together hundreds of changemakers across the respective regions to innovate solutions. By being listed in Scopus, our journal has become a resource for researchers worldwide. Our Social Arts work—Social Presencing Theater and Generative Scribing—create impact and transformation in many different parts of the world. I could go on.

I am grateful for what the team and our community is co-creating every day. Enjoy the read of this annual report that gives you a glimpse into this work.

And thank you for accompanying us on this journey.

Katrin

Who We Are

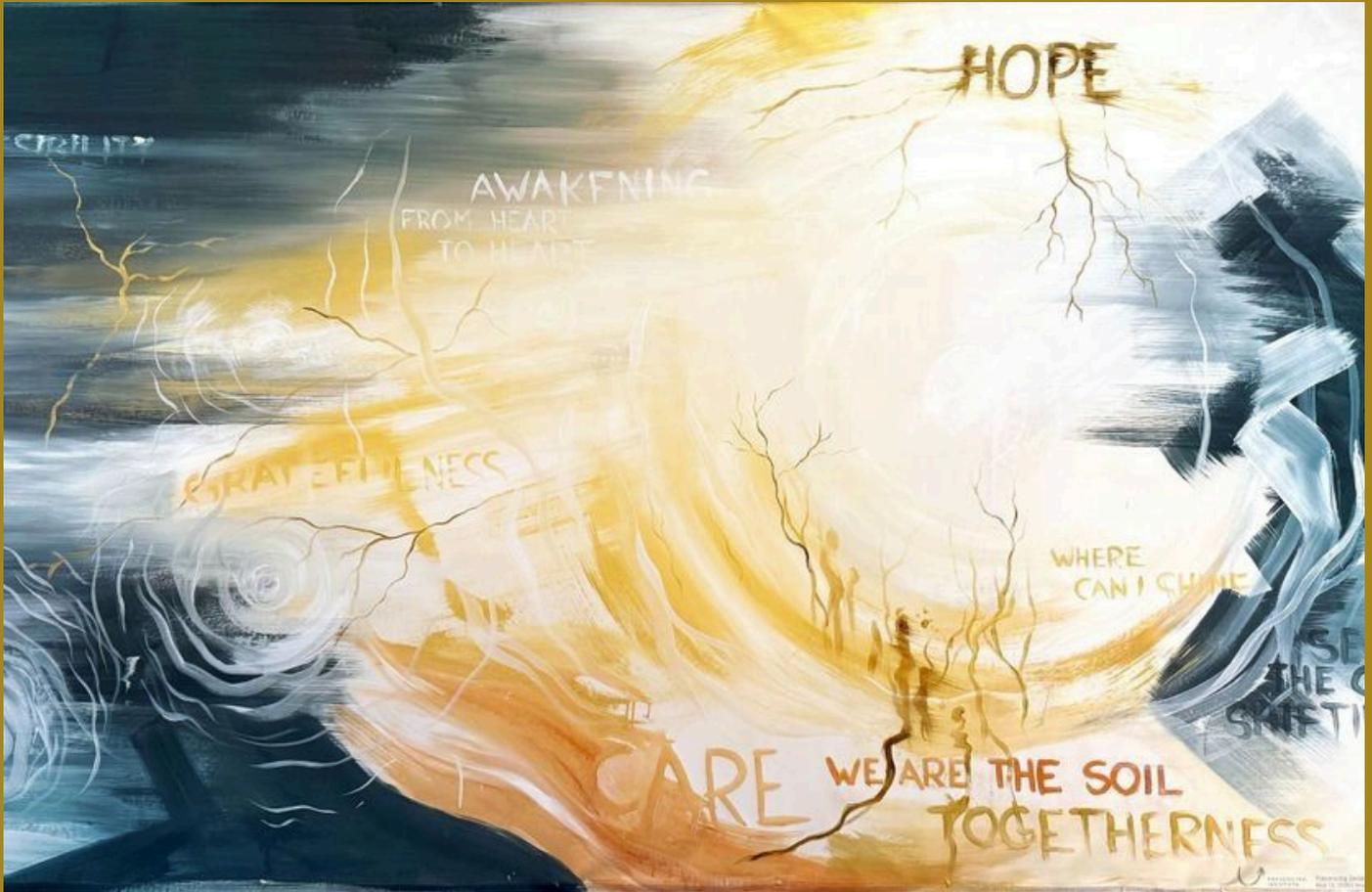


Image: Olaf Baldini (cover image)

The **Presencing Institute** is a non-profit organization based in the USA, but with a global reach. “Presencing” is a word combining presence (awareness of one’s current reality and this moment) and sensing (opening up to the larger whole and the highest potential emerging future).

Our purpose is to catalyze conscious action for ecological, social, and spiritual regeneration. We are leaders in the emerging field of awareness-based systems change. Our approach, Theory U, is a framework, a set of tools and methods, and the inspiration for a global change movement. To date, more than 250,000 learners overall have participated in our signature free online courses.

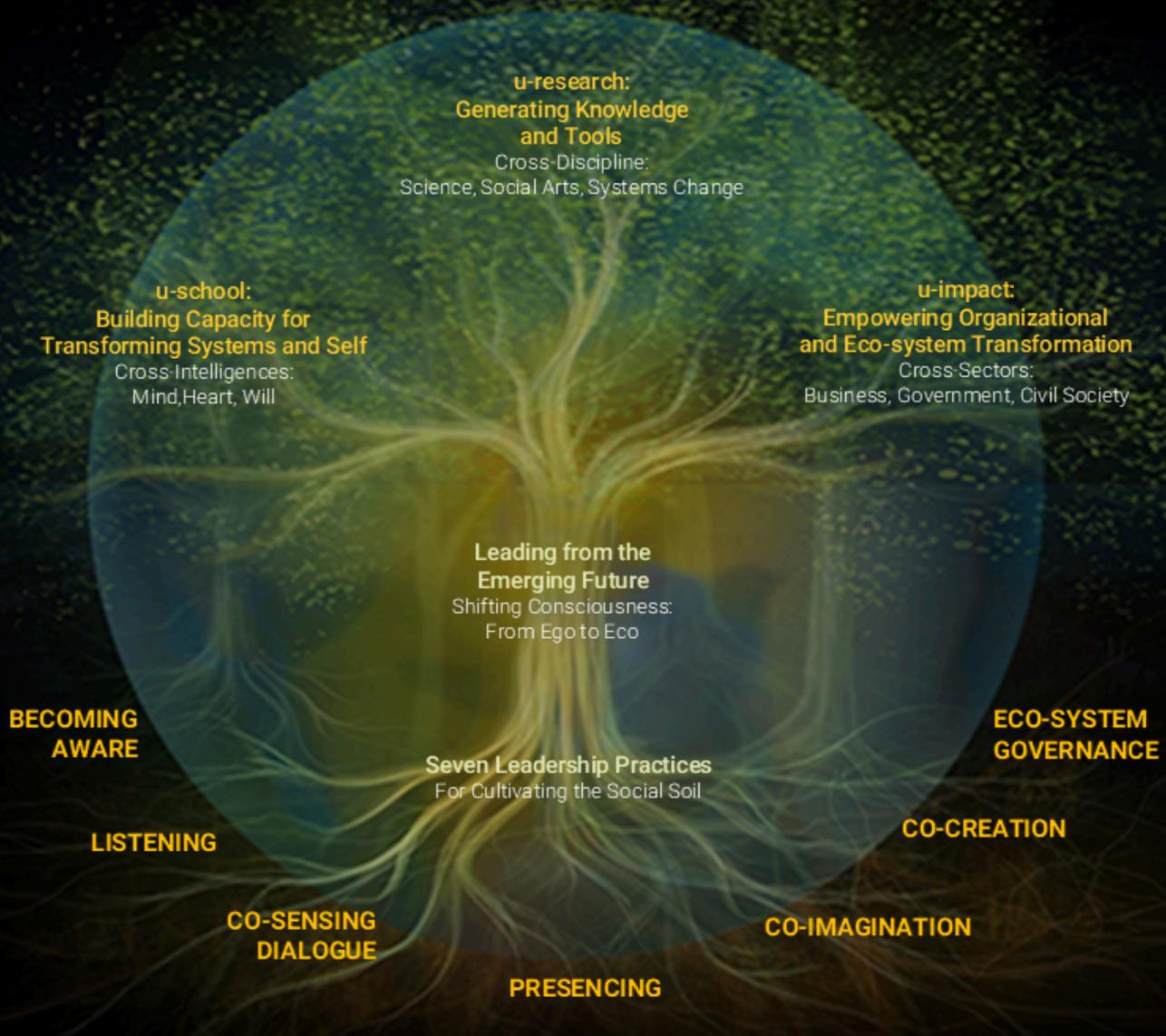
The Presencing Institute offers a range of programs, courses, and resources to support individuals and organizations in developing their

capacity for change and for leading from the emerging future. These include online courses, in-person workshops and retreats, keynotes, coaching and advisory services, and a variety of publications.

