

# AWARENESS-BASED TRANSFORMATIONAL LEADERSHIP *in and for* SDGs

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Why we need to transform and  
what kind of transformations are needed?

What kind of leadership's operating system required to create  
innovative solutions for our better future?

How to enrich & expand the quality of our responses towards our  
complex challenges?



# HAPPINESS SDG PYRAMID



**THE GLOBAL GOALS**  
For Sustainable Development



**SPIRITUAL**

**THE  
THREE (3)  
DIVIDES**



**ECOLOGICAL**

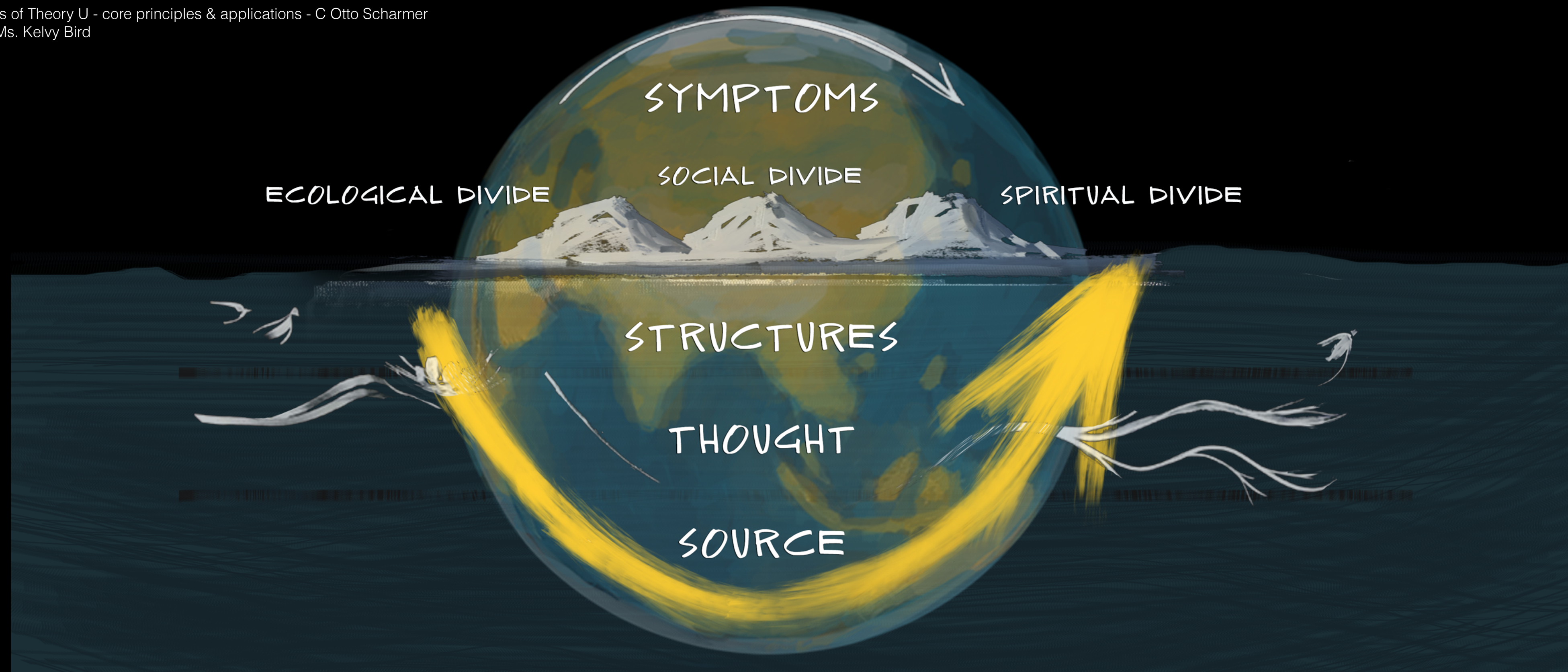


**PEOPLE**

**Three Ways to Happiness Bridging 3 Divides - Tri Hita Karana**  
The harmonies of People with People, People with Nature, and People with Spiritual

UN SDSN SEA hun @UID Creative Campus Kura Kura Bali





1. You cannot understand a system unless you change it (K. Lewin)
2. You cannot change a system unless you transform consciousness.
3. You cannot transform consciousness unless you make a system see and sense itself (Theory U)



