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Challenging Organisations and Society

reflective hybrids®

Wise Action and Uncertainty.

Editors: Andrea Schueller and Nancy Wallis

Andrea Schueller and Nancy Wallis
Editorial
Wise Action and Uncertainty.
page 1218

Tova Averbuch and Tonnie Van Der Zouwen
Behind the Scenes of a five day Conference: How to create a Magical Field for Exploring Difficult Questions?
page 1224

Dana Liberman and Yve Susskind
The Emergent Principles of *Women Wage Peace:* Evaluative Thinking beyond Boundaries and Comfort Zones
page 1242

Lucy W. Mukuria and Nancy C. Wallis
Veterans, Internal Alignment and Thriving
page 1259

Antonie Van Nistelrooij
Coping with Uncertainty during Change: A Relational Approach inspired by Kurt Lewin
page 1270

Suzy Adra
We Can be Heroes in an Uncertain World
page 1281

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COS is the first journal to be dedicated to the rapidly growing requirements of reflective hybrids in our complex 21st-century organisations and society. Its international and multidisciplinary approaches balance theory and practice and show a wide range of perspectives in and between organisations and society. Being global and diverse in thinking and acting outside the box are the targets for its authors and readers in management, consulting and science.

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email: maria@cos-collective.com

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Andrea Schueller and Nancy Wallis

Editorial
Wise Action and Uncertainty.

According to Sufi Wisdom (Ibn Arabi) there are only two things to do in life: The Necessary and the Impossible. What if this wisdom were to guide us through uncertainty?

Given the rapidly and radically changing times we live in - all the physical turmoil, incalculable clouds of collective belief, fears and hopes, indifference zones of truth - it is often difficult to discern whether and how to act, what and whom to believe, and whether individual or collective action would be most timely. Each one of us has some relevant experience and we, as humans, have created some valid knowledge and viable practices to deal with uncertainty when it lurks around the corner. Collectively, an abundance of archetypal and cultural patterns are at hand, supporting us in sailing more consciously in the ever present ocean of uncertainty: we can know what to do and we can know what to do together.

Throughout evolution humans dealt with uncertainty: instinctively, with magical practices, from superstition to witchcraft, reading the stars, believing in science or following the cycles of nature, creating myth and stories, passing them to the next generation. We make art, love, involve ourselves in science, medicine, war and religion - altogether a big journey of collecting wisdom, skills and consciousness development in which the human race transformed itself into what it is now, in all states and stages. Humanity is a work in progress and this realization can bring both hope and creative ideas for ways forward. When we do not know the way forward, we are in a time of potentiality wherein all the possible futures, from wholesome to destructive, are present *because human self-awareness of not knowing is there.* This is big.

Potentially new sparks of work and life can come to life and fresh movements of life can be born or old knowing can melt with the new garment.

All five articles presented in this issue deal with this human challenge of wise action and uncertainty, inspired by the title of the 3rd COS conference in Nordwijk 2017: "What Do We Do When We Don´t Know What to Do?" The authors in this COS issue deal with how *the question* is met various spheres of life personal all-day life, organizations, military sector, and civil society. We have a collection of five unique contributions that give insight and share practices from different angles. How do individuals and/or collectives deal with uncertainty? How do they connect and how are they connected as they do so? Who do they become - individually and collectively? And are they aware of it? How do different social bodies, groups, and networks influence the absorption and transmutation of uncertainty? These are the questions we hold in creating this issue, and invite you to be curious about different practices and essential mind-body forces beyond knowing in a traditional sense. We encourage you to read about novel ways of wise action in personal and organizational life and larger social structures. Let's begin!

We start with a progressive retrospection: The Conference inspired more than 80 participants from 15 countries, a number of authors who contributed to this Issue, the hosts – and we hope much more people and their wider networks. Tova Averbuch and Tonnie van der Zouwen started their journey as Conference Initiators with the same question that emerged and became the Conference title, "What Do We Do If We Don´t Know What To Do?" They describe how they were guided and challenged by this actual question and the one intricately woven into the garment of life. In their post-conference reflection *Behind the Scenes of a Five-day Conference: How to Create a Magical Field for Exploring Difficult Questions?* Tova and Tonnie share their intentions, talk about the planning and the highlights from the emergence of the conference. They offer insights and understandings based on their experience as initiators, co-leaders and co-hosts of this intense and

