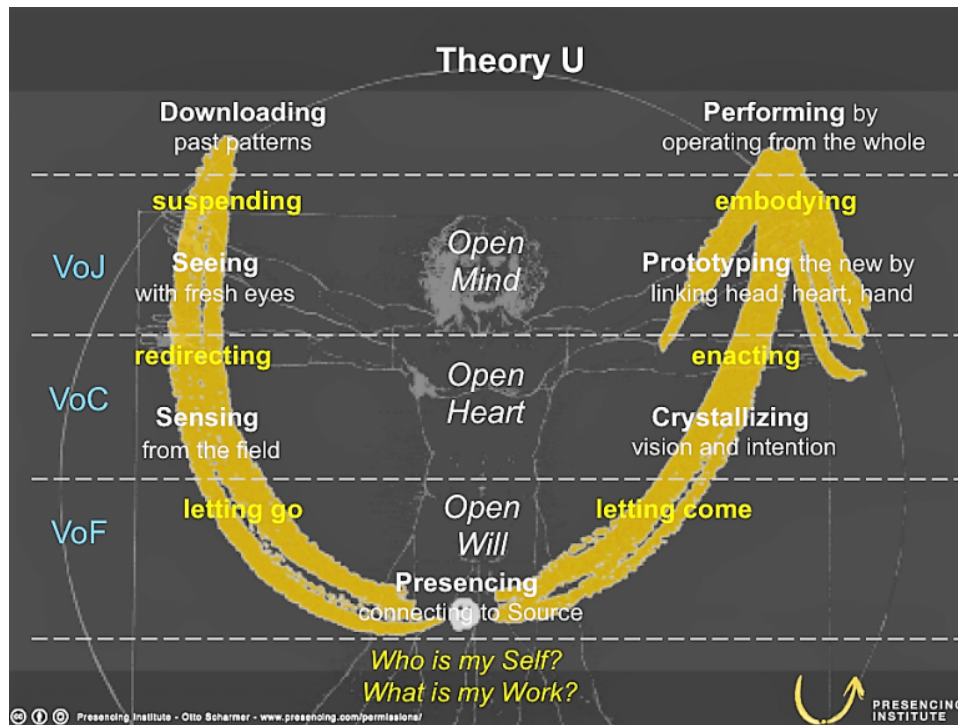


Course Details – AGEP – Introduction to Theory U – Course in 2026 (8 hours)

03.12. 04.12.2026 (3 - 7 pm CET)

Online Course - Sustainability & Awareness-Based Leadership: Introduction to Theory U



Experience and learn to apply Theory U

Action researcher C. Otto Scharmer, who researches and teaches at the Massachusetts Institute of Technology (MIT), uses "Theory U" to describe a forward-looking way of implementing transformative change. The core of the theory is the realization that the effectiveness of one's actions depends on one's inner attitude and the ability to orient oneself to the future by sensing into the highest potential for the way forward. This core insight is one of the most important future skills in leadership and helps also in system change projects and complex challenges.

"You can't lead systems transformation unless you sense and actualize the future as it emerges. Leadership from a systems view is to help a system to sense a future potential. Actualize means stepping forward into an emerging possibility. The leadership capacity of stepping the unknown is even more critical as we as a community face disruption. The capacity to letting go of the past and to letting come new possibilities is what the deeper territory of leadership is about."

Otto Scharmer

Objectives of the course

With this experiential learning course we invite you to learn with all your senses to

- develop a deeper understanding of the underlying principles of Theory U through practical exercises, reflections and dialog.
- identify challenges and opportunities that ask you to apply the presencing skills of Theory U in your work and life context.

To get the most out of the course, you might want to work on a current and specific study project or professional challenge in which you have a leadership role. You will discover how to apply Theory U hands-on in your project or challenge.

Course Details – AGEP – Introduction to Theory U – Course in 2026 (8 hours)
19. - 20.02.2026 (2 - 6 pm CET)

What you can expect

You will get to know the framework and some essential methods of Theory U, perceiving through your own experience the powerful effectiveness that unfolds, for example through journaling, transformative listening, Coaching Circle and 3 D Mapping accompanied with creative dialogues and co-creative design with your student fellows. You will learn about leadership from a systems point of view.

Together we'll explore the question: "How can we act from the emerging future and how do we activate the deeper, creative layers of the social field?".

On the course days we practice pausing together to perceive and experience the connection with ourselves, the earth and the social field.