We also work directly with partners from civil society, foundations, institutions, and corporations, to tackle complex issues and find solutions to human and ecological challenges, such as transforming education systems, restoring landscapes, advancing regenerative agriculture, promoting inclusive economies, and enabling implementation of the Sustainable Development Goals (SDGs).

We have applied Theory U to a broad range of issues including public health, agriculture, regenerative business, education, humanitarian aid, philanthropy and other areas.

How We Work



This image highlights how all branches of our work—**u-impact**, **u-school**, and **u-research**—must work together if we are to achieve real transformation.

u-impact: Dedicated to empowering businesses, civil society groups, public agencies, and other organizations in the creative process of bringing about transformative change. We help clients more clearly perceive reality, envision new possibilities, and manifest their highest future potential.

u-school: A no-borders action learning platform with varied online and in-person programs for individuals and teams. Our courses and certifications are designed to build capacity for transformation—integrating science, collective action, and deep creative processes.

u-research: Action research to develop innovative frameworks, methods, and tools that support systems transformation and regeneration. We convene researchers focused on consciousness, science, and social change to activate and transform social fields.

Celebrating the Launch of a New Book



Book Launch Event (Taiwan)

In April 2025, we celebrated the release of Otto Scharmer and Katrin Kaufer's new book, "[Presencing: 7 Practices for Transforming Self, Society, and Business](#)", a new guide to catalyzing multi-system change and planetary healing. **This book invites you to experience 7 practices, combined with powerful frameworks, to create a more integrated and conscious future.**

The 7 practices for elevating our civilization include:

- becoming aware
- generative listening
- dialogue and co-sensing
- presencing
- ecosystem leadership
- co-creating across boundaries
- building unity

We are living in a time of unprecedented crisis and breakdown. But amid the chaos, small "islands of coherence" are emerging—localized pockets of pioneering thought leaders taking action to begin to catalyze multi-system transformation. [In the book](#) you can read transformative real-world stories of these "islands of coherence" from the frontlines of change across the globe.

The invitation is for you to step into the experiences of paradigm-shifting changemakers and gain powerful practices for sensing and actualizing the future that wants to emerge. Discover how your local actions can cascade into a planetary movement for human and ecological flourishing. **The next renaissance is emergent—be a part of birthing it into reality. [Explore now.](#)**

Some Numbers

Reflecting a growing community around the world

Through our work with organizations, programs, hubs, and a growing community of changemakers, we are seeking to reshape how we reconnect with each other, with our planet, and ourselves—activating a shift in individuals and collectives from ego-system to eco-system consciousness.

More and more individuals, groups, and organizations are coming together to lead social, ecological, and systemic regeneration in different regions. Know the stories in this report.

Image: Jayce Pei Yu Lee

16K

PARTICIPANTS IN THE
YEAR OFFERINGS

9,675

NEW USERS
IN OUR WEBSITE

446

OVERALL NEW SELF-
ORGANIZED GROUPS

5,684

MEMBERS THAT
JOINED GROUPS

18K

NETWORK MESSAGES
EXCHANGED

184

COUNTRIES

15K

PARTICIPANTS IN
FREE OFFERINGS (94%)

29K

TOOLS VIEWS OR
DOWNLOADS

1,664

IN PAID OFFERINGS OR
CLIENT ENGAGEMENTS

Social Arts

Applying the arts and creative practices to create new possibilities that transform individuals, groups, and systems.



Social Arts are a set of practices derived from various art forms that support transformative learning by making visible the deeper structures of social systems, referred to as the "social soil." These practices include **Social Presencing Theater, Visual Practice, Social Poetics, and Acoustics**. They are used to bring systems thinking to life by enabling systems to see and sense themselves, thereby creating a shift in agency and opening possibilities for enacting different kinds of systems.

Social Arts are applied to create new possibilities that transform individuals, groups, and systems by integrating arts and creative practices into awareness-based systems change work. Over the past several years, there has been a striking increase in the use of Social Arts in awareness-based systems change work.

Presencing Through Social Arts

Diving into the Process with Visual Arts and Embodiment



Launching a new program

in Paris

A three-day awareness-based Social Arts program to explore Presencing through visual arts, and supported by Social Presencing Theater practices. In this time of uncertainty, participants were invited to engage with art and embodied awareness to deeply experience Presencing, sense the flow of the present moment, and open themselves to emerging possibilities in response to the future.

This innovative journey occurred just after the ChangeNOW conference where the Presencing Institute was also present, with a great team coming from Taiwan, France and Germany. The workshop also had the participation of Otto Scharmer.

The journey integrated creativity, deep awareness, and co-creation, inviting participants to explore how Social Arts can expand our perspectives and actions through the interplay of artistic expression and embodied experience.

A participant reflected on the profound integration of elements they had struggled to bring into dialogue: "One thing I take away from these 3 days is really finding peace in 'letting what is present be drawn.'" The experience opened a practice of capturing moments visually that she is eager to continue cultivating.

Social Presencing Theater

Social Presencing Theater (SPT) is a practice that uses simple body postures and movements to make visible the current reality and the emerging future of social systems. It involves embodied knowing, a way to tap into deeper levels of understanding and connecting with our innate care for others, ultimately revealing a shared layer of humanness and collective wisdom.

SPT continues deepening its impact globally through practice groups, programs, and innovative applications in diverse communities.

Here are some highlights for the last quarter of 2024 and the first three quarters of 2025:

- A new [4D Mapping](#) team was formed to make the [Virtual 4D Space](#) available to practitioners, organizations, and clients.
- The tenth cohort of the year-long SPT training (Practitioner Development Program) has graduated; the Berlin cohort continues to practice together.
- Two SPT Basics programs were hosted in Taiwan, expanding and deepening the field in Asia Pacific. Participants came from 7 countries.
- In a partnership with Concordia University, an SPT Basics program was offered in Montreal (35 participants from 7 different countries).



SPT (cont.)

- In India, Manish Srivastava partnered with [Agamishaala](#) to complete their sixth four-day SPT-based immersive leadership journey, reaching out to a community of 100+ innovators transforming the field of law and justice in India. Collectively, they integrated SPT and awareness-based practices in two Melas— gathering of 750-1200 social innovators coming from diverse backgrounds and sectors from India.
- In Mexico, a gathering of people with functional diversity and four organizations convened, not only to map their experience of integration in their communities, but also to understand how the systems and structures experience them. The 4D map was revealing. [Read the full story.](#)
- In Paris, an Erasmus-funded residency was offered, Crafting Pedagogies of Togetherness, for 30 educators, researchers, and artists from all over Europe. Participants were introduced to the SPT practices Arawana Hayashi has been creating with the designer Ricardo Dutra, for classroom teachers and students. [Watch the video.](#)
- In the Netherlands, an SPT Basics drew 40 people, eager to incorporate these embodied practices into their coaching and leadership.
- The Journal of Awareness-based Systems Change published a [Special Themed Issue on SPT](#) with peer-reviewed articles, book reviews, praxis application stories, and dialogues celebrating 20 years of SPT.



Image: 4D Mapping in Mexico

Visual Practice

Visual Practice involves representing ideas in two dimensions—creating pictures that integrate content, prompt insight, and aid decision-making. When practiced live with a group, whether in-person or online, this art form is often called scribing: a social practice that facilitates learning and reinforces cultural memory over time.

At the Presencing Institute, practitioners extend this by attending to the field of energy, relations, and potential within a system. We call it “Generative Scribing”—making the invisible structures of social fields visible, thereby facilitating deeper understanding at every phase of Theory U.

The next wave of Visual Practice continues to take root at the Presencing Institute. In 2025, several new programs launched, including “Presencing Through Social Arts,” a Visual Practice Workshop in Tokyo, and a new online program in Spanish, “Intro to Generative Scribing” (“Introducción a la Documentación Generativa”).

Kelvy Bird’s book, *Generative Scribing*, was also [translated to Spanish](#).

Here are some glimpses of artwork created during the year by multiple scribes.



Image: Visual Practice exercises during the Ecosystem Leadership Program Asia Pacific

Visual Practice (cont.)