memorable five-day international gathering. Their report contains rich information about the skeleton, the soft parts and the spirit of this huge social body that formed itself in Nordwiijk. *Behind the Scenes* offers insight in how the specifically created open design team integrated light and shadow surfing on the wave that the Conference question became within the team and the large group work of which it was part. Describing these interrelations and their impact on the team and the larger group will give a taste of how to create a big experiential event while connecting to the power of conscious/unconscious processes in designing and - more importantly – embodying the attitude within the team. From a wider design angle we learn how the interplay of structure and freedom generated multilayered open circles in which participants, Conference team and environment -generated patterns which most likely and magically – allowing expressions and perceptions on different frequencies of consciousness - generated the magical field. In other words, readers interested in designing large scale events and co-creative learning spaces will learn how the structural frame shifted and evolved from highly structured to open space to co-creation and how this structural evolving was fueled through a growing sense of interconnectedness, enrichment and refinement of connecting – to oneself, others and the environment.

We thank Tova Averbuch and Tonnie van der Zouwen for initiating this inspiring event, and for their genius in preparing, co-designing and co-facilitating it with their core team including Yve Susskind and Peggy Holman. We thank all the emerging co-facilitators during the process and we are happy about fresh action and collaboration popping up from this gathering. The following article is one such unexpected delight that emerged.

In their contribution *The Emergent Principles of Women Wage Peace: Evaluative Thinking Beyond Boundaries and Comfort Zones* Dana Liberman and Yve Susskind give a colorful insight into the process of doing the Impossible and Necessary in highly insecure, life-threatening circumstances. *Women Wage Peace* is guided by 10 principles that grew over time within the grassroots

movement. Dana and Yve share three tales of the movement, describing some of the principles that emerged from "walking the path," how ongoing action reflects those principles, and what changes seemed to be resulting from the strategies informed by the principles. In the concluding section, they explore how the changing landscape raises challenges to the principles and corresponding strategy. As you read this article, enjoy that theirs was a fruitful new connection which came to birth at the conference: Yves' principle-focused evaluation, which is use of principles to think about strategy, outcomes and ongoing innovation, and, Dana's rich experience with navigation in the seemingly treacherous waters of grassroots movements, emerging from deep human calling.

In *Veterans, Internal Alignment, and Thriving* Lucy Mukuria and Nancy Wallis offer military personnel – and anyone who relates – ways to consider a mindset shift from a compartmentalized approach to living to one that is a network of alignments between values and purpose, and the ways we spend our time, including at our job, vacation, exercise, hobby, and reflection time, to name a few. Using both the metaphor of a vehicle and preparation required before a long road-trip, they discuss the need to realign oneself with how one feels, thinks, behaves, life purpose, relationship with a greater power as you understand it to be. The purpose of this article is to explore two actual cases, as experienced by one of the authors, of times when this kind of realignment, and the possibilities they opened up, helped people in specific and familiar instances develop new mindsets and new ways forward.

The impact of embodied archetypal patterns and cultural heritage stored in the collective unconscious for walking in uncharted territory cannot be underestimated in its self-referential steering power – or path dependency in search for security. Antonie Van Nistelroij argues that coping with uncertainty is a valuable source for change in organisations, another theme that evolved during the Conference. In his article *Coping with Uncertainty During Change: A Relational Approach Inspired by Kurt Lewin,* Antonie invites

us to see a classic change approach through a fresh lens. Beyond institutionalized and oftentimes functionalized thinking and acting in change processes – unfreeze, move, re-freeze – he invites us to look deeper and beyond the expected. What conditions, what kind of attitude is needed to unfreeze? What makes the ice in minds, hearts and hands melt? How does individual processing inform collective sense making – and vice versa?

With Suzy Adra we enter the world of mindful daily practice to discover how *We Can be Heroes in an Uncertain World*. Suzy shares nine personal principles of dealing with everyday uncertainty as a practice of cultivating mind and body so as not to become a heroic controller but rather a fluid force aligning with uncertainty like a fish in the ocean, having stemmed from it and trusting the creative force in all life. The cultivation of mind and body is deeply rooted in wisdom traditions of all cultures. Through these practices we are actually dealing with the vessel, the channels for life that we are. The way we do that, the practices and principles we follow and repeat – throughout all the rises and falls of empires – will have an impact on our way interpreting uncertainty. As the saying goes, It is all a mind game: uncertainty and a weak mind: destruction; uncertainty and a sound mind: challenge; uncertainty and a strong mind: a great chance.

