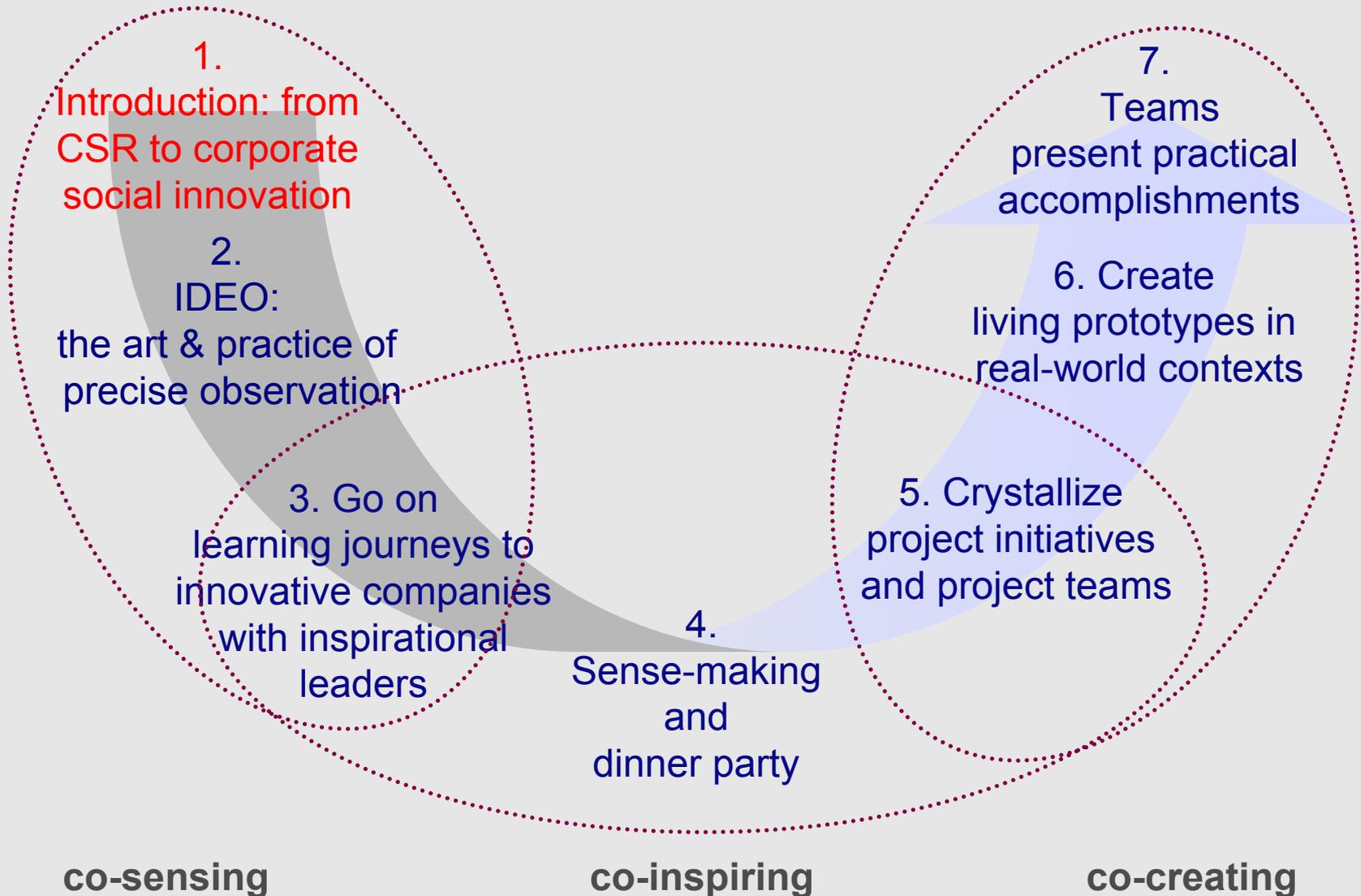


Introduction

**Teaching Materials:
Leadership Lab for
Corporate Social Innovation**

Leadership Lab for Corporate Social Innovation: One Process, Three Stages, Seven Elements



Overview

1. Introduction: From CSR to Corporate Social Innovation
2. Leadership Lab Approach and the Sloan Leadership Model
3. The Blind Spot of Leadership
4. Two Sources of Organizational Learning

Shift from Corporate Social Responsibility (CSR) to Corporate Social Innovation (CSI)

- Company-wide involvement in CSR integrated across the organization and linked to business innovation
- Top-level leadership support
- Proactive rather than reactive
- Emphasis on performance and achieving sustainable social change rather than on process
- Trisector collaborations and partnerships on all levels

Source: www.demos.co.uk

Guiding Question:

How do leaders lead innovations that generate economic, social, and ecological value?