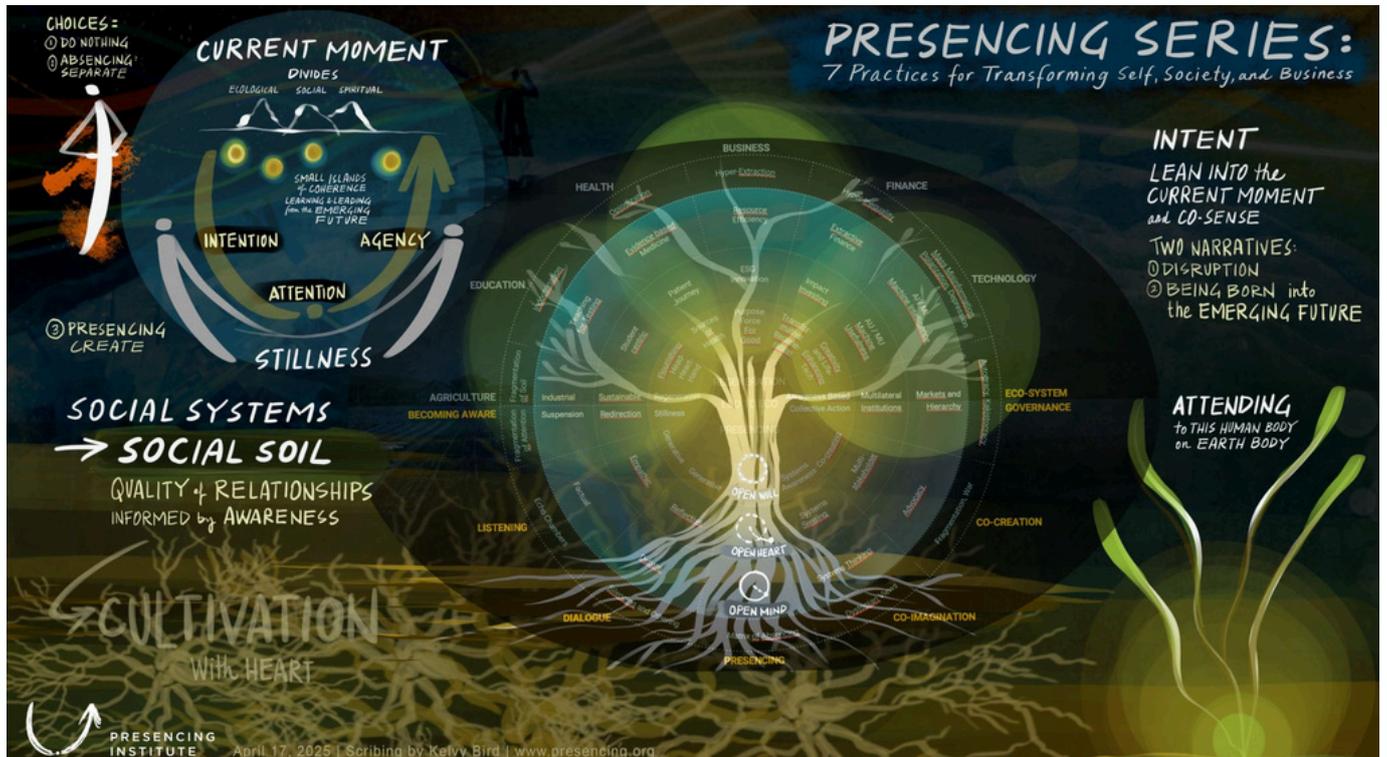


Image: Kelvy Bird, Presencing Series

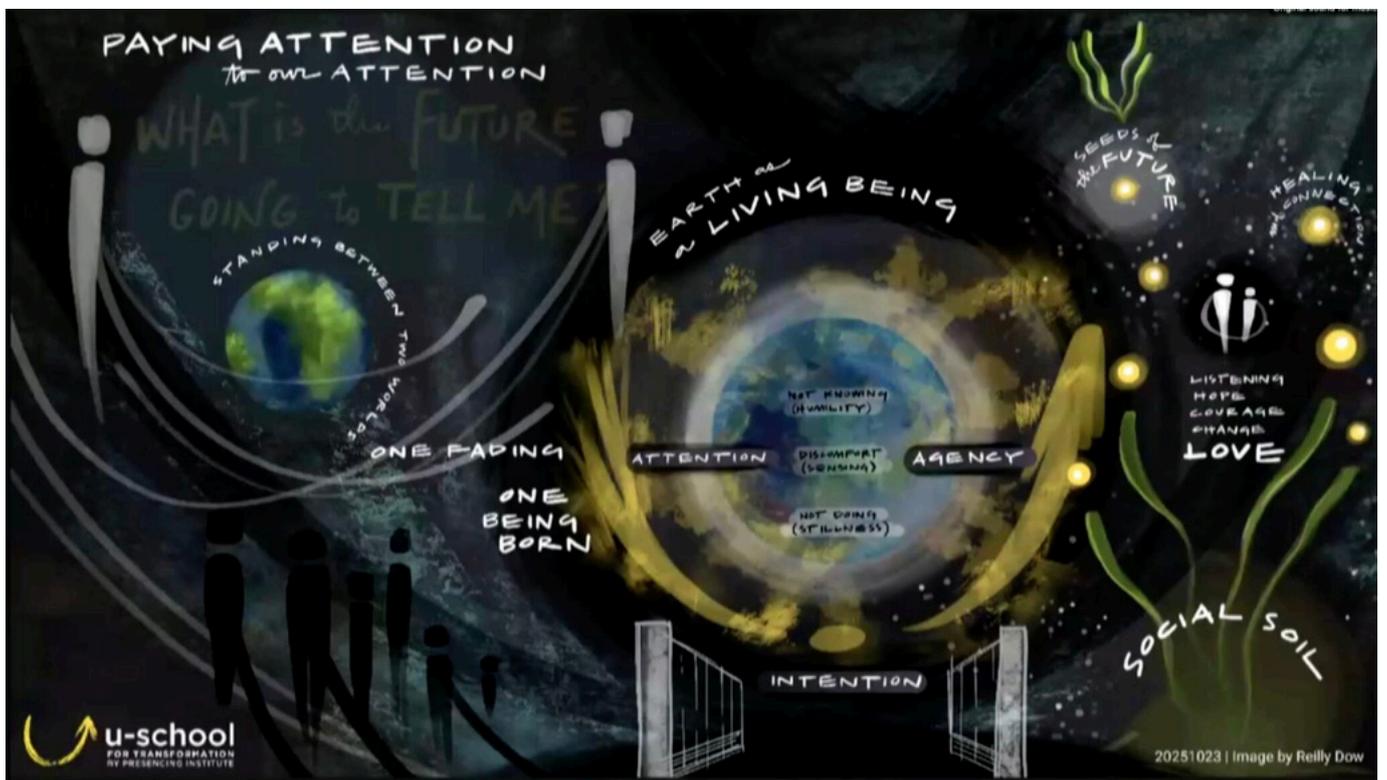


Image: Reilly Dow, u-lab

Visual Practice (cont.)

Image (top and middle right): Olaf Baldini



Image (middle and bottom left image): Jayce Pei Yu Lee

Image: Visual Practice workshop in Tokyo

u-school

Building Capacity for Transforming Systems & Self

The **u-school for Transformation** is an action-learning school without borders, global in reach, rooted in a diverse **ecosystem of regional partners in Africa, the Americas, Asia Pacific, and Europe**. We aim to **advance social, ecological, and systemic transformation**. The u-school programs blend state-of-the-art systems thinking, action learning, Social Arts, awareness-based practices, and multi-sector collaboration. It offers free programs like u-lab and the Presencing Series, as well as in-person Presencing Foundation, Ecosystem Leadership, and Social Arts programs globally.

The u-school also offers **certification pathways** and support knowledge generation for advancing awareness-based systems change.

In 2024, the u-school for Transformation launched the Awareness-Based Systems Change Practitioner Certification, providing changemakers with the tools, methods, and confidence to apply Theory U in their work. This flexible, action-based learning journey enables participants to deepen their understanding of systems transformation, develop leadership skills, and implement real-world change projects. Practitioner Certifications in Social Arts will be launched in the near future.

Image: ELP Asia Pacific



Certifications

Awareness-Based Systems Change

The Action Learning Project is the final requirement in the **Awareness-Based Systems Change Practitioner Certification pathway**. In 2025, there were **27 Action Learning Projects submitted**, allowing participants to be formally recognized as qualified practitioners of Awareness-Based Systems Change processes, methods and tools, and to apply these in their context.

Each Action Learning Project documents a complete Theory U journey, incorporating the tools and methods learned throughout the certification pathway to address a systemic change initiative focused on one or more acupuncture points. Here's one of the projects submitted:



→ Bridging Corporate Innovation and Social Entrepreneurship

Launched in early 2025 within Help Alliance, Impact Lab brings together **Lufthansa Group** employees and **social entrepreneurs** to co-create solutions for social and environmental challenges. The inaugural edition connected eight startups from Bangalore, India, with sixteen Lufthansa mentors, creating a platform for cross-cultural exchange and innovation. As organizers prepared for a second edition planned for October 2025 in Porto, Portugal, they turned to **Theory U** to sense the current reality, surface lessons learned, and allow future possibilities to emerge. Shifts became visible across multiple dimensions.

Participants learned to value reflection as a catalyst for creativity rather than viewing it as a waste of time—a significant cultural shift in their corporate environment. The connection between inner and outer work became tangible: personal insights from journaling and story sharing translated directly into project directions. Barriers between different stakeholders were acknowledged, and the group began working toward functioning as "one team." Through 3D Modeling, the system itself became visible in a way it hadn't been before, enabling participants to step outside their daily perspective and see where evolution was needed.

When organizations create space for deep listening, transformation follows—a replicable model for corporate innovation.