We want to highlight a key message that runs through all of the articles: Connection matters. Life may be uncertain, but we have each other. This human knowing is deeply rooted in archaic and magic consciousness, providing the safe bonds we all need *because life is uncertain*. In other words: connection is necessary. The quality, nuances and conscious elasticity of "having each other", the differentiated-ness of relating and connecting to ourselves, each other and the environment makes all the difference regarding the outcome. The more variety and nuances we can hold and integrate, the more possibilities we have to make sense of nothing and create something out of the ether. Trust, openness, vulnerability, and shadow acceptance are embodied

in relational wisdom and are highly needed, as much wisdom lies in the potentiality of the space between. And this is, often times the Impossible!

Behind all the words in this editorial and those to come in the articles there is a truth unseen and unsaid. May this truth be honored in its own right and in its own way. We wish you enjoy this special issue on the wisdom in uncertainty as much as we enjoyed creating it for you.

About the Authors

Suzy Adra, Ph.D., completed her dissertation entitled The States of Presence and Insight in The Painting Process at the California Institute of Integral Studies in May of 2016. She is a frequent presenter at the Science & Non-duality (SAND) Conference where she shares her academic research, artwork and yoga. Suzy is a Trauma Release Practitioner and a painter and has been studying and teaching yoga since 1998. To see more of Suzy's art and writings, visit:

https://ciis.academia.edu/SAdra www.suzyadra.com.

Tova Averbuch has been an Organization Development (OD) consultant for forty years, a break-through processes designer, facilitator, teacher and writer. She brought Open Space Technology (OST) to Israel in 1999, pioneers in applying dialogic mindset and methodologies in and across boundaries in business, community and socio-political life in Israel and internationally. Until recently she taught master's degree students of OD at Tel Aviv University School of Business. She contributed a chapter to "Dialogic Organization Development", a textbook first published by B&K in 2015. Tova brings vitality and creative energy, a spirit of generosity and genuine human contact that feed the emergence of human bonding, surprising partnerships and creative solutions to difficult questions. For more information see

www.tovaaverbuch.com

Dana Liberman, MA, Psychosocial Support Specialist working with IsraAID in developing countries after disaster. Using her experience in Clinical Psychology, Organizational Consulting, Multicultural Facilitating and Arts, she explores with the glocal communities issues of resilience in acute changes, growth of leadership and creation of new narratives. After many years with the IDF, leading workshops, she coached managers and teams to restructure boundaries. Today, re-framing situations to opportunities during crisis or

new challenges is her updated contribution, also to the WWP movement. Contact on Facebook or to

danali.mentor@gmail.com.

Lucy Wairimu Mukuria, 38 years old, is a mom, a USIU-A master's graduate (2004), and the pioneer military psychologist of The Kenya Ministry of State of Defense (2005). Holder of the Constitution Medal (2010), she is a retired major and an Acumen fellow (2014). She is the author of the children's book Mutenyo and Friends - Persevering Traditional Play (2015) and the founder of True North Kenya (2016): leading through action to pay our veterans back. Her personal motto is "building on the human spirit with love." An avid cyclist and runner, she is the recipient of the Top 40 under 40 Women in Kenya award (2016), and an Amani fellow (2017). She is a farmer, a thought leader in mental health wellness and a security analyst (2018).

mukuria@thetruenorth.co.ke

Antonie van Nistelrooij is assistant Professor of Organization Development and Change at the Department of Organization Studies at the VU University Amsterdam. Besides his work for the university he is a senior management consultant in facilitating dialogical change processes and a lecturer in several Dutch MBA studies on the subject of Management and Organizational Change.

Andrea Schueller, Ph.D., integral Consultant and generative Coach with a comprehensive background of Economics, Organizational Design, Gestalt, Group Dynamics, Systemic Constellations, Focusing, Arts, Yoga and Generative Change. She provides transformation and innovation through state-of-the art mind-body methodology for individuals as well as for small and large systems. She developed her own style of holistic processing fostering generative change via bridging individual and collective conscious(ness) development. She is heart and head of COS Creations and Co-Founder of COS-Collective.

www.andrea-schueller.com

Yve Susskind, Ph.D., works with NGOs and GOs, primarily in complex situations where what to do and what will happen as a result are not clear. Using four questions - What is happening? What is resulting? What are we learning? What do we need to do next? - Yve collaborates with social innovators to understand their work and results in order to increase the effectiveness of strategies and programs. She integrates a variety of approaches including principle-focused and developmental evaluation; collaborative research and evaluation; case study, story-based and other qualitative and quantitative methods. Contact yve@praxisassociates.com;

www.praxisassociates.com.