Together we want to

- recognize and discard old patterns,
- clarify our own deeper intentions,
- become quiet and listen within,
- connect with the highest (collective) potential of the future and co-creatively develop something new.

The highest possible future potential of all of us achieves a much greater unfolding when we embark on this journey together, experiencing resonance and encouragement, and opening and holding spaces where everyone is allowed to be who they are and where we empower each other to grow.

We look forward meeting you on this journey!

Warm regards

Antje Schwarze and Sylvia Kaldenbach

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Course facilitators

Sylvia Kaldenbach, MBA

is a leadership coach and facilitator for inner development

Antje Schwarze, M. A.

is a consultant, process facilitator and systemic coach.

They are both certified Theory U and Social Presencing Theater Advanced Practitioners and experienced in applying Theory U in their projects. Since 2020 they co-host the DACH Hub (german speaking community). The hub accompanies the course u-lab 1.0x of Presencing Institute / MIT for Awareness Based Systems Transformation.

Please note: No ECTS can be gained in this course.

Receive a signed participations certificate with the AGEP's and DAAD's logo to verify your achievement and increase your job prospects.

Course Details – AGEP – Introduction to Theory U – Course in 2026 (8 hours)
19. - 20.02.2026 (2 - 6 pm CET)

Antje Schwarze, M.A.

Cologne, Germany

*Consulting, Generative Process Facilitation, Systemic Coaching, Ecosystem
Activation*

[*schwarze@condimento.net*](mailto:schwarze@condimento.net)

[*www.condimento.net*](http://www.condimento.net)

Antje Schwarze has a Magister Artium degree of social anthropology, political sciences and geography at the University of Cologne.

Advanced Training:

Systemic Consulting for organizations, teams and individuals and in Mindfulness-Based Systemic Coaching.

Theory U – Foundation program, Social Presencing Theater Advanced practitioner by the Presencing Institute

Facilitation practices: Art of Hosting, Liberating Structures, Open Space, World Café

15 years professional experience

- intersectoral professional work experience in education, social services and public service and small scale business.
- consulting and process facilitation for various clients (municipalities, NGO networks, NGOs and small scale business).
- conception and facilitation of lively conferences, workshops and trainings (live, online and hybrid) from 5-500 participants.

For politics and administration, she has developed recommendations for action on various social issues on the basis of qualitative surveys and workshops with those affected.

In municipalities, civil society organizations and social services, she supports executives on current municipal topics such as mobility, climate protection, inclusion through multistakeholder dialogue and citizen participation processes.

She designs the methodological framework and processes by combining methodological competencies of systemic consulting and facilitation and the knowledge of the requirements and logics of action from the respective organizational and ecosystem context. Along with systems thinking tools, she uses embodied practices that situate the understanding of systems within the body, revealing both individual intuitive wisdom and collective dynamics of complex situations.

She supports by identifying the right participants, taking into account all relevant framework conditions. Addressing "silent" target groups (youth, minorities etc.) through creative addressing, activating and appreciative surveys, low-threshold addressing (f.e. storytelling salon) (also online) is one of her expertise.

Since 2019 she is a Hub Host in various hosting teams for the Massive Open Online Course (MOOC) u.lab 1x. 'Leading from the emerging Future' of Presencing Institute (MIT) in presence. (<https://www.presencing.org/u-lab-1x>).

Since 2020 she is part of u.lab DACH Hub (german speaking community) accompanied the u.lab 1.x the u.lab 2.x (<https://theory-u.de>) with sessions online in german language.

Course Details – AGEP – Introduction to Theory U – Course in 2026 (8 hours)
19. - 20.02.2026 (2 - 6 pm CET)

Publications:

2017: Akademie für die Ländlichen Räume Schleswig-Holsteins e.V. (Hrsg.): „Neue Nachbarn – Zusammenleben im ländlichen Raum“. Expertise zu den Chancen und Handlungsansätzen für eine erfolgreiche Integration von Neuen Einwanderern in die ländlichen Räume Schleswig-Holsteins. Kiel. Download:

2015: Institut für Demokratie- und Partizipationsforschung (Forschungsstelle Bürgerbeteiligung, Bergische Universität Wuppertal (Hrsg.): ‚Freibad(en) in Wetzlar‘ – Bürgerbeteiligung zum Freibad Domblick. Bürgergutachten Download:

2014: Junge, Fabian; Schwarze, Antje: Mehr verstehen, besser zusammenleben. Sprach- und Integrationsmittler sorgen für Qualität in der interkulturellen Kommunikation im Alltag der Institutionen. Sozial Extra, (DOI) 10.1007/s12054-014-0132-8.