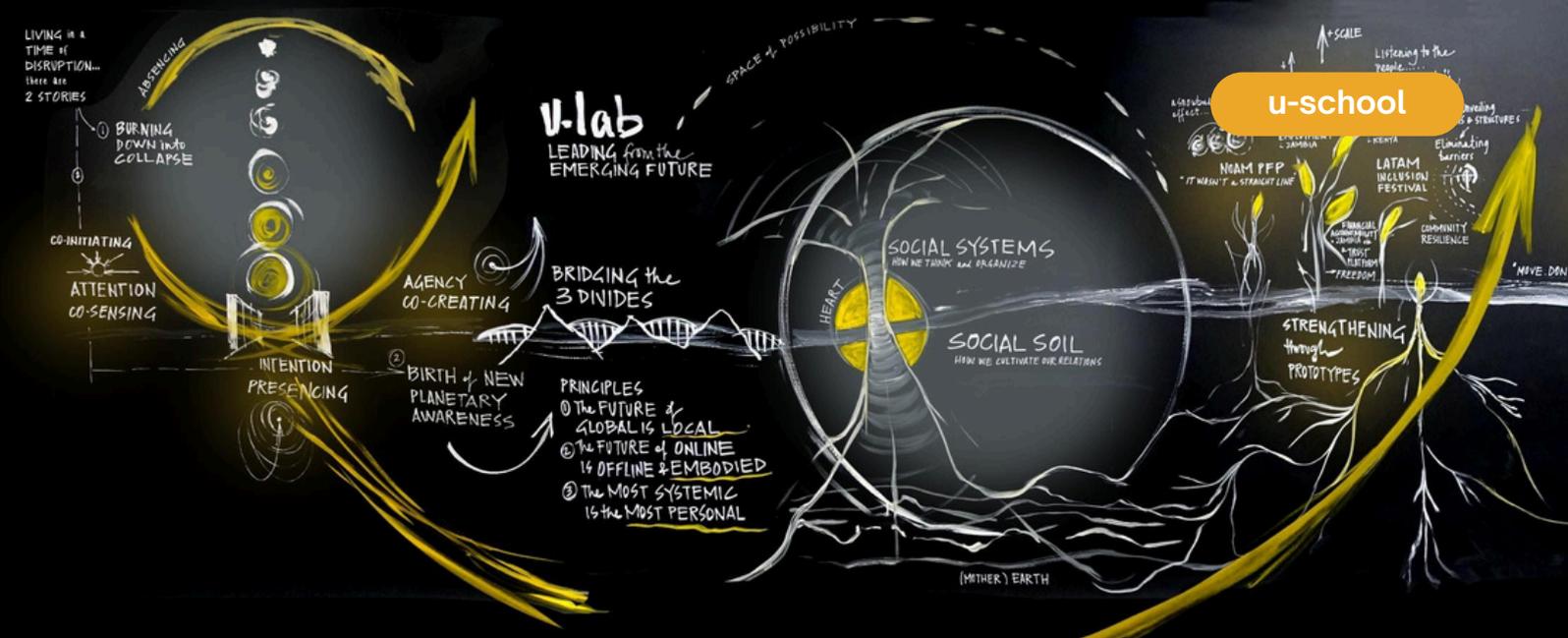


Image: Kelyv Bird

u-lab

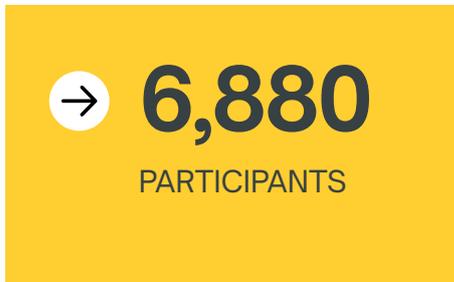
Leading From the Emerging Future

u-lab is a free “learning by doing” program where participants familiarize themselves with Theory U tools, methods, and frameworks while cultivating their ability to apply them to their lives, work, and the collective challenges of our time.

In 2025, participants from 184 countries across continents engaged in the program, with top countries including USA, Germany, China, France, and the Netherlands. Participants represent diverse fields, with a concentration in coaching, education, consulting, charity/non-profit and professional services, indicating the program's relevance across social innovation, organizational development, and systems change contexts.

Live sessions and practice spaces played a vital role in building agency and collective momentum. Participants developed prototypes such as a **start-up eco-village; integrative health offering; music for enhancing human connection; a platform to elevate the voices of Bolivian athletes through storytelling, visibility, and sponsorship.**

The impact of deep listening, presence, and community engagement was a recurring theme.



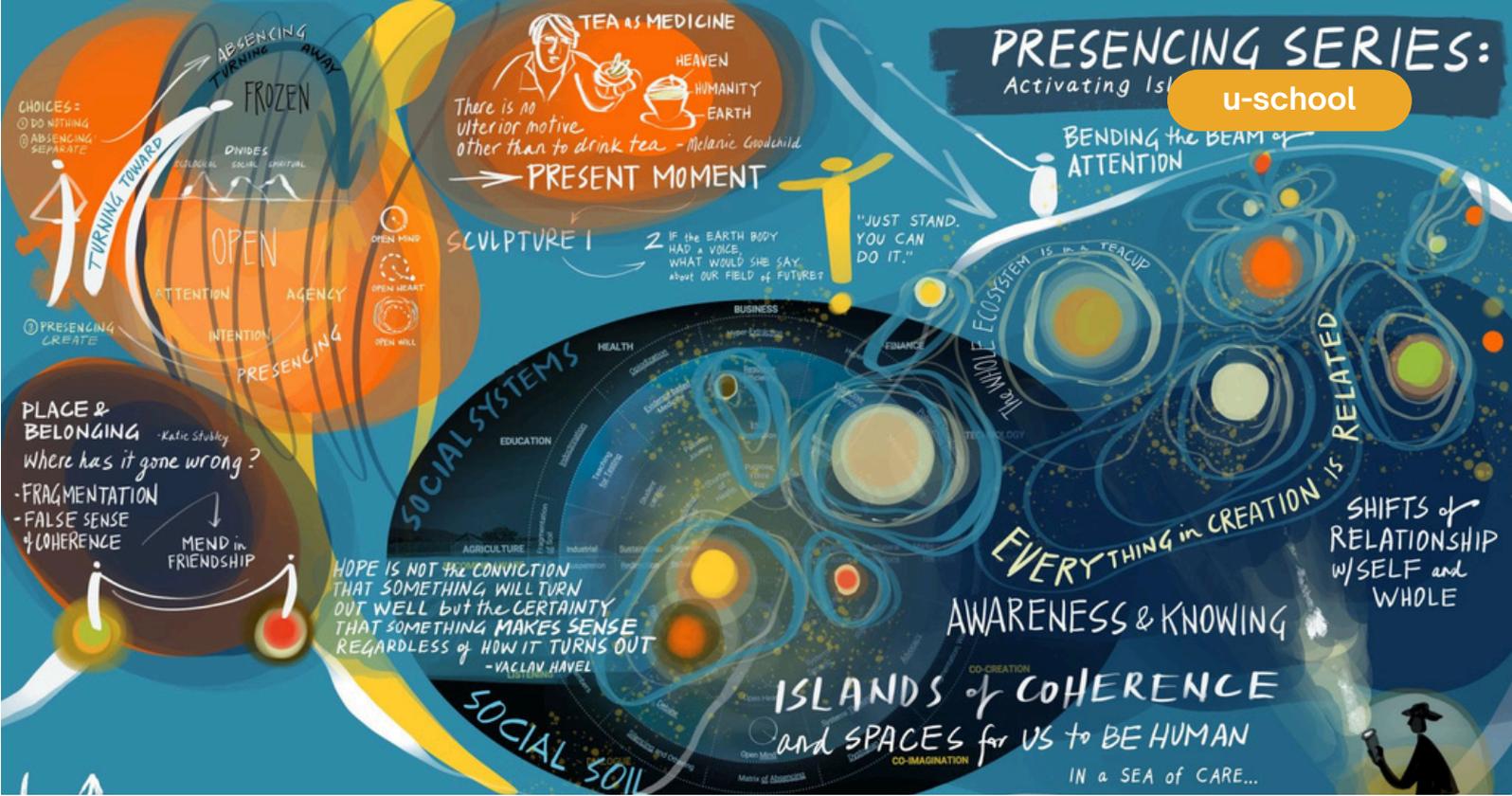


Image: Kelyv Bird

Presencing Series

Sensing and Actualizing the Future that Is in Need of Us

The Series featured six interactive sessions that coincided with the release of Otto Scharmer and Katrin Kaufer's new book, "Presencing: 7 Practices for Transforming Self, Society, and Business". The journey brought together **over 6,000 changemakers**, thought leaders, practitioners, and social entrepreneurs to explore how we can collectively shape what comes next across business, education, governance, and society.

This series was unique in bringing together:

- **Real stories of transformation** from leaders who are creating breakthrough change;
- **Interactive sessions** through small group dialogue and collective sense-making;
- **Social Arts & presencing practices** to access alternative forms of knowing and surface unique perspectives.