# How to ignite TRANSFORMATION?



## SELF-AWARENESS

**TRANSFORMATION WILL TAKE PLACE  
WHEN A SYSTEM IS ABLE TO  
SEE & SENSE ITSELF.**

- C OTTO SCHARMER -  
MIT SENIOR LECTURER

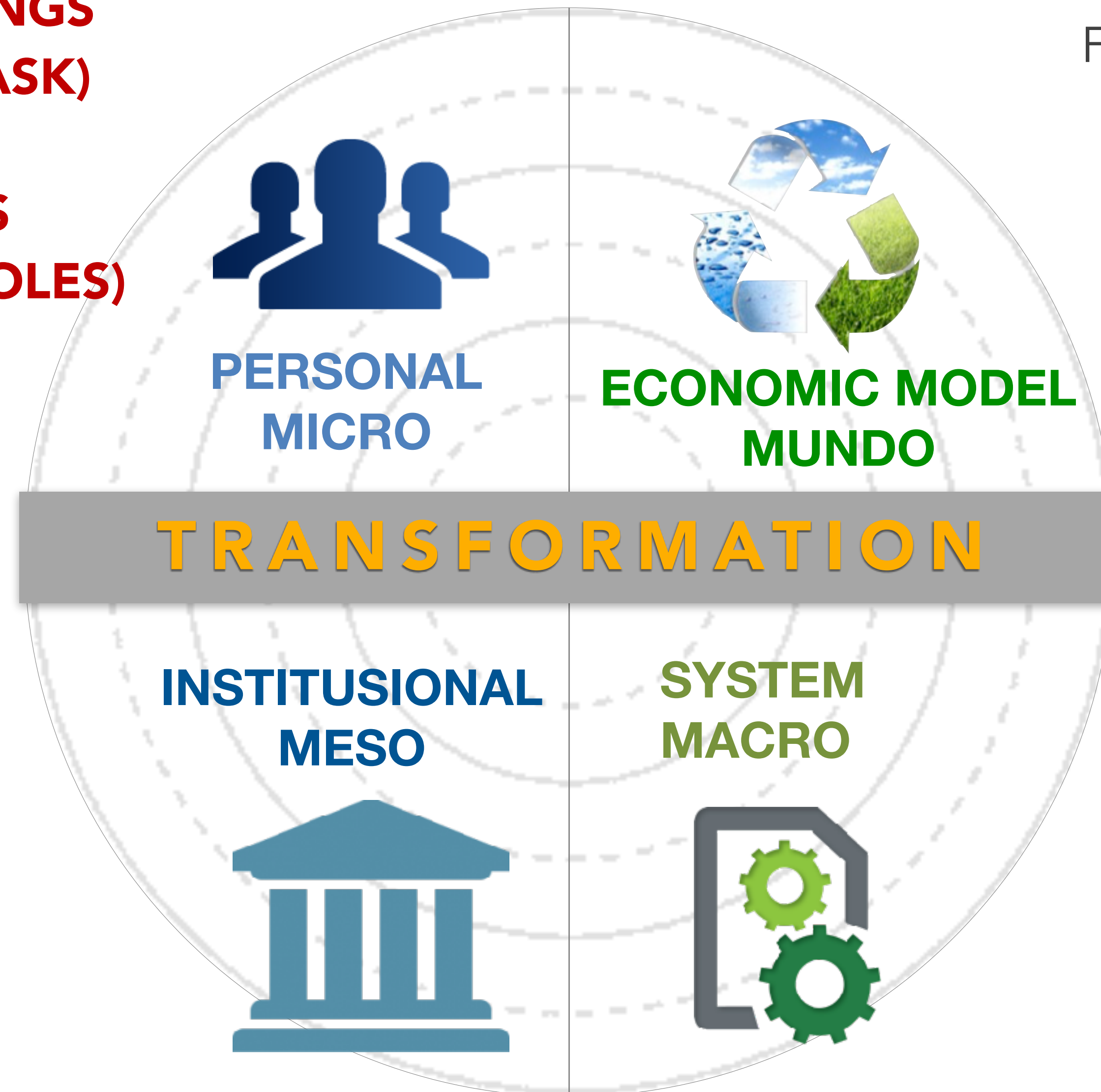
# FOUR (4) LEVELS OF TRANSFORMATIONS

From Human **DOINGS**  
(Awareness on TASK)

to Human **BEINGS**  
(Awareness on ROLES)

From **EGO-CENTRIC**

to **ECOSYSTEM-  
CENTRIC**



From **SILO**  
(Fragmented)