2006: Schwarze, Antje: Kommunale Ansätze zur Förderung des bürgerschaftlichen Engagements von Migranten in der Kommune, Forum Wohneigentum Zeitschrift für Wohneigentum in der Stadtentwicklung und Immobilien- wirtschaft, Verbandsorgan des vhw e.V., 9. Jg. Heft 3, Berlin.

2005: Schmidt-Behlau, Beate; Schwarze, Antje (Hg.): Im Dialog zum Miteinander. Ein Leitfaden für Dialogbegegnungen mit Muslimen in der Erwachsenenbildung, IPE 49, IIZ/DVV Bonn. Download: http://www.iiz-dvv.de/files/ipe_49.pdf

2002: Redenschreiben für den Bundeskanzler: Formulieren, Koordinieren und Beraten, In: Korte, K.-R. (Hrsg.), „Das Wort hat der Herr Bundeskanzler. Eine Analyse der großen Regierungserklärungen“, Westdeutscher Verlag, Wiesbaden, S. 33-55. Further Course Details

Course Details – AGEF – Introduction to Theory U – Course in 2026 (8 hours)
19. - 20.02.2026 (2 - 6 pm CET)

Sylvia Kaldenbach, MBA
Eupen, Belgium
sylvia.kaldenbach@youlead.eu
www.youlead.eu

Sylvia puts people in touch with their inner source of knowing and creates generative spaces where inner wisdom and collective intelligence can unfold. She teaches skills and competencies for inner development and transformative creative power with embodied mindfulness and applied innovative and socially intelligent leadership that enable people to engage in meaningful life purpose.

Entrepreneur

YouLead Coaching & Consulting International, Eupen, Belgium

2015 – Founder <https://www.youlead.eu>

Leadership & Communication Coaching, Training, Facilitation Transformation Process Design Consulting, Process Facilitation, Systemic Coaching, Ecosystem Activation

Academic Qualifications

Master of Business Administration (MBA)

2001 - The University of Warwick, Coventry (UK)

Licenciée en Sciences Chimiques 1988

1988 - Facultés Universitaires Notre-Dame de la Paix, Namur (B)

Certifications

Social Presencing Theater Practitioner - The Art of Cultivating the Social Field

2023 – Presencing Institute (Arawana Hayashi), u-school

u.lab Theory U - Leading from the emerging future

2017 - MIT Boston & Presencing Institute (Otto Scharmer) MOOC

Executive Coach

2015- Symbiosis Coaching - ICF Approved Coach Specific Training Hours (ACSTH) Program

Mindful Hatha Yoga & MBSR Yoga Teacher

2015 - Mindful Yoga Academy – RYT 200 Yoga Alliance

Continued Education

Since 2020 Sylvia contributed to the u.lab DACH Hub (german speaking community) and served as a Hub Host for the Massive Open Online Course (MOOC) 'Leading from the emerging Future' of the Presencing Institute (MIT) in u.lab 1x (Foundations of Theory U) and u.lab 2x (Accelerator of Applied Theory U) u-school for transformation :
<https://www.u-school.org/free-programs>

Eponaquest® Transformation Workshop

2024 – The Nature Of Wisdom and Power Of The Herd

Activation through horse's social intelligence

Course Details – AGEF – Introduction to Theory U – Course in 2026 (8 hours)
19. - 20.02.2026 (2 - 6 pm CET)

State of the Art Systems Thinking

2020 - Immersive live-sessions focused on reimagining our civilization

Presencing Institute (O. Scharmer) MOOC GaiaJourney.org

2019 Facilitation of a team process

2017 Innovator and Innovative Entrepreneur

Continuously attending a range of online summits and in-presence conferences to develop state of the art knowledge and capacities for personal, organizational and societal transformation.

Former Professional Career

ExxonMobil Chemical Films Europe Kerkrade BV, 2003 The Netherlands

Jindal Films Europe Kerkrade BV (NL) & Virton, Belgium

2014 Global Technology Chemist

2003 Training & HSE Management System Coordinator and Supervisor Quality Assurance/Control

ExxonMobil Chemical Europe GmbH, Cologne, Germany

1997-2003 Head of Procurement, Logistics & Order Processing, Production Planning

1992-1996 Sales Representative

1990-1991 Customer Service Representative

Medgenix Deutschland GmbH, Düsseldorf, Germany

1989-1990 Sales Representative