→ **6,444**
PARTICIPANTS

→ **152**
COUNTRIES

→ **47**
CIRCLES OF COHERENCE

Presencing Series (cont.)

By the Numbers:

- Over **1,900 participants** in a single gathering
- Global reach spanning all continents and multiple time zones

Social Soil and Islands of Coherence

The series introduced "social soil" as a central metaphor: just as planetary soil enables the biosphere to flourish, the quality of our relationships and awareness determines what can emerge in the social sphere. Building on this foundation, participants explored how small islands of coherence in chaotic systems can catalyze broader transformation. As one participant shared: "I see so many islands of coherence, I sense great love."

Six Topics on Systems Transformation:

- **Planetary & Social Regeneration** - Speakers demonstrated regeneration from the Loess Plateau to Egyptian farms, showing ecological and social systems mirror each other.

- **Education** - Nearly **850 participants** explored moving from knowledge transfer to wisdom cultivation, featuring innovations from Finland, British Columbia, India, and Turkey.
- **Business & Finance** - Over **700 participants** examined how business can become a force for good, with examples from circular fashion, AI-enabled microfinance, and systems innovation at a big corporate company.
- **Governance & Democracy** - Speakers shared grassroots-to-policy innovations including citizens' assemblies and development designed from the Global South.
- The final session brought participants together for a tea ceremony and embodied practices, revealing a global community ready to cross the threshold. From 14-year-old students to World Bank veterans, from indigenous wisdom keepers to corporate CEOs, all united around the recognition that "we will never govern for all if we cannot manifest souls that love all" (Ashleigh Gardere).

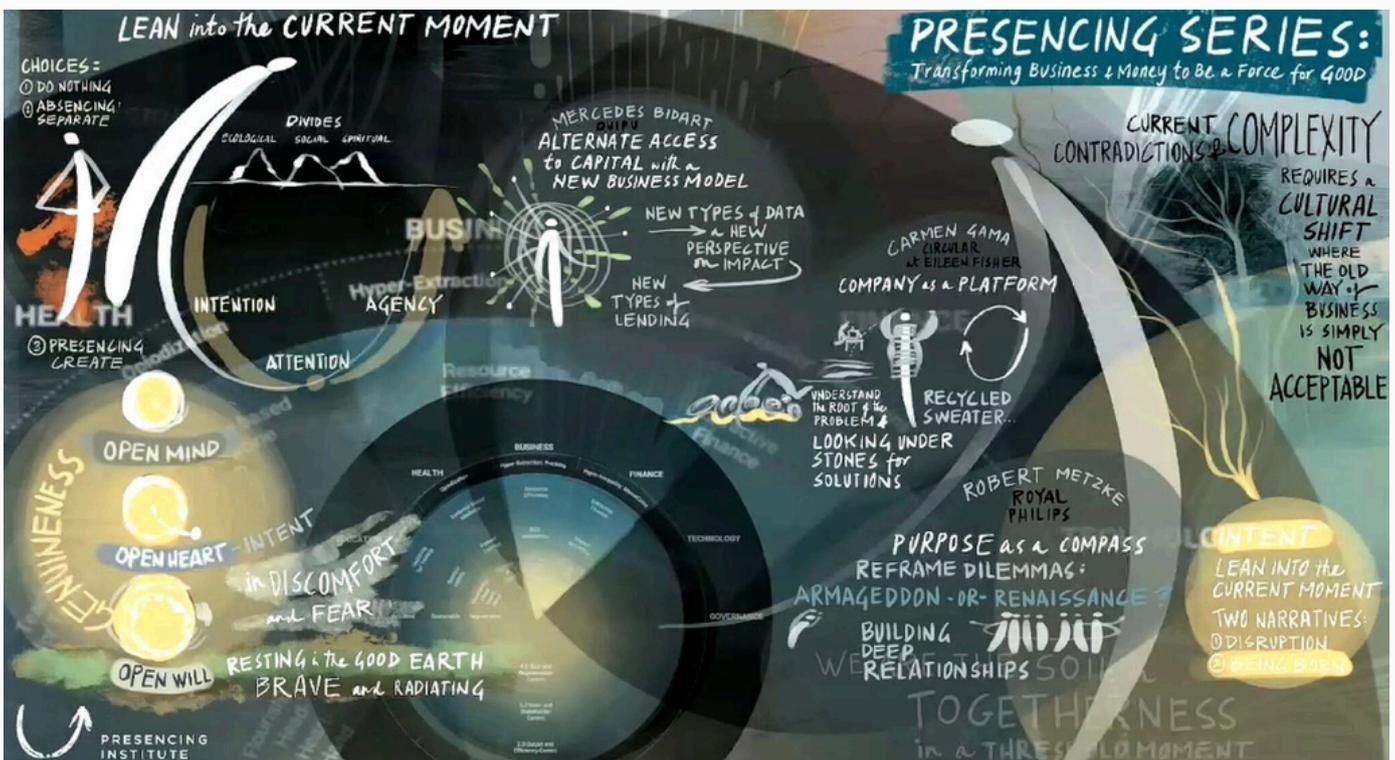


Image: Kelvy Bird

Systems Impact Stories

Around the world: Latin America



The Presencing Institute holds generative spaces that weave ecosystems of coherence that realign attention, intention, and agency at the scale of the whole. Here's where such processes emerged in **Latin America** in 2025. See the programs in **Mexico, Brazil** (at the pre-opening events in Rio of the G20), and in **Chile** (cross-sector gathering). The examples illustrate how, in the midst of all the challenges that we are facing in our old institutions, so many new seeds and soil structures of the future begin to take shape and to flourish.

Ecosystem Leadership Program (ELP): Modules 1, 2 and 3. From personal transformation to systemic and ecosystem impact

The ELP is a 3-year cycle where participants are invited to develop their capacity as leaders of awareness-based systems change, and apply it to their contexts, to impact the present and future of Latin America. In 2025, **257 people from 21 countries** gathered in Mexico, in a unique opportunity to expand and strengthen their regional connections and opportunities for collaboration, as all three cohorts were together on a single location for the first time. [Watch the video.](#)

Brazilian social entrepreneur Paula Mazzola said at the closing of the cycle: “The program supported a decisive moment in my personal and professional trajectory”. During the program, participants worked on a prototype. Hers was a regeneration project in response to the environmental disaster affecting São Sebastião. “The U Journey has become a way of operating in the world—strengthening my role as an entrepreneur, woman, and leader of regenerative processes”.

257

PARTICIPANTS

21

COUNTRIES

Latin America (cont.)

Beyond the Ecosystem Leadership Program, the LATAM team has designed **complementary open experiences in the host countries**, to connect larger audiences with Theory U.

The Emerge events welcomed anyone interested in learning and applying the methods and tools of Theory U to transform their local context. These events usually have both in-person and virtual components and are supported by local universities and organizations.



November 2024

Emerge Valdivia (Chile): **200 participants** from businesses, communities and universities in the Valdivia region.

December 2024

Jornada Red de Fundaciones Donantes (Chile): With representatives of **40 philanthropic orgs.**

January 2025

FIAP Campus (Brazil): **150 attended in-person and 200 online** for the Masterclass: “Theory U: Analyzing the impacts of AI”.

April 2025

Tecnológico de Querétaro (Mexico): **147 participants** from the Querétaro region at the local tech college.

Tecnológico de Monterrey (Mexico): **100 in-person participants and 300 connecting virtually.**



May 2025

Emerge Paillaco (Chile): **150 students** from public schools in the city.



In addition, as ELP participants evolve their own prototypes and projects, they are organizing their own gatherings mentored by the ELP LATAM team. These next-level experiences usually take place around specific topics. Such is the case of the regeneration-focused convenings supported by our partners at **Commonland**.

November 2024

Convening of the ELP’s Regeneration Group in the Maipo River region in Chile, with **40 participants**.

April 2025

Convening of **40 participants** from the Regeneration Group in Sierra Gorda, Mexico.

Systems Impact Stories

Around the world: Africa



Ubuntu.Lab, which is a regional expression of the Presencing Institute's u-school, catalyses a dynamic community of African changemakers committed to co-creating solutions to the continent's most urgent social, economic, and environmental challenges.

The Ubuntu philosophy is based on the interconnectedness not only of human beings—"I am because you are"—but also on our interdependency with nature's elements (both living and inanimate), and the intertwining between past, present and future.

Ubuntu.Lab Programs 2024-2025

Ubuntu.Lab, in partnership with the Presencing Institute, facilitated transformative leadership development across Africa, blending Theory U with Ubuntu philosophy to co-create Africa's future.

Transformative Leadership Program | Sep 2024 - Feb 2025

This program was delivered in partnership with the Mastercard Foundation. It blended hybrid online and in-person learning, training roughly 50 facilitators and engaging nearly 900 participants from across Africa in deep leadership and systems change work grounded in Ubuntu and Theory U. Eleven prototypes received seed support, ranging from digital skills training for teen mothers to inclusive youth empowerment hubs and mental health initiatives. Participants spoke of profound personal shifts, especially learning to pause, listen, and lead from an expanded sense of collective purpose. Many alumni formed national hubs that continue collaborating beyond the formal program.