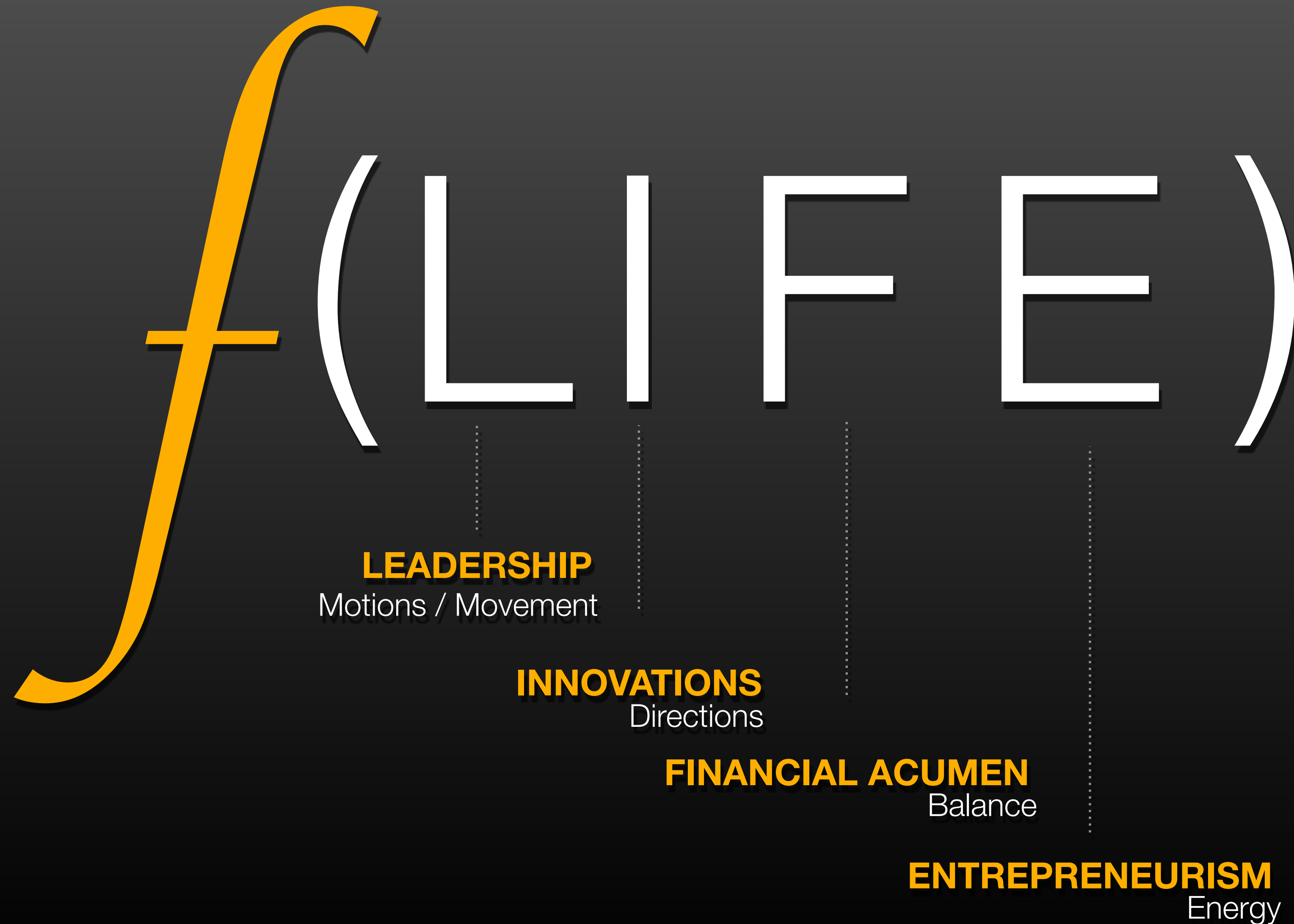
to **SYNERGY**  
(Distributive)

