Suppose that we make a slight modification to the "U" Theory – namely that we write the letter U starting at the right and moving to the left. This would put it in harmony with how we have been presenting the Yin-Yang Symbol and then the Five Elements or Phases or Seasons.

Notice that downward movement is for the "U" Theory about thinking -- about increasing awareness of the whole. And the upward movement of the "U" is about doing in the sense of actions serving the whole.

**The Summer Sovereign – The Call to see wholes and parts differently**

Viewed in the light of the teachings in Presence, the Summer Sovereign calls us to see ourselves differently – with a different sense of wholes and parts – with the parts uniquely reflecting the whole – the nested fields – and the whole uniquely constituting itself as these very particular parts. (JGS)

Think partnership first and then you and me.
Think collaboration first and then all the stakeholders.
Think co-creation first and then all beings.

The Presence authors call us to a new awareness of wholes and parts. A whole (or holon) – at whatever level -- interpersonal relational field, institutional relational field, interconnected web of life -- is "dynamic and living" and comes into being "in concrete manifestations." "The whole exists through continually manifesting in the parts, and the parts exist as embodiments of the whole."

The whole – e.g. a hand -- is a "patterned integrity" (Buckminster Fuller) and a particular hand is a concrete manifestation. The whole is "a morphic field." (Rupert Sheldrake) – "a generative field [extending] into the environment and connecting the two."

"The part is a place for the presencing of the whole." (Bortoft)

**Perhaps, in the new Emerging Ecological Epoch, the Summer Sovereign will point first to what deeply connects us by using some of these words.**

Living systems continually recreate themselves. Yet in social systems this is a function of level of awareness both individually and collectively.
Each “school” presences the larger educational system. Each is a holon. So with the members of the school. Businesses presence the prevailing system of management.

Because, I would say, we are between worlds, between worldviews – Modern to Emerging Ecological – we can presence the whole as it has been, or presence the whole as it might be.

How can we learn to presence the emerging whole – to sense an emerging reality and act wisely in terms of this? I would suppose that the emerging whole is ambiguous – danger and opportunity. Hence, following what is emerging is a call to embody the Wisdom Chant.

If we believe that the whole unfolds in healthy ways yet not without our participation (JGS), then we may go forward in confidence knowing that we make a difference and in humility knowing that we are guided by forces beyond our making.

Moving down the “U” -- In the 5 season model, moving from Summer through Autumn into Winter

First, the need for suspending – See similarities to my rendering of the fundamental distinction – in Chapter 1 of living Large. The WHAT and the how we relate to the WHAT – in shorthand, the WHAT wrapped in a WURT – a WHATWURT merge.

Seeing our seeing is like observing WURT and having the awareness that There are at least TWO ways to relate to anything – a small-minded way and a large-minded way. Choose Large Mind.

The capacity to suspend (Francisco Varela) = the capacity to stop our habitual ways of thinking and perceiving. It entails what David Bohm calls “hanging our assumptions in front of us.”

When seeking to suspend we come up against the “fear, judgment and chattering of the mind” -- what Michael Ray calls the Voice of Judgment.

Just as there is individual Voice of Judgment that can stifle personal creativity, so in “group think,” the [individual and] collective Voice of Judgment rules.

How to present one’s views and what has led you to them and then inquire rather than defend.

Building a container to do this – the United Steelworkers and management.

Container -- Caldron – Cocoon

Courage to see freshly -- JGS to hang out our assumptions in the Religion of Capitalism or Red State Conservatism or Blue State Liberalism

Seeing our seeing – observing WURT and WHAT – is only a beginning.

Seeing the whole from the outside vs. seeing the whole from the inside. -- seeing our connection to this reality more clearly. -- the authors believe that this is what Buber is doing in shifting from I-IT to I-Thou. I’m not convinced. Seeing from the whole [like speaking from the yearn] is more like Z&Z’s Being the Board.

Redirecting “toward the source” -- reality as it is being created and our part in that. From the whole to the parts. The field of the plant creating the leaf. Background –e.g. the living process of the organization’s culture – will start to come into the foreground of your attention.
The “U” Reversed (overlaid on Five Element Theory)  
Three aspects 
taken from p. 88  

**REALIZING**  
“Act swiftly, with a natural flow”  
Spring Minister of Defense  
Autumn Minister of Diplomacy  

**SENSING**  
“observe, observe, observe”  
-- become one with the world  

**PRESENCING**  
“Retreat and reflect”  
-- allow inner knowing to emerge  

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**Sensing:**  
The deeper sensing invokes an observer who sees past the past. (JGS) And not only observing but immersing oneself in the situation unfolding.  

**Presencing:**  
Presencing invokes the inner state of the decision maker. “Seeing from the deepest source and becoming a vehicle for that source.” (89)  

Does seeing the whole means seeing oneself as the whole?  
Or at least seeing from the whole in which one dwells. JGS  

“My future – a world that I might bring into reality with my life.” (90)  

“In effect, presencing constitutes a third type of seeing, beyond seeing external reality and beyond even seeing from within the living whole. It is seeing from within the source from which the future whole is emerging, peering back at the presence from the future.” (90)  

Here we have an infusion of the spiritual or even the mystical. JGS  

**Realizing:**  
Moving up the U involves bringing something new into reality . . . but from a source deeper than the rational mind. (91) The source of our intentions has shifted. We are not imposing our will. Furthermore, we are not alone – we are connected to others and the world.  

What does it mean to act in the world and not on the world? [Perhaps better to say, to act in the world and not in a way that is of the world. JGS]  

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**Preview of Expanded view of the “U”**
The “U” Reversed (overlaid on Five Element Theory)
Three aspects taken from p. 88
(italicized and numbered items from p. 225)
Modified slightly on placement of #4

REALIZING
“Act swiftly, with a natural flow

7) Institutionalizing

6) Prototyping

5) Crystalizing

SENSEING
“observe, observe, observe”
-- become one with the world

1) Suspending

2) Redirecting

3) Letting Go

Spring Minister of Defense

Autumn Minister of Diplomacy

Winter Minister of the Deep Waters

PRESENCING
“Retreat and reflect”
-- allow inner knowing to emerge