900

PARTICIPANTS
IN TOTAL

50

FACILITATORS
TRAINED

Africa (cont.)

Transformative Leadership Course (Kampala, Uganda) | March 2025

An intensive, in-person embodiment of the Ubuntu.Lab approach. It focused on facilitation skills for innovation and profound change at personal, organizational and community levels. This course brought together participants from diverse contexts to practice Theory U tools in real time, connecting reflective leadership with concrete prototyping. Many participants underscored how the course reignited confidence and sparked new collaborations rooted in shared values of empathy and community-centric leadership.



Master Class series

Monthly learning sessions designed especially for alumni to keep momentum as they refined and implemented their prototypes. These sessions provided continued peer support, expert input, and accountability, helping participants to turn insight into action and to sustain community ties.

Ubuntu.Lab Facilitator's Training | April 2024 - February 2025

This open program equipped participants to facilitate the U Process grounded in Ubuntu philosophy. The training connected participants to a growing pan-African community of change agents, expanding learning and collaboration across organizations, sectors, and countries.



Taken together, the story of 2025 was one of growth, deepened community and practical impact. The program, together with Mastercard Foundation, expanded Ubuntu.Lab Institute's continental footprint. The Kampala course brought embodied practice into focus; and the Master Classes helped sustain that energy. What emerges is not just a set of programs but a living learning ecosystem: one where personal transformation fuels collaborative action, prototypes become seeds for local change, and an expanding network of Ubuntu practitioners continues to co-create Africa's future with integrity, empathy and innovation.



Systems Impact Stories

Around the world: Asia Pacific



The **Asia Pacific Ecosystem Leadership Program (ELP)** is an intensive in-person and on-island program in Bali, Indonesia, for changemakers and innovators across sectors and the Asia Pacific. It is comprised of three modules over the course of three years. The program offers all participants the opportunity to co-cultivate the kind of systems practices appropriate for our time and our specific places, activating the deepest sources of knowledge, inspiration and action for awareness-based systems change.

ELP Asia Pacific: Building an Ecosystem for Transformation

The Ecosystem Leadership Program (ELP) Asia Pacific takes an intentional ecosystem approach to systems change across the region. Co-hosted by the Presencing Institute, United in Diversity (Indonesia), and TRAIL (Philippines), the program brings together practitioners, Social Arts specialists, researchers, and country-based ecosystem leaders to address core regional needs: collective learning, decision-making in disruption, systemic polycrisis interventions, and holding spaces that honor Indigenous, Eastern, and Western traditions.

The three-year program (2024-2026) weaves awareness-based systems change with Social Arts, cultivating ecosystem leaders equipped to respond collectively to interconnected crises—building hope, agency, and transformative capacity across the Asia Pacific.

183

PARTICIPANTS

26

COUNTRIES

Asia Pacific (cont.)

The ELP catalyzed a ripple effect of innovation, inspiring both participants and the organizing team to expand offerings and deepen the exploration of awareness-based systems change.

Visual Practice Workshop in Japan



This program explored scribing as a social art bridging visual listening with inner transformation. Led by PI core members Jayce Pei Yu Lee, Crystal Huang, and local practitioners, the curriculum featured an online session with Kelvy Bird. Participants explored the four levels of listening and levels of scribing, practiced pair and collective scribing while examining AI's impact and the essential inner capacities required of a scribe. A "fishbowl" dialogue challenged participants to embrace the unknown. Rather than rushing to produce, they maintained presence and offered spaciousness, expanding their collective frames within this contemporary practice.



Presencing Book Reading Club in Taiwan

Over three years, a small team in Taiwan convened dedicated reading cohorts to explore Presencing and Theory U through embodied movement, visual practice, music improvisation, poetry, and collective dialogue. The most recent 14-week cohort gathered to study and practice with Otto Scharmer and Katrin Kaufer's latest book *Presencing*. The closing session, facilitated by younger participants serving as social poet and scribe, honored the journey not as an ending but as a beginning—planting seeds that continue to be tended through the community.

Leadership Retreat with Indonesia's Cabinet



In October 2024, Otto Scharmer facilitated a retreat on leading systems transformation with Indonesia's newly elected President Prabowo Subianto and his 109-member cabinet in Central Java. The gathering fostered collaboration across institutional boundaries. The retreat explored how Indonesia's inclusive approach to governance contrasts with global polarization, emphasizing self-reliance, shared prosperity, and peaceful dialogue in an increasingly multipolar world—underscoring that transformative leadership across silos is essential amid global polycrisis.

Systems Impact Stories

Around the world: Europe



Throughout 2025, the Presencing Institute expanded its presence across Europe, convening diverse communities of practitioners, leaders, and changemakers to explore awareness-based systems change.

European initiatives ranged from intimate embodied leadership workshops to large-scale collaborative summits, each adapted to local contexts while connected to global networks of practice.

Money Summit: Co-Creating a Progressive Monetary System

In October 2024, the GLS Bank Foundation hosted the Money Summit in partnership with the Presencing Institute, bringing together over 400 people across Germany to reimagine our monetary system. Participants connected through local hubs in more than 13 cities, live sessions, and an online platform, forming a diverse community of students, activists, NGOs, and experts from research, politics, and business.

The format explored themes from digital currency and fiscal policy to feminist economics and new ownership models. Participants examined both personal and systemic questions: How does my relationship with money shape society? What are the leverage points in our monetary system?

The summit crystallized a fundamental insight: our monetary system is human-made—which means we can reshape it.

400

PARTICIPANTS

13

CITIES

Europe (cont.)

Otto Scharmer at ChangeNOW Conference, Paris



Otto Scharmer participated in the ChangeNOW conference at the Grand Palais in Paris, where he held a conversation with renowned activist and author Satish Kumar on "How to Create Radical Change." The dialogue explored how radical change begins with radical love—being and radiating the change you want to see, and cultivating "social soil" by shifting consciousness from ego to eco-awareness. The quality of relationships, rather than just actions, emerged as the pathway through our collective challenges. Artist Jayce Pei Yu Lee created an animated scribing of the conversation, capturing the essence of the dialogue and the powerful collective energy at the event. [Watch the video.](#)



Presencing Foundation Program in Berlin



In June 2025, **82 people from 18 countries** gathered outside Berlin to explore frameworks, tools, and practices for sensing and facilitating profound innovation and change—in organizations and across societal systems.

The experience left a lasting mark on many participants. One described it as "one of the most intense, self-transformative, and inspiring leadership experiences I have ever been part of," adding that she would carry its essence into her life and teams, apply the tools in leadership sessions, and continue bringing her prototype for change to life.

This sense of personal transformation was a recurring theme. Another participant described the week as profoundly transformative—weaving together her intuition as a catalyst for change, her spiritual practices, and a deeper understanding of systems change and coherence. The practices she learned became woven into her everyday life and work.

Systems Impact Stories

Around the world: North America



The Presencing Institute expanded across North America through the Executive Champions Workshop with Peter Senge. Theory U was explored in leadership and ecological contexts, emphasizing deep connection to place, systems thinking, and embodiment to bridge ancient Indigenous wisdom with contemporary institutional change. An SPT Basics workshop took place in Montreal. Philadelphia is preparing to host a new edition of the Presencing Foundation Program, broadening regional access to Theory U.

Executive Champions Workshop

In an intimate conversation, the **four core faculty members of ECW**—**Peter Senge, Arawana Hayashi, Melanie Goodchild, and Otto Scharmer**—came together to reflect on the journey of ECW: where it began, how it has evolved, and why it continues to matter in the shifting landscape of leadership today. ECW invites a different rhythm—one of slowing down enough to listen, both inwardly and outwardly.

The way the faculty spoke with one another was itself a model of what the workshop holds: a space that allows leaders to slow down enough to hear themselves think, to reflect not only on their work but on the inner movements behind it, and to regenerate their sense of direction from a place of stillness and shared presence.

In an era of cascading crises, that kind of presence is rare—and needed. [Watch the conversation.](#)

Social Presencing Theater Basics in Montreal, Canada

The Centre for Human Flourishing, Concordia Loyola Campus, Montreal, partnered to host SPT with Arawana Hayashi and the Presencing Institute. We had 35 participants from seven countries, across two days.

u-impact

Accompanying organizations at the threshold of complexity



Association of African B-Schools Conference in Egypt



Workshop for a Foundation in Europe

The **u-impact team** works alongside organizations and ecosystems to navigate the realities of exponential complexity. Across **more than 15 client engagements spanning sectors and geographies**, we have accompanied them through journeys of genuine transformation: leaders who arrived carrying real pressures and left with new capacities, new language, and a deeper sense of collective possibility.

We partner with organizations—across **business, philanthropy, and public institutions**—and **place-based ecosystems**: listening and sensing into their unique context (vs import predetermined solutions); build strong relationships; weave together capacities from across the PI field—u-school, u-research, and Social Arts—into tailored journeys; bring leaders into peer circles to prototype the future together; and give visibility to their stories.