From **EXCLUSIVE**  
Privatizing profits  
socializing costs

to **INCLUSIVE**

# TRANSFORMATION

Stability + Growth = Sustainability





TRANSFORMATION

L I F E

COMPETITIVE ADVANTAGE  
SOCIAL VALUE

COLLABORATIVE ADVANTAGE  
ECOSYSTEM VALUE

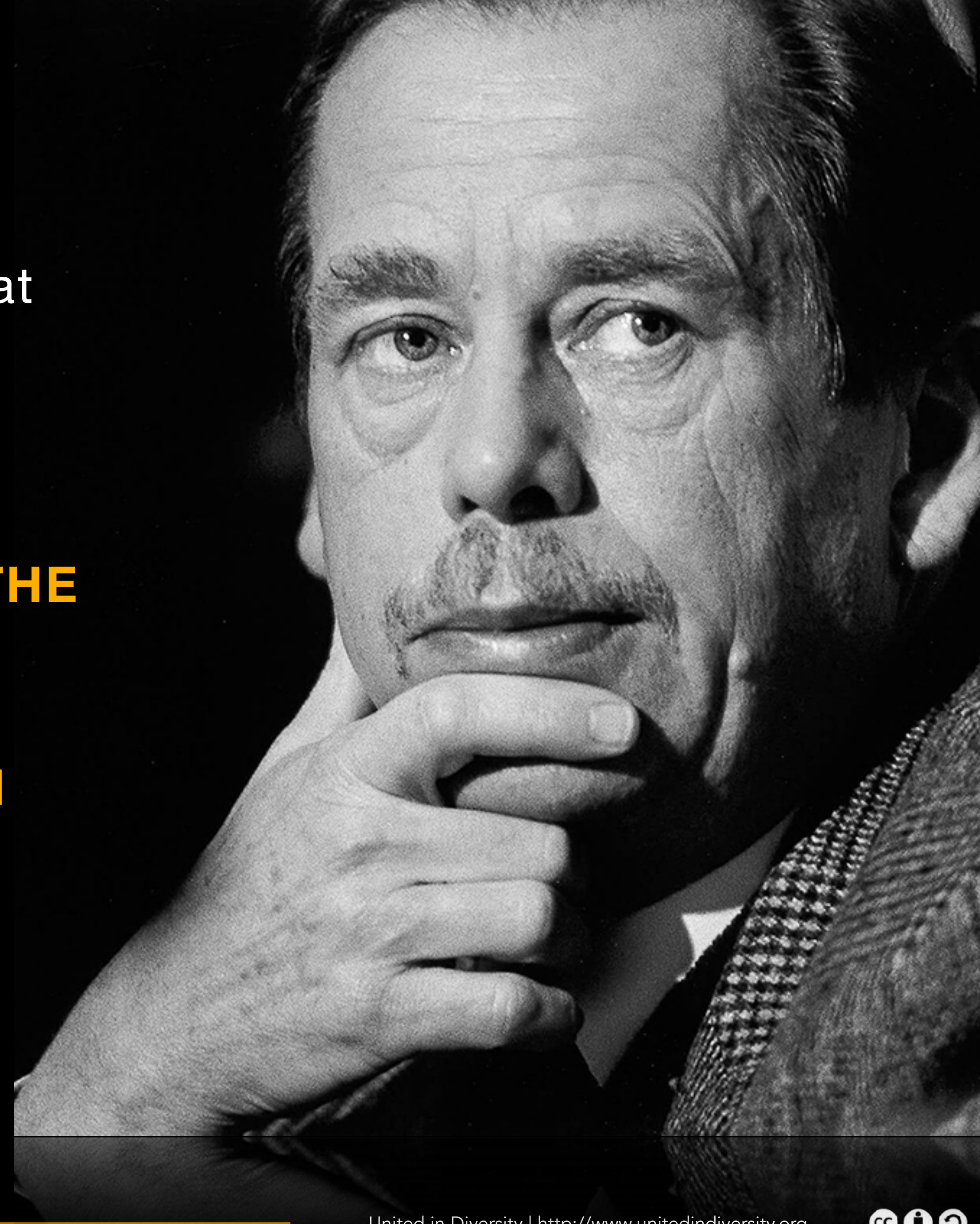
SUSTAINABILITY ADVANTAGE  
FUTURE VALUE



We are in a very **IMPORTANT & CRITICAL TRANSFORMATION PERIOD**

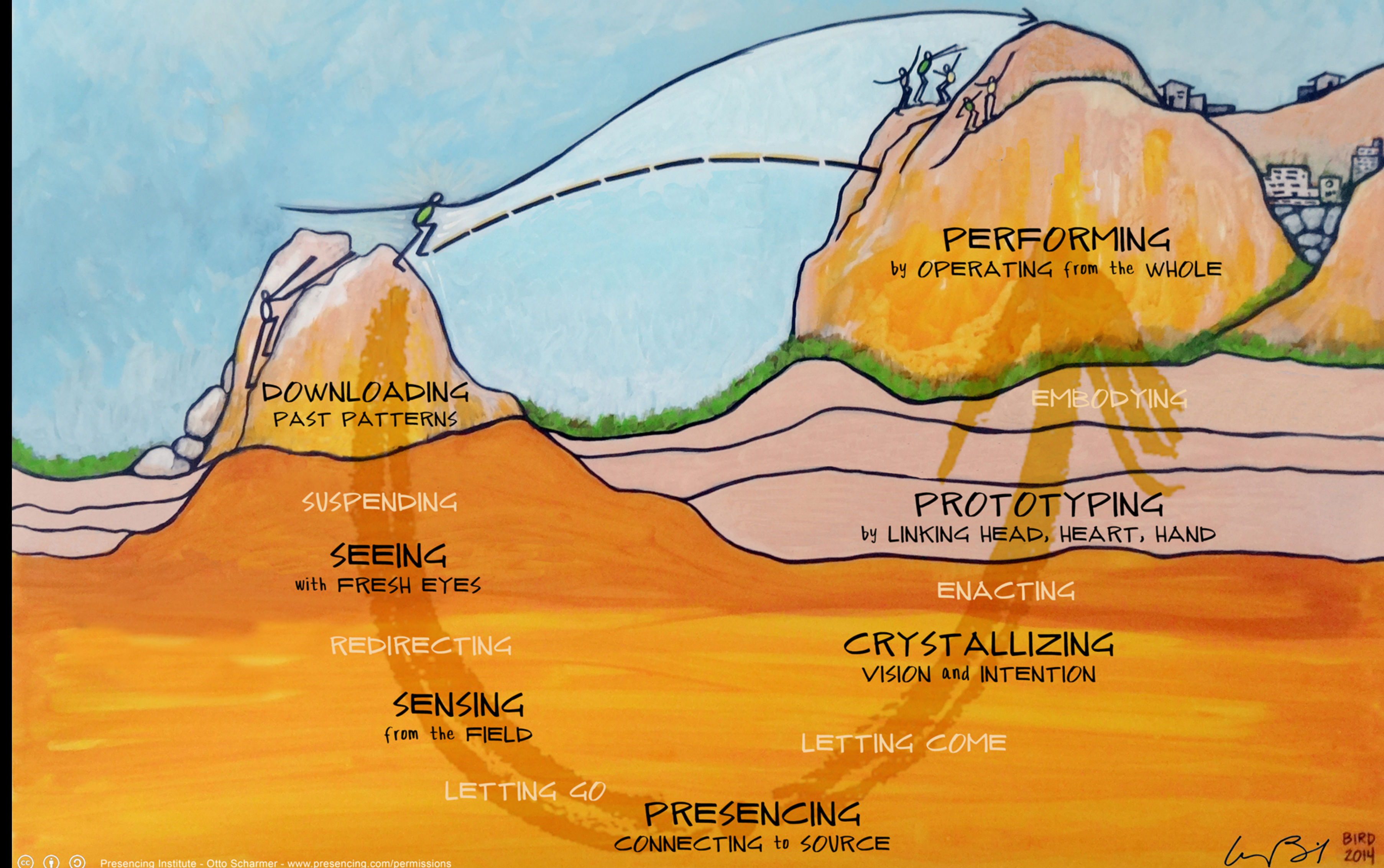
“I think there are good reasons for suggesting that the modern age has ended. Today, many things indicate that we are going through a transitional period, when it seems that **SOMETHING IS ON THE WAY OUT / DYING (we need to LET GO)** while **SOMETHING ELSE IS PAINFULLY BEING BORN (we need to LET COME)**”