Leadership Lab Approach:

Focus on:

Experience...

Going into the world...

Highly interactive...

Creating practical
results...

Not only:

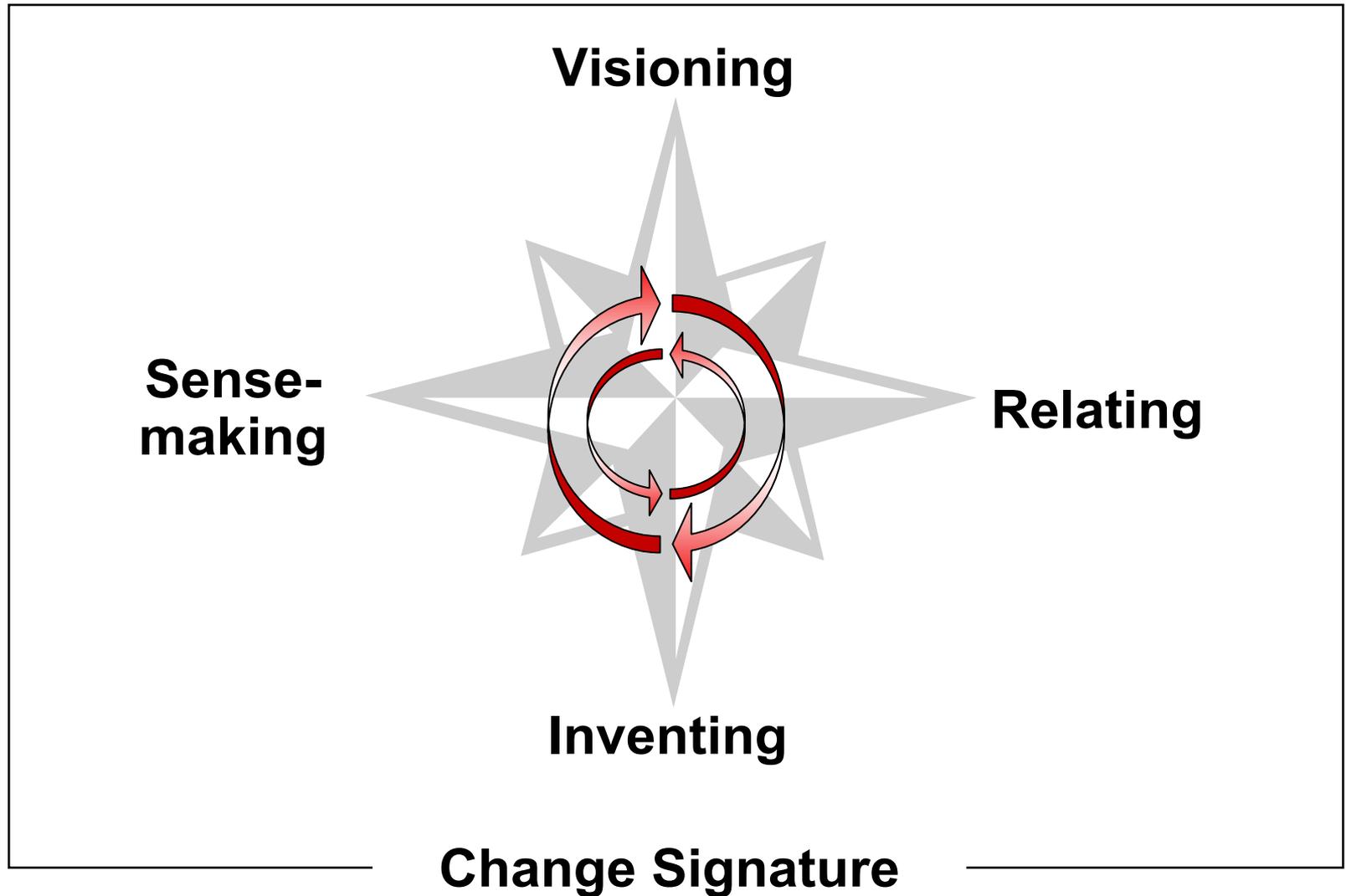
... not only ideas

...not just classroom

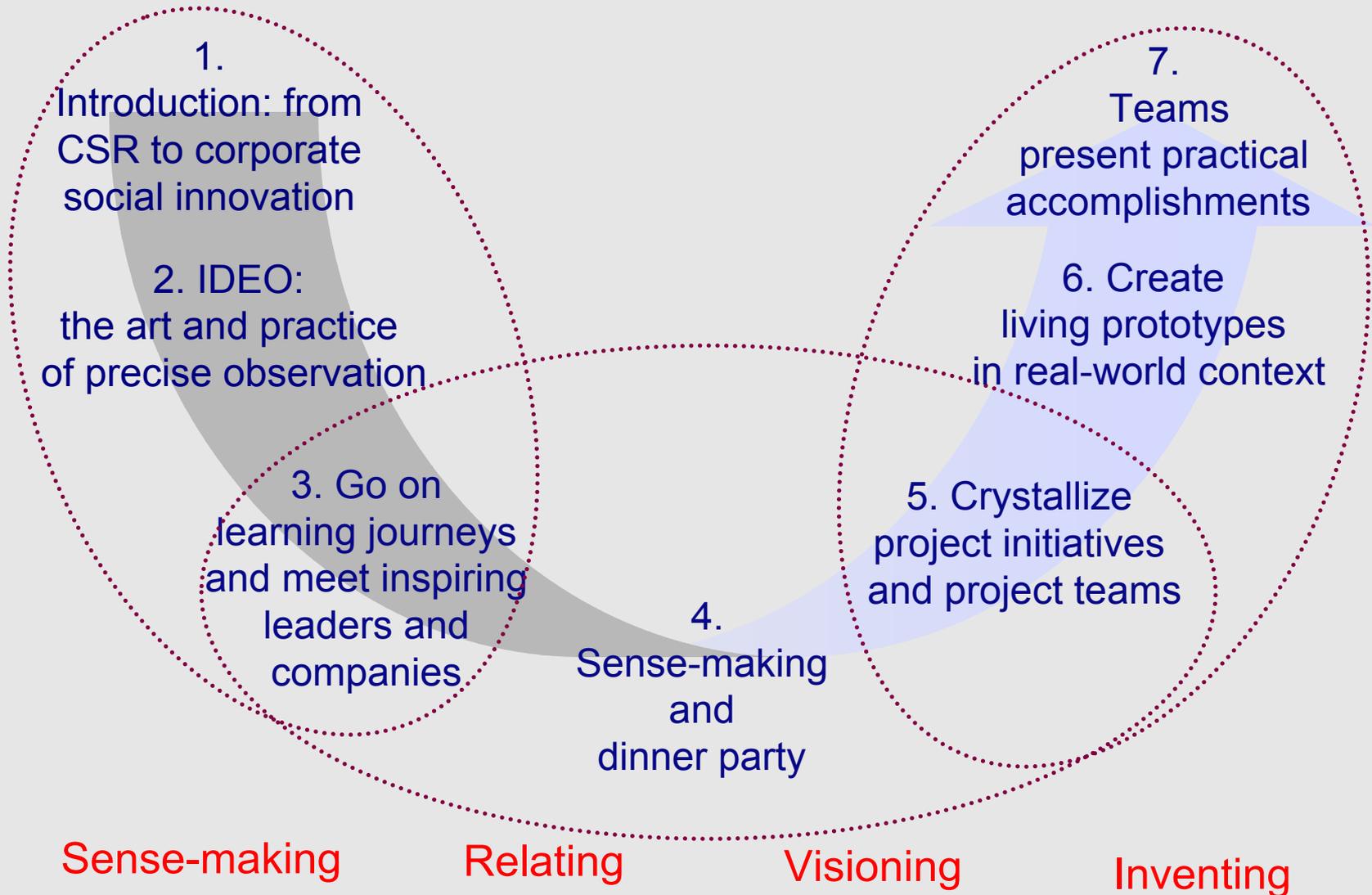
...not just presentations

...not just conceptual
knowledge

Sloan Leadership Model



Leadership Lab Approach: Grounded in the Sloan Leadership Model



Objectives

1. To introduce a leadership methodology for profound innovations that create economic, social, and ecological value.
2. To apply this methodology to an action learning project in which students create value for a local community
3. To learn from remarkable leaders and teams how they deal with the challenges of innovating towards a more sustainable, healthy, and just world economy and society.

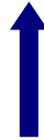
The Blind Spot of Leadership

“The success of an intervention depends on the interior condition of the intervenor.”

--William O'Brien, former CEO of the Hanover Insurance Company

Three perspectives on an artist's work

Outcome: The completed picture



Process: As she paints



Conceiving: While she stands in front of the blank canvas

Organizational Learning

Two Sources of Learning, Two Learning Cycles

- A. The past: Learn by reflecting on the experiences of the past:
Act – Observe – Reflect – Plan – Act

- B. The future: Learn from the future as it emerges:
Sense and presence the future that wants to emerge

On the Core Process of Profound Innovation

- There are two types of cognition: downloading and a deeper way of knowing.
- All profound innovations in science and business are based on accessing this deeper source of knowing
- In order to access this source one must suspend one's habits of judgment (downloading) and go through a sequence of three core activities...