Association of African Business Schools Conference

In 2025, the Presencing Institute engaged with the Association of African Business Schools (AABS) conference, where educators from across the continent gathered to reimagine business education rooted in African values of Ubuntu—emphasizing co-responsibility, care for each other, and the world around us.

The work, led by Martin Kalungu-Banda, emphasized cultivating leadership that serves the true meaning of economics—caring for the whole household, including planet Earth. The collaboration affirmed the Presencing Institute's and Ubuntu.Lab Institute's commitment to supporting the leadership transformation needed across Africa and globally, working alongside young leaders and passionate educators to move beyond current global disruption toward a regenerative future.

u-impact (cont.)

Different sectors and scale, one question: how to sense and respond to a world that won't hold still.

01 Shifting the Social Field: How 120 Leaders Restructured to Make Change Possible

Over the past year, the Presencing Institute accompanied a **global organization through a sustained leadership journey with 120 leaders, spanning two multi-day summits and continuous in-between support**. Working along the U Process, the journey moved from deep personal dialogue and system mapping, to surfacing key tensions and structural patterns, to prototyping new ways of leading and working together. Conversations that had not been possible before began happening. Meetings were redesigned. Leaders took courageous new approaches to responsibility and entrepreneurship. What shifted was the field: the coherence, the quality of thinking together, the willingness to reorganise not just structures but narratives and mental models—enabling a level of restructuring that simply would not have been possible without the relational foundation built along the way.

02 Multi-Phase Whole-Organization Journey: Capacity Building for Navigating Complexity

A well-established **European philanthropic institution** sought to hold tensions, sense emerging possibilities, and connect impact outcomes, policy influence, and narrative-building with place-based activation. The Presencing Institute designed a **multi-phase journey. Senior leaders joined a group-wide leadership programme; the full organization of 50 employees participated in a two-and-a-half-day System Awareness Lab** developing deep listening, systems mapping, and strategic foresight. The practices—personal and systemic—revealed patterns, leverage points, and tensions, enabling the system to see and sense itself in connection with its mission and strategy. A volunteer cohort became internal ambassadors, embedding these practices into everyday rhythms. What began as leadership development has since rippled across the organization—and is now extending outward. The foundation is moving from being a funder of systemic change to an agent of agents, weaving together ecosystems rooted in resilience, awareness, and intent.

03 Building Collective Intelligence and Engagement at the Board Level Through 3D Mapping

Amid intensifying geopolitical dynamics, rapid AI advances, and evolving industry landscapes, a **Board** approached the Presencing Institute with a question familiar to many complex organizations: how could its constellation of entities generate value beyond the sum of its parts—balancing governance with stewardship of what was emerging? Rather than a conventional off-site, board members and senior leaders engaged in a **facilitated 3D system-mapping process**, making visible the forces shaping their environment, interdependencies across entities, and stakeholders influencing their shared future. The systemic view revealed that primary leverage lay not in reorganization, but in the quality of connection across the group. As one board member reflected: complexity requires a three- or four-dimensional response, grounded in relationships, people, flows and patterns. A cross-organizational learning spine was established through ongoing sensing circles, enabling leaders to interpret emerging shifts, develop shared strategic foresight, and hold the tensions inherent in complexity—cultivating the capacity to function as an integrated system, not just a group of aligned entities.

u-impact (cont.)

Transforming local economies, through finance, farming and more

Leadership Academy in Collaboration with the Global Alliance for Banking on Values (GABV)



Values-based finance uses banking as a tool to address social and ecological challenges. In this program, we work with high-potential leaders from members of the GABV. Over a period of eight months, 24 participants explored ideas and practices of values-based finance and advanced their leadership capacities based on Theory U and Presencing tools and methods. This year was the tenth cohort of the program with over 300 alumni, and the in-person module in 2025 was hosted by Centenary Bank in Uganda. In collaboration with the GABV, the Presencing Institute also runs an alumni program for this group.

Cultivating the ground for healthy food and a regenerative region

In the Mitmach-Region Vorarlberg Rhine Valley, Pioneers of Change partnered with the Presencing Institute to explore how Theory U can support initiatives to strengthen regional identity, deepen existing projects, and open space for new ones to emerge. Building on this experience, a

new initiative is now underway in the Lake Constance area.

Many regional projects follow a familiar logic: first a topic is defined, then a project is set up, and finally actors are invited to implement it. Relationships emerge—if at all—along the way. In this work, the sequence is consciously reversed. The process does not begin with solutions, but with encounters.

The starting point is a community inquiry into how the different players of the region experience their current reality. The journey is to explore the inner and collective place from which action emerges—how shared intention can form before decisions and implementation take place. In this approach, social soil is not a side-effect of collaboration—it is a prerequisite for it.

Through workshops, learning journeys, and open dialogue formats, participants from civil society, business, agriculture, and the public sector come to see their region differently—and to see each other differently. Out of this, concrete initiatives emerge organically. In Vorarlberg, this included the revival of Urdinkel, a traditional regional spelt grain now grown by around sixty local farmers and sold through mainstream bakeries—its story printed on the packaging—as well as new forms of collaboration between agriculture and processing, regional value-creation initiatives, and cultural projects such as *Musik am Hof*, where farms became spaces for cultural exchange.



u-research

Knowledge generation for systems transformation

Journal of Awareness-Based Systems Change (JASC)

JASC is an online, open-access journal, providing a platform for cutting-edge research in the field of awareness-based systems change.

Established in 2021, this year JASC reached a significant milestone: the journal was accepted for listing in the global research database,

Scopus. This listing places our work within one of the world's most authoritative academic indexing databases, extending our reach to a broader research community and reinforcing our commitment to rigorous, open, and engaged scholarship at the intersection of awareness and systems change. In 2025, JASC completed its **fifth volume.** [See all issues.](#)



Image: Stefani Beck, *Third Way Fallacy*, 2025

335,857

ABSTRACT AND FULL-
TEXT READS

u-Library

In the [u-research Library](#), you can find the published research related to Theory U and Social Arts in one place. The library includes over **100 listings** related to Theory U, and **40 listings** related to the burgeoning field of Social Arts.

Deep Sensing Lab

One of the founding intentions of the Presencing Institute was to create a planetary action research community. Toward that end, this year we created the Deep Sensing Lab, an experiential action learning space that works with our collective capacity for sensing and presencing as a means for inquiry. Together we investigate the experience of stewarding systems transformation, drawing on relational, embodied, and intuitive forms of knowing, to surface and make visible subtle layers of knowing we hold collectively. In doing so we aim to cultivate a planetary organ of perception that helps to heal the ecological, social, and spiritual divides.

Thought Leadership

Field of the Future Blog

5.6K Medium followers

In 2025 we published 17 blog posts, from which we highlight some of Otto Scharmer's reflections:

An Emerging Third Option: Reclaiming Democracy from Dark Money & Dark Tech

[Read the blog](#)

19.6K views

Entering 2025: Meeting the Future In the Moment. What is Ours to Do?

[Read the blog](#)

2.2K views

Universities as Innovation Ecologies for Human & Planetary Flourishing

[Read the blog](#)

18.7K views

The Fourth Horizon: A Mountain Meditation from Val Fex

Read [Part I: Paradigm Collapse & Shift](#) and [Part II: Civilization & Spiritual Collapse and Reemergence](#)

36K views (total)