Vaclav **Havel**  
Former President of Czech Republic





# CROSSING the THRESHOLD: STEPPING into the FIELD of the FUTURE



CC BY SA Presencing Institute - Otto Scharmer - [www.presencing.com/permissions](http://www.presencing.com/permissions)

WBI BIRD 2014



# SHIFTS IN ECONOMY STRUCTURE (SOCIETY)

**HUNTING**  
Economy  
(Society)

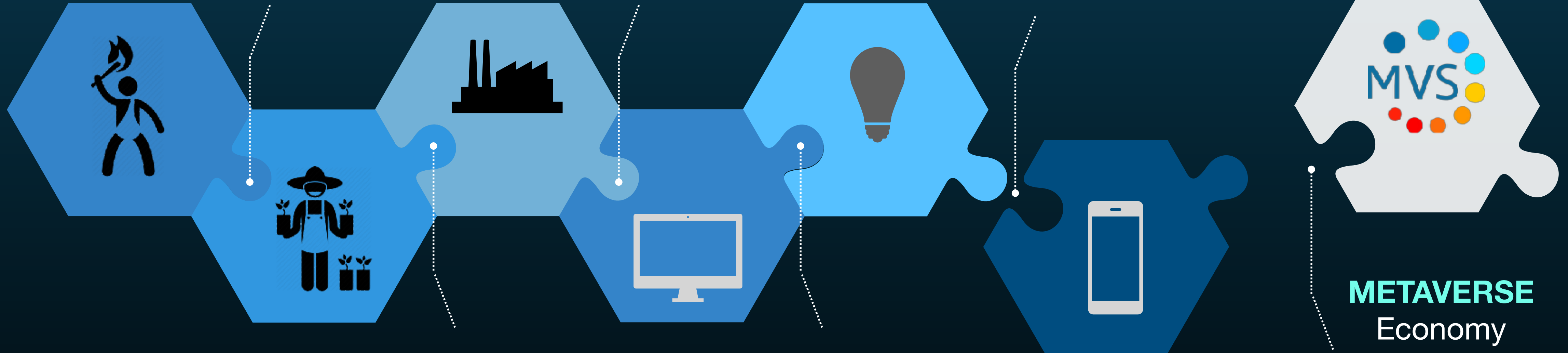
**INDUSTRIAL**  
Economy  
(Society)

**CREATIVE**  
Economy  
(Society)

**System / Patterns**  
(Workforce quantity)

**Management**  
(Focus on Efficiency)

**Big Data &  
Technology Literacy**  
(Focus on Customization)



**Applied Science/Engineers**  
(Focus on Mass Productions)

**Collaborations**  
(Focus on Costs Sharing)

**METaverse**  
Economy  
(Society)

**AGRICULTURE**  
Economy  
(Society)

**INFORMATION**  
Economy  
(Society)

**DIGITAL**  
Economy  
(Society)

**CYBER  
EXTENDED INTELLIGENCE**  
(Focus on .....De-Humanization??)



# The **xVUCAH** world

- KEY CHARACTERISTIC  
OF THE 21st century -

# Volatility

Unstableness & Rapid Changes

**VISION**

# Uncertainty

Unpredictability & lack of precisions

**UNDERSTANDING**

# Complexities

Variety & numbers of variables involved

**CLARITY**

# Ambiguity

Unclear articulations & multi interpretations

**AWARENESS & AGILITY**

# Hyper connectivity

Multi platforms

**HOLISTIC  
ECOSYSTEM-CENTRIC**

**POST  
COVID**

# Brittle

Collapsing system

**AQ = Adversity Quotient**

# Anxious

Brittleness + Big Data

**SQ = Spiritual Quotient**

# Non-Linear

Lack of evidence connections between cause & consequences

**Ad-Q = Adaptive Quotient**

# Incomprehensable

Growing AI-based decisions

**DQ = Digital Quotient**

# LEADERSHIP Operating System

EGO-CENTRIC

Status Quo

ECOSYSTEM-CENTRIC





SUSPEND OUR HABITUAL  
RESPONSE (REACTIVE)

MASTERING OUR TRANSFORMATIVE  
ACTIONS  
(CREATIVE GENERATIVE)

# Theory U

SEEING

From Looking  
to Seeing

The Art of Improved Inquiry  
(designing learning-full questions)

VoJ  
Voice of Judgement

**OPEN MIND**  
curiosity

CO-CREATING

From creating to upscaling

The Art of Collaborating

SENSING

From hearing  
to Listening

The Art of Listening  
(4 levels of Listening)

