

The Hidden Layers: Level 1.0 to 4.0 Thinking*

| Behaviors, Structure of Attention | Listening | Conversing | Organizing | Learning/Learner |
|-----------------------------------|--|---|--|--|
| 1.0 Habitual awareness | Downloading habits of thought, projecting old judgments | Downloading habits of thought from conforming | Centralized control – Organizing around hierarchy | Hierarchy – commanding, directing Learner: Passive recipient |
| 2.0 Ego System Awareness | Factual, open-minded, aware of the world around us | Debate – Speaking from differentiating | Divisionalized – Subdividing an organization into a number of divisions | Competing Learner: Memorize Input |
| 3.0 Stakeholder awareness | Empathetic, open-hearted, seeing ourselves through the eyes of others | Dialogue – Speaking from inquiring others, self | Distributed/networked – Organizing around groups' interests and expertise | Dialogue, cooperating Learner: Explore new areas and questions |
| 4.0 Ecosystem awareness | Generative – Originating, open, listening from new possibilities, deep self-reflection | Collective creativity – Open awareness, speaking from deep perceptions and new insights | Creative – Organizing around insights that emerge from dialogue and open thought | Awareness-based collective action, co-creating Learner: Co-sense and shape the future |

*Based on Work by Otto Scharmer and the Presencing Institute at MIT