76.5K

ACCUMULATED
VIEWS ON
HIGHLIGHTED BLOGS

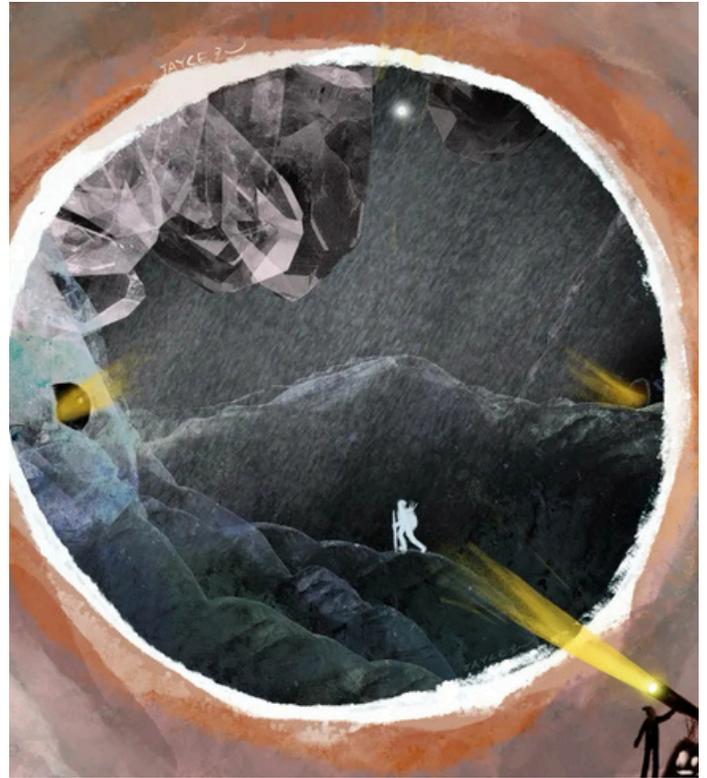


Image: Jayce Pei Yu Lee

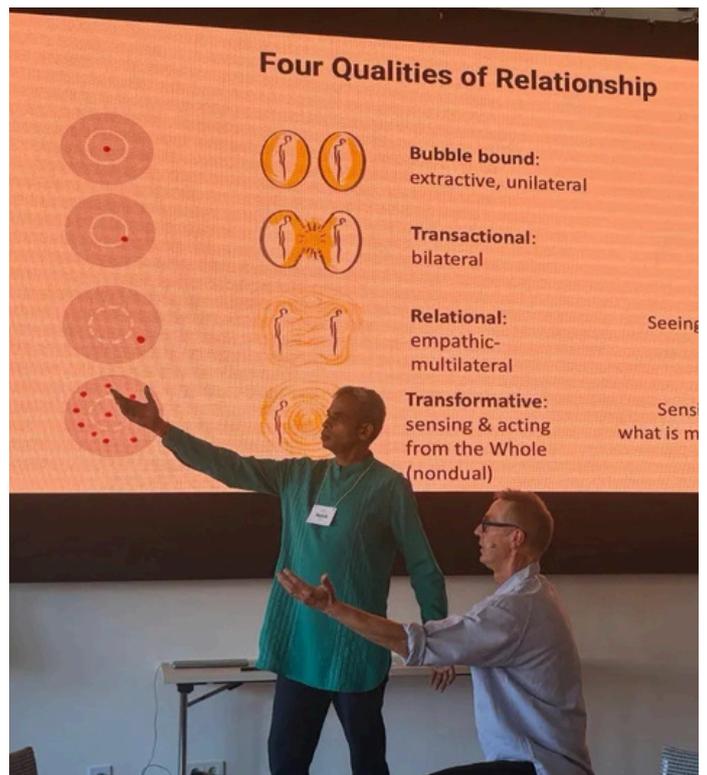


Image: Four relational qualities

Our Team



Agathe
Peltreau-Villeneuve
France



Aggie
Kalungu-Banda
Zambia



Angela
Baldini
Germany



Anne-Sophie
Dubanton
France



Antoinette
Klatzky
USA



Arawana
Hayashi
USA



Aya
Hijazi
Palestine



Becky
Buell
UK



Caspar
Scharmer
Belgium



Dayani
Centeno Torres
Puerto Rico



Deniz
Cengiz
Turkey



Ditri
Zandstra
Netherlands



Dorian
Baroni
USA



Emma D.
Paine
USA



Eva
Pomeroy
Canada



Georgiana
Ward-Booth
Italy



Götz
Feeser
Germany



Gráce
Victoire
Senegal



Janice
Spadafore
USA



Jayce Pei Yu
Lee
Taiwan

Our Team (cont.)



**John
Stubley**
Australia



**Julie
Arts**
Belgium



**Katherine
Kearney**
Switzerland



**Katie
Stubley**
Australia



**Katrin
Kaeufer**
USA



**Kelvy
Bird**
USA



**Kenneth
Hogg**
Scotland



**Laura
Pastorini**
Uruguay



**Manish
Srivastava**
India



**Maria
Daniel Brás**
Portugal



**Marian
Goodman**
South Africa



**Martin
Kalungu-Banda**
Zambia



**Monica
Sulecio de Alavarez**
Guatemala



**Munya
Makombe**
Zimbabwe



**Olaf
Baldini**
Germany



**Otto
Scharmer**
USA



**Patricia
Bohl**
Dominican Republic



**Sebastian
Jung**
Chile



**Stefan
Day**
USA

Our Board



Alexandra
Korijn
Spain



Antoinette
Klatzky
USA



Becky
Buell
UK



Carrie
Radelet
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von Plessen
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USA



Denise
Fairchild
USA



Josh
Kirschenbaum
USA



Katrin
Kaeufer
USA



Otto
Scharmer
USA

Financial Report

Summary Profit and Loss Report Fiscal Year Ended June 30, 2025

Revenue & Support

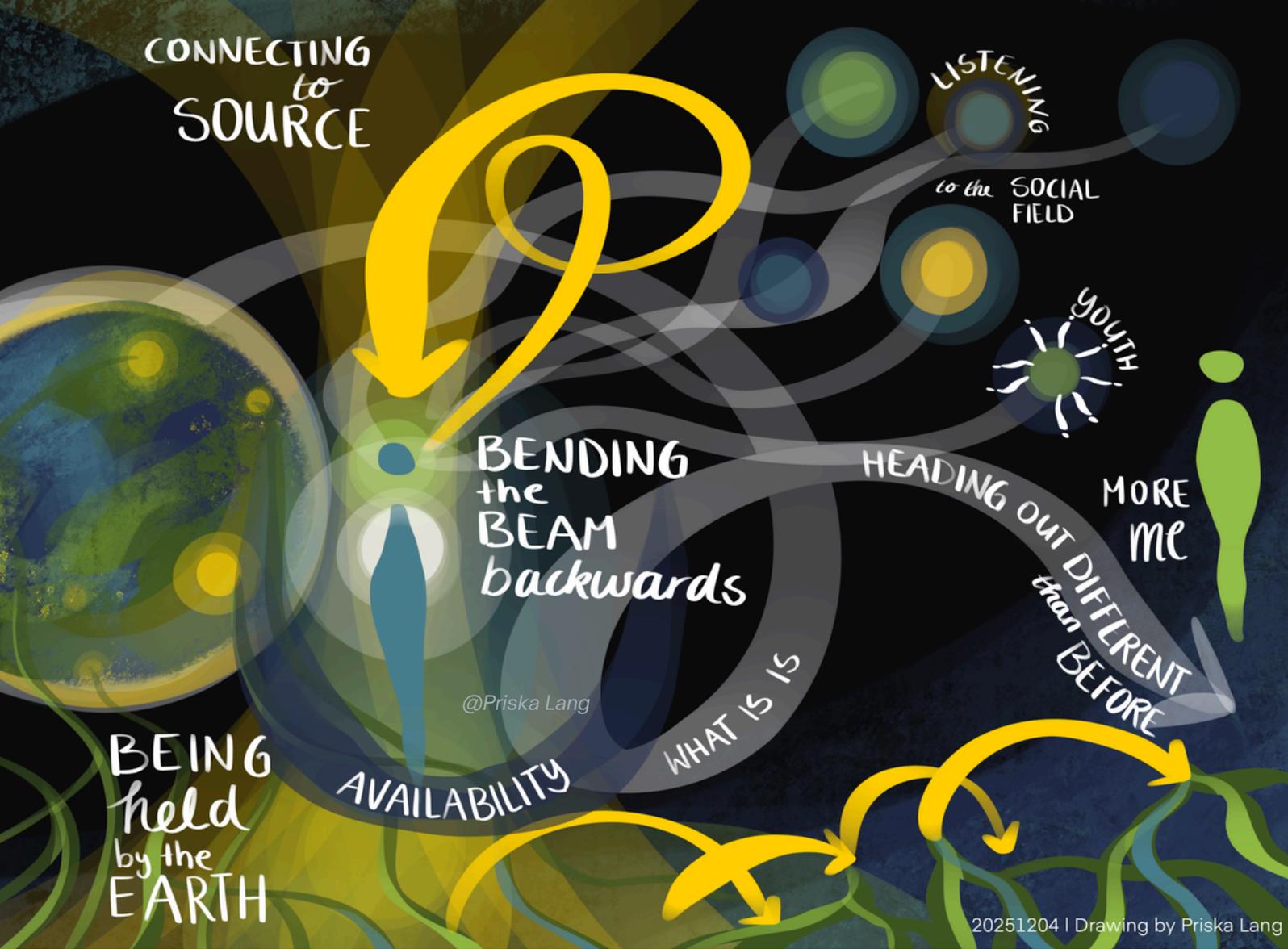
Institutional Engagements	\$2,471,801
Grants (Exchange & Non-exchange)	\$914,339
Donations	\$315,975
Program Tuition	\$859,927
Products & Other Income	\$68,892
	<hr/>
	\$4,630,934
Cost of Goods	\$(2,781)
	<hr/>
Gross Income	\$4,628,153

Operating Expenses

Staff, Faculty & Benefits	\$3,517,382
Website & Platforms	\$217,720
Travel & Workshop Expenses	\$584,396
Administration, Amortization & Depreciation	\$185,940
Professional Services & Insurance	\$67,718
	<hr/>
Total Operating Expenses	\$4,573,156
	<hr/>
Net Income	\$54,997

Operating Expense by Function

Administration	8.3%
Fundraising	3.8%
Programs	87.9%



Thank you for taking the time to read this report. If you have any questions or would like to discuss our findings further, please don't hesitate to reach out to us.

✉ support@presencing.org

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AWAKENING
FROM HEART
TO HEART

GRATEFULNESS



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PRESENTING
INSTITUTE