VoC  
Voice of Cynicism

**OPEN HEART**  
compassion

CRYSTALLIZING

From thinking to creating

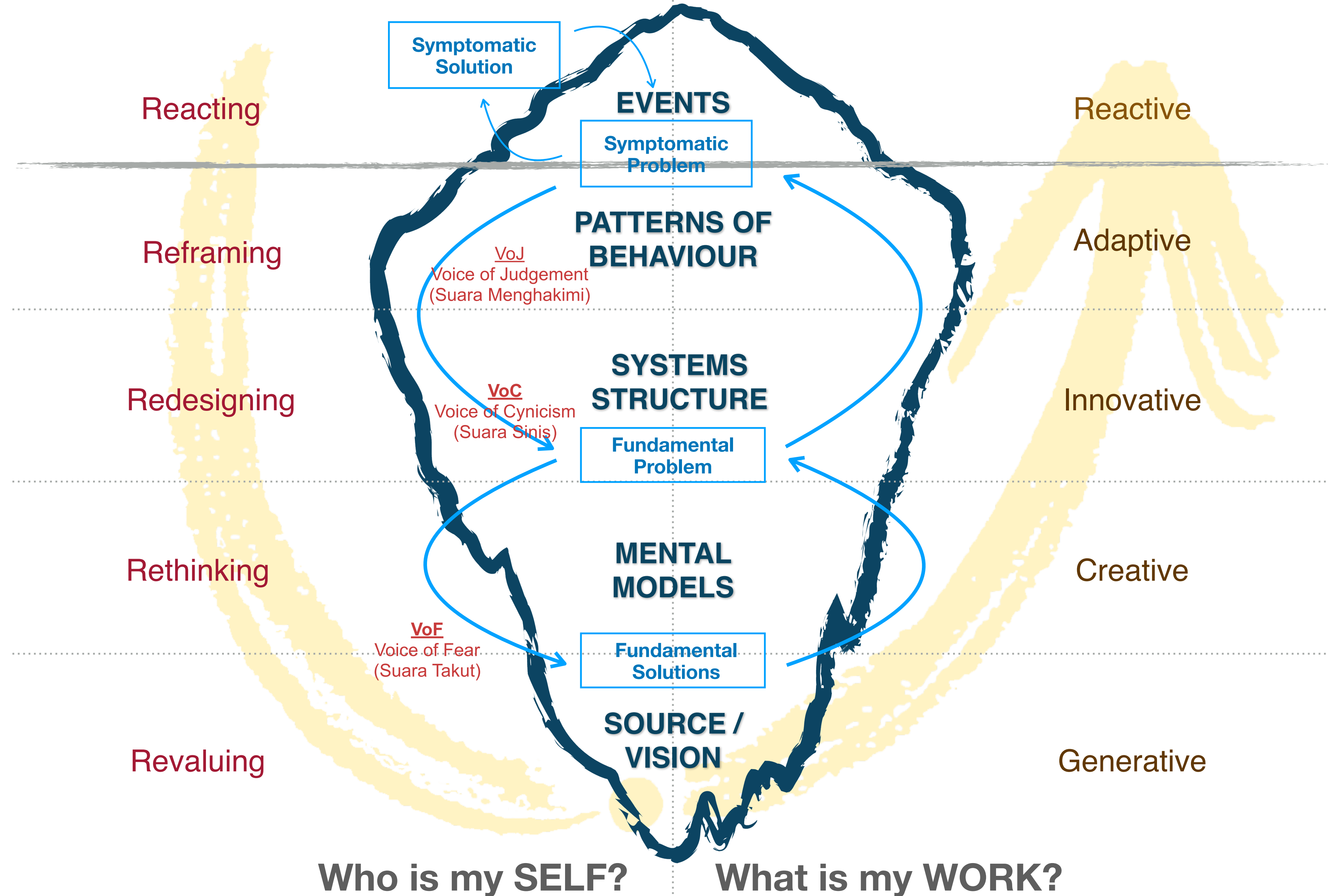
The Art of Prototyping

