



Authenticity

The full text of this article is entitled:  
Application of U theory in Iranian  
urbanism  
Published in the same issue.

## **Application of U theory in Iranian urbanism**

Ehsan Dorostkar\*, PhD Researcher in Urbanism, Department of Urbanism, University of Guilan, Rasht, Iran

### **Introduction**

In this vast and surprising world, scientists and scholars have emerged that has a special place in different sciences. In the city and urbanism, this vast world has seen great thinkers. The theorists of the world have been looking for better urban and more well-being. Some of these people have global opinions and others with dumb, sophisticated and less viewed ideas in which they are emerging and present. The theory in urbanism has been very important. People who have gone to theory and theory are seeking a fundamental and fundamental change in the macro level. What distinguishes urbanization with other sciences is between its discipline. The same has made urbanization of various ideas. In Iran, the theorizing in the past decade (the 90s) has considered the attention of professors and researchers. Regardless of which the theory was useful and influential, we must state that this approach is a positive approach to urbanization that put the fundamental change in its agenda. In this paper, we try to examine one of the new ideas raised in the field of urbanism, which is rooted in social sciences and examine how to enter Iranian urbanization. The question we seek to answer is that U theory can be present in Iranian urbanization? How? This question forms some kind of original basis.

### **Methodology**

In the case of the article's approach, it should also be said that attention to meanings, views and perceptions to go beyond the surface layers and understanding the deeper insight of the subject, emphasizing the experimental realities and observation, of the most important characteristics A qualitative research is that there is a selective approach in this research. When there is limited information about the subject, when the variables are unknown or the theoretical basis is not related, incomplete, inadequate or exists, the quality research plan can define what is important, or in other words what should be investigated. To be, help (Leedy, 1997). Based on the research approach to research, the interpretive-explanatory method used below is a qualitative research method. The resources used in advancing the article are obtained through broad library studies, whether in the field of theorizing and in the field of theory of the city. These resources are then used based on an interpretative-analytical method.

### **Results and Discussion**

Iran's urbanism faces many challenges to implement, which disrupts the urban relations system from the base to the overall structure. Some of these challenges are returned to the management and executive system. This after the challenge has emerged in different countries, but this is more complex in Iran. Theorizing in urbanism is very important Dorostkar, et al; 2016) (and the effect of theorizing in the city is also related to

the level of satisfaction of citizens, the satisfaction of space users (citizens) of the living environment is very important Dorostkar, et al; 2016)). Marx believed that any social process of production also applies similarly and parallel to the reproductive process (Sohbatlo & Mirzamohammadi, 2014). In this regard, it can be taken that the production of theory in the city also helps to reproduce the same theory. In fact, in the production of theory or knowledge management, the knowledge of the perspective of personal belief is not justified, but knowledge is thought to be a practical tool for the framework of experiences, sharing insights and cooperation in practical duties. (Neemati Shams Abad, et al; 2014). On the other hand, some experts believe that many traditional debates are generally limited to applying in the realm of knowledge management and the production of theory, because their priority focuses on individual or personal knowledge production and about sharing and the use of knowledge in a collaborative and collective texture does not discuss (Aarons, 2004). Hyslop separates the realm of knowledge management studies based on two distinct epistemology compared to knowledge (Hislop, 2009). Some others believe that two or the main disciplines that contribute to the realm of knowledge management discussions include information systems and management systems (Hazlett, McAdam, & Galagher, 2005). With these interpretations, U theory that refers to leaders can be a way in this challenge. Based on this theory, this way can be entered in urbanization. Managers and mayors of cities in the country, which are also raised as city leaders, must avoid leveling, judgment and pre-urban action and stop it. These leaders should fall into their breath so that they could identify their leaders in their leadership and resolve these points by detecting these points. Then, with the presence of an open mind, open heart and will open the will to decide and make fundamental changes in leadership. In other words, we can say that the city is like a farm, and this farm has a surface soil and a subsurface soil. City leaders in this situation should remove surface soil and access the substrate that many events and communication are taking place. This subsurface soil as the social arena can be called in the theory of U to share visible space (surface soil) and invisible space (suburbs). With access to the underlying dirt, leaders should experience the five principles together, feeling together, feeling together, congratulate and evolve together. This will lead to the leadership of the city for managers and mayors of the country.