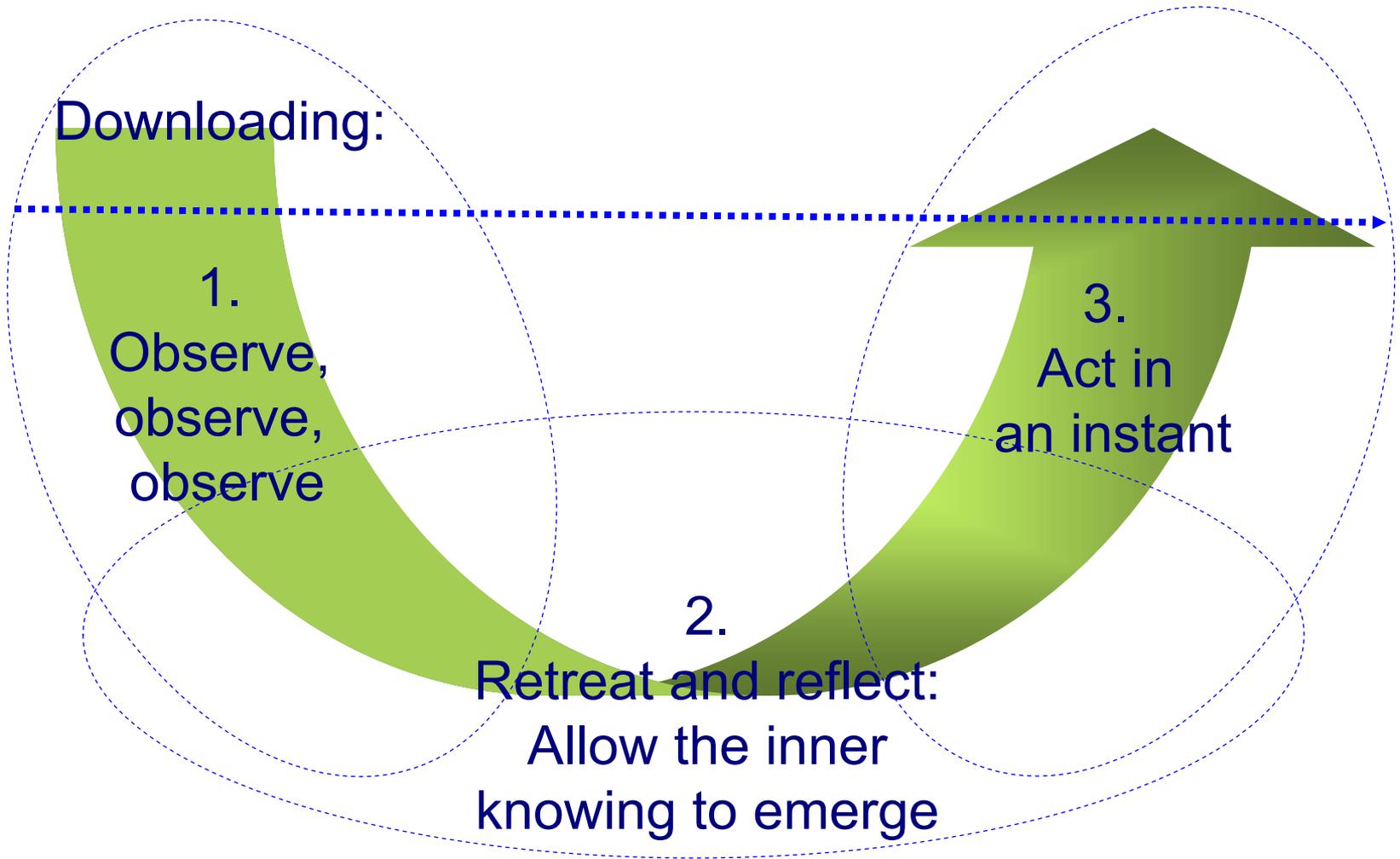
Source: Interview with W. Brian Arthur,
Santa Fe Institute,
www.dialogonleadership.org

Downloading:

1.
Observe,
observe,
observe

2.
Retreat and reflect:
Allow the inner
knowing to emerge

3.
Act in
an instant



For more information on this lecture:

Arthur, W. Brian. 2001. "Conversation with W. Brian Arthur: Coming from Your Inner Self." Interview by C. O. Scharmer and Joseph Jaworski, Xerox Parc, Palo Alto, California, April 16, 1999. www.dialogonleadership.org

Scharmer, C. O. (Forthcoming).

The Blind Spot of Leadership: Presencing as a Social Technology of Freedom (working title).

Senge, P., C. O. Scharmer, J. Jaworski, and B. S. Flowers. (Forthcoming).

Presence: Human Purpose and the Field of the Future (working title).