PRESENCING

From doing to being

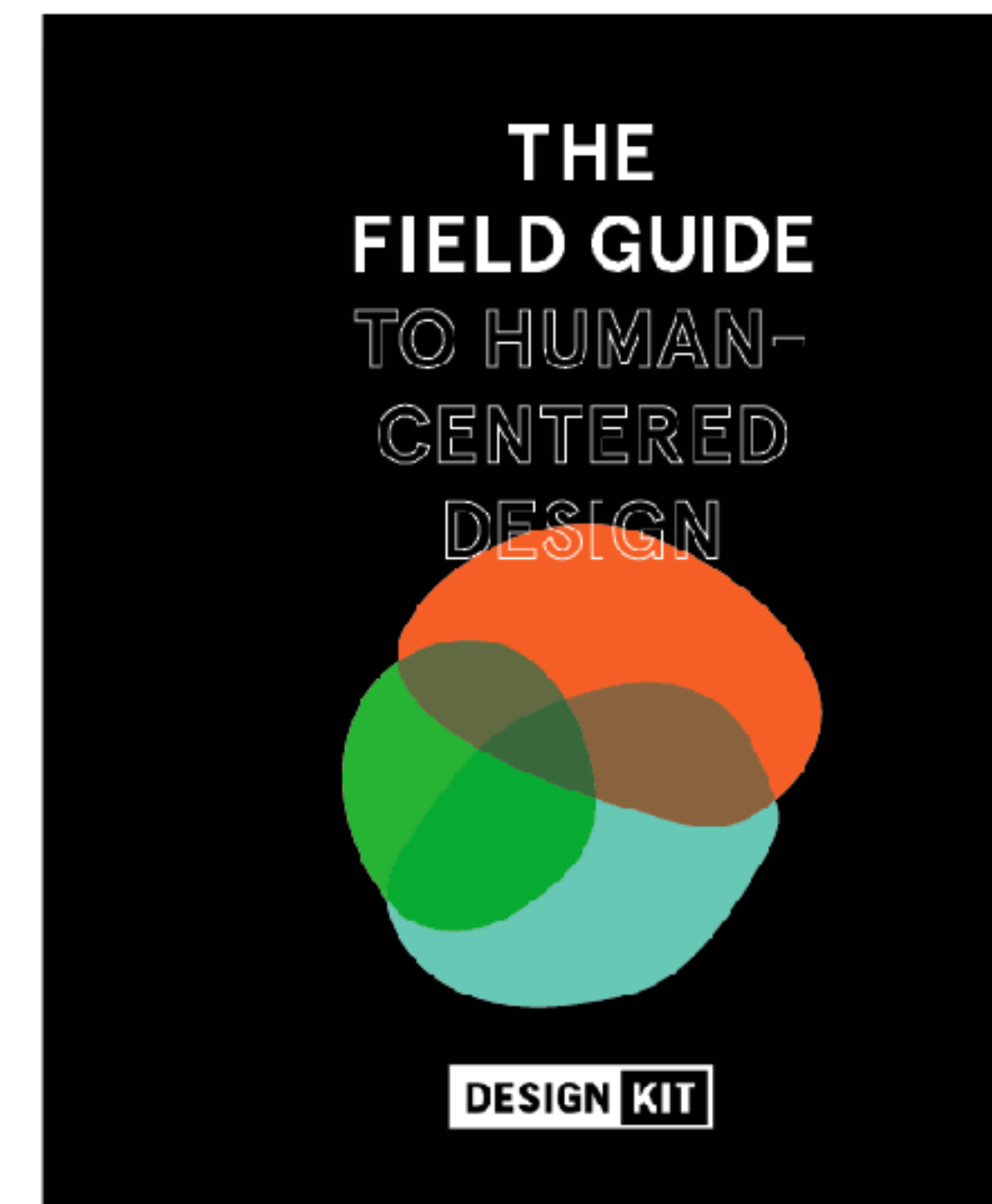
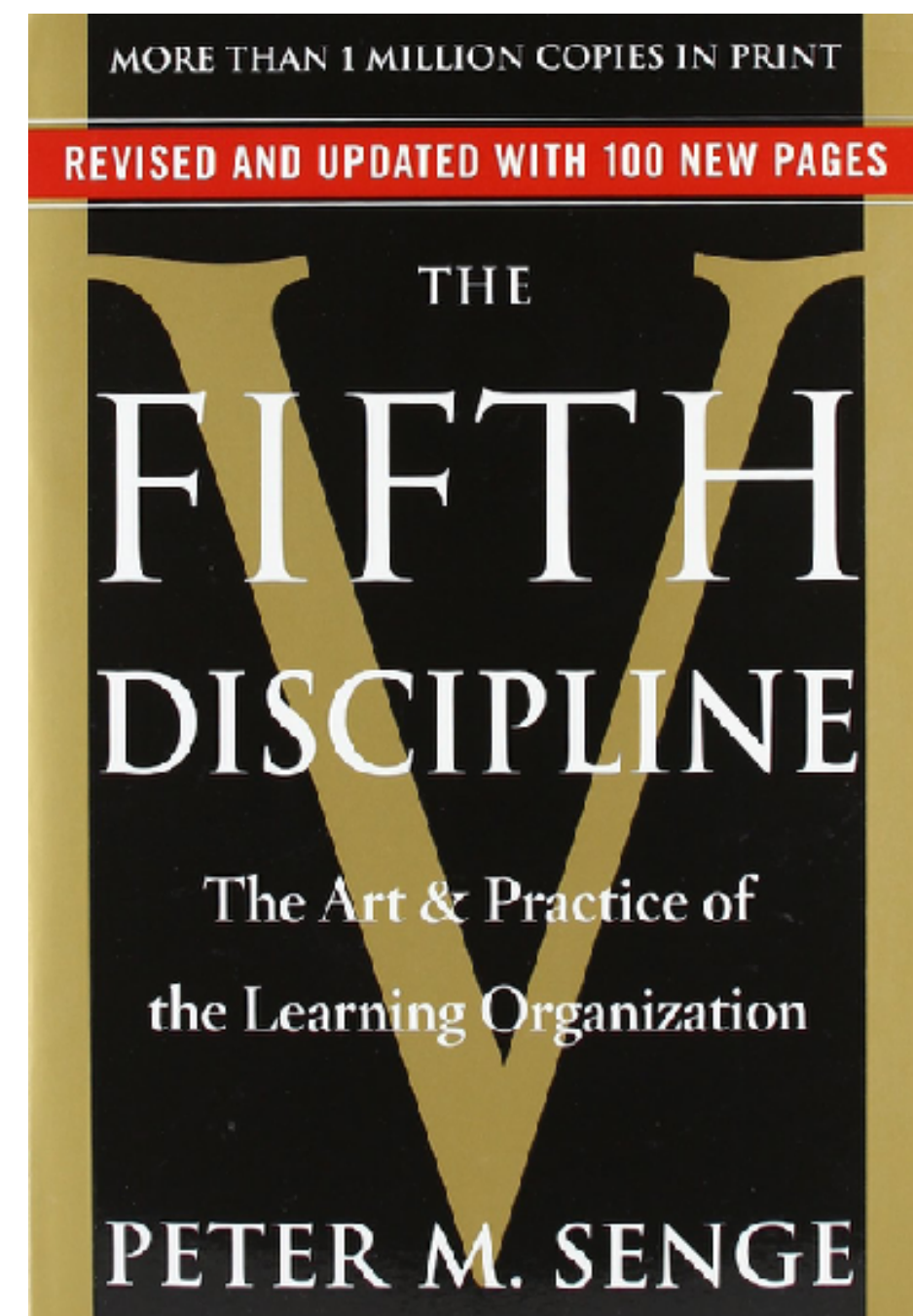
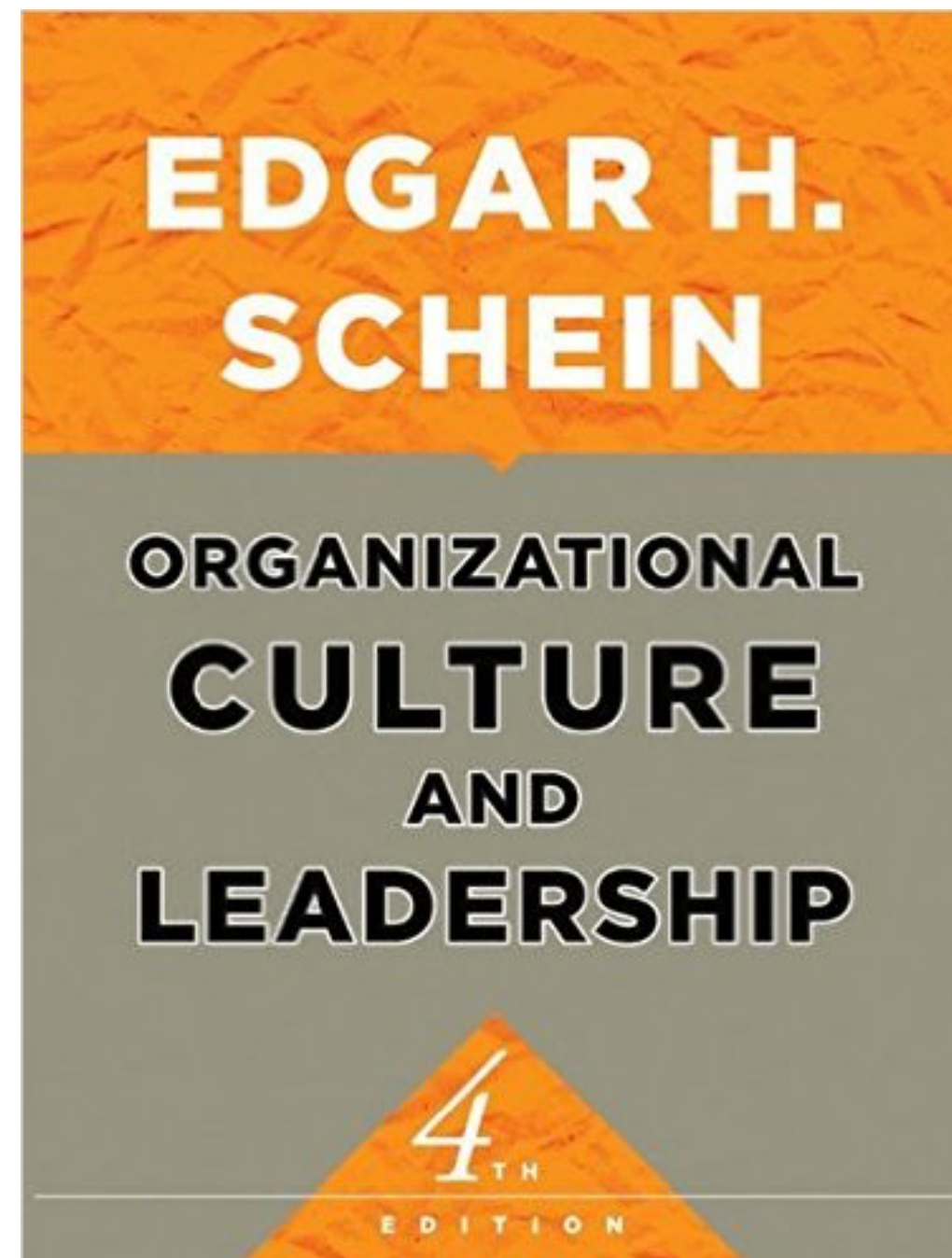
Who is my SELF? What is my WORK?

# Iceberg framework





## Sources & Literatures





# THANK YOU

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