## Conclusion

It is very complicated that we want to summarize the theory of U in a summary and enter into the field of urbanism. But the theory of U, on the other hand, does not define itself in the framework of the system. Because the theory of U started from a childhood memory and has been formed over time and engaging with other everyday and work events. Somehow this theory has been in the field of collision. The theory of U, at a start at the peak and landing, believes in the peak, and simulates the process. In fact, this theory uses the underlying and invisible layers for the emergence and presence. According to the full explanation of the theory of U and its formation process and the main elements, we will answer the first question that should be answered. The theory of U due to roots in social sciences can entry in the field of urbanization, because urbanization is involved with the social background. This issue is fully applicable in urbanism. But in the

implementation of this theory, managers and mayors of the country are devoted to self-devastating and put themselves within the framework of this theory so that this theory began to emerge from the underlying layers. What managers and mayors of the country should do is that managers and mayors of the cities of the country, which are also raised as the leaders of the city, must avoid leveling, judgment and pre-urban actions and stop it. These leaders should fall into their breath so that they could identify their leaders in their leadership and resolve these points by detecting these points. Then, with the presence of an open mind, open heart and will open the will to decide and make fundamental changes in leadership. In other words, we can say that the city is like a farm, and this farm has a surface soil and a subsurface soil. City leaders in this situation should remove surface soil and access the substrate that many events and communication are taking place. This subsurface soil as the social arena can be called in the theory of U to share visible space (surface soil) and invisible space (suburbs). With access to the underlying dirt, leaders should experience the five principles together, feeling together, feeling together, congratulate and evolve together. This kind of action in the city and macro can create a dramatic transformation in the urban leadership system.

**Keyword:** U theory, the future emergence, theory in urbanism

## References

### Persian References:

- Dorostkar, E., Habib, F., Majedi, H. (2016). *Feasibility Study of Formation Creative Region According to Tourism Industry (Case study: Yazd City)*, Geography and Development Iranian Journal, Volume 14, Number 45, Page(s)19-40. (in Persian)
- Dorostkar, E., Majedi, H. (2016). *Recreating the quality of urban public space based on user satisfaction space (A Case Study of Tehran Monirieh)*, Journal of Iranian Architecture and Urbanism (JIAU), Volume 7, Number 11, Page(s)29-39. (in Persian)
- Neemati Shams Abad, H., Mousa Khani, M., Maniyan, A. (2014). *From Theory of Knowledge (Epistemology) to Knowledge Management: Proposing a Conceptual Model for Effecting Knowledge Management from Epistemology*, Iranian journal of management sciences, Volume 9, Number 35, Page(s)25-57. (in Persian)

### Latin References:

- Aarons, J (2004). From Philosophy to Knowledge Management and Back Again. Federal Knowledge Working Group (KMWG).
- Bakhtin, Mikhail (1994). Dostoevsky's Polyphonic Novel: APlurality of Consciousness, In The Bakhtin Reader: Selected Writings of Bakhtin, Medvedev, Voloshinov. Ed. Pam Morris, Bloomsbury Academic, London.
- Gibbs, Greg K (2013), Scharmers Theory U and Administrative Leadership: Seeking Leaders and Developing Candidates, International Journal of Humanities and Social Science, No 13.
- Hazlett, S-A. McAdam, R. & Gallagher, S (2005). Theory Building in Knowledge Management In Search of Paradigms. Journal of Management Inquiry, 14 (1).
- Heller, Peter W (2019), The Philosophy of Theory U: A Critical Examination, Philosophy of Management, 18:23-42.
- Hislop, D (2009). Knowledge Management in Organizations: A Critical Introduction OUP OxfordL Oxford University press.
- Leedy, Paul D (1997), Practical Planning and Design, Merrill, an Imprint of Prentice hall, Columbus, Ohio.

- Scharmer, C., Arthur, W.B., Day, J., Jaworski, J., Jung, M., Nonaka, I. and Senge, P. (2002). Illuminating the blind spot: leadership in the context of emerging worlds. [www.dialogonleadership.org](http://www.dialogonleadership.org). Published in *Leader to Leader* (Spring 2002)., p. 11-14.
  - Scharmer, C.O. (2003). *The blind spot of leadership: presencing as a social technology of freedom*. Draft. Habilitation Thesis.
  - Scharmer, C.O. (2004). Fieldnotes: illuminating the blind spot of leadership. *Fieldnotes: A newsletter of the Shambhala Institute*. Sept. 2004, Issue 6.
  - Scharmer, C.O. (2007). *Theory U: leading from the future as it emerges*. SoL: Society for Organizational Learning. Cambridge, Massachusetts.
  - Scharmer, C.O. 2016 (2nd? edition). *Theory U*. San Francisco: Berrett-Koehler Publishers.
  - Sohbatlo, A & Mirzamohammadi, M (2014). Review over Critical Theory in Education. *Research in philosophy of education*, 1(2): 94-110[Persian].
- Sohmen, Victor (2016), *Change Management and Theory U Leadership*, *International Journal of Global Business*, 9 (2).

---

\*Corresponding author: Edorostkar@Phd.Guilan.a



**How to refer to this article:**

Dorostkar, Ehsan. (2021). Application of U theory in Iranian urbanism, *Iranian Urbanism*, 4 (6), 42-52.

**COPYRIGHTS**

Copyright for this article is retained by the author(s), with publication rights granted to the Iranian Urbanism Journal. This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<https://creativecommons.org/licenses/by/4.0/>).

**URL:** <https://www.shahrsaziiran.com/1400-4-6-article4/>

**DOR:** <https://dorl.net/dor/20.1001.1.27170918.1400.4.6.4.1>