Nancy Wallis, Ph.D is in her third year of studies toward the completion of a M.Div. in a joint program between Bloy House, the Episcopal Theological Seminary at Claremont, and Claremont School of Theology in California. Nancy is developing her career, focused thus far on teaching, coaching, researching, and writing in the field of organizational leadership development, by exploring new, Spirit-filled ways to engage transformation and regeneration in leaders that address the global challenges and uncertainties we face. She is especially drawn to the work of Apostle Paul and the early church in studying the leadership development possibilities grounded in the values of love for humanity and social justice and responsibility.

Tonnie van der Zouwen is a professor for Sustainable Working and Organising at Avans University of Applied Sciences in the Netherlands and also works as an independent organisational consultant. Her work focuses on developing change capacities in organizations and networks. Her PhD research resulted in a framework for effective use of large-scale interventions, an approach used for creating sustainable change with the whole system of stakeholders. Tonnie holds master's degrees in Environmental Biology and in Change Management. She is co-owner of COS Collective and deputy editor in chief of the COS-Journal. For further information see

www.tonnievanderzouwen.com.

Get your COS-Conference Experience Report

Learn about the design and flow of the COS-Conference and harvest the 'golden nuggets' and fresh insights of this international deep dive into Uncertainty. Jacqueline Janssen designed and coordinated a rich and comprehensive photo report.

Visit our webpage for ordering your hard copy: www.cos-collective.com or send your order to office@cos-collective.com.

For downloading the digital version visit: https://www.cos-collective.com/cos-conferences/cos-conference-2017-experience-report/

"What Do We Do When We Don´t Know What to Do?" – COS Conference 2017 in Nordwijk, The Netherlands. Seventy four people from 15 countries, of all ages, curious and passionate about the topic, or with deep experience and wisdom in working with uncertainty, looking for fellow travellers to share, create and disseminate this type of wisdom gathered for a 5-day learning expedition. The design and preparation process of this conference were an emerging work. We used a structure with a wealth of ted-like talks, workshops, space for emerging contributions by all participants/co-creators. We see the conference as part of a larger process. We started weaving our web of relations long before we met in October 2017, and we will continue with a network of networks to create wisdom for this eternal question and challenge.

A R T ificial Intelligence

The Art of Intelligence – Backbone of Digitization?

A learning journey getting closer to digital realities

for
Design Thinkers
Consultants
Artists
Inquirers
Professionals
Learners
Explorers
Researchers
Mindful leaders

at GRAND GARAGE®, Linz
November 15 – 17, 2019

Fishing on Friday

- Which competencies could lead us?
- Backbones in transient settings
- Do we need organisation(s) or what kind of do we need?
- Self-organizing emergence
- Who shapes whom? Crossing-over of intelligences

Diving on Saturday

- Production as a Service
- Arts or Crafting?
- Robots and workforce as singular entity / cocreation?
- Humanizing robots / digital humans?
- Encoded agility as major impact?

Coming Up on Sunday

- The Me and digital identities
- Profiling future work and business
- Commoning in an increasingly diversified world
- Consultancy as engineering task or co-creating art?

Collaborate experiences designed by

COS-Collective	**GRAND GARAGE®**	**Business Informatics @ JKU**
Challenging Organisations and Society reflective hybrids®	GRAND GARAGE	JKU JOHANNES KEPLER UNIVERSITÄT LINZ
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A R T ificial Intelligence: Backbone or Bottleneck of Digitization?

Getting Closer to Digital Realities and the Way to Handle them

CALL FOR CONTRIBUTIONS

BE INSPIRED; CONTRIBUTE AND CO-CREATE

Over a relatively short time scientists and technology developers managed to automate tasks that have defied us for decades by putting together various intelligences under the umbrella of Artificial Intelligence. These achievements could easily lead us to ascribe the automation of these tasks human-level intelligence. This perception has gained momentum due to digital healthcare apps, smart production cycles, and deep learning bots, and is leading to some implications:

- Excitement is mixed with fear of what AI-based digitization might bring in commerce, industry, and society in the future.
- Questions are raised with respect to continuing the investment in machine learning approaches for self-emergent digital systems as development control might be passed on to artefacts, and what kind of processes will influence society.
- Identifying a dilemma for the mission of organizations and their leaders, being impressed and enjoy, what digital transformation is able to accomplish, while needing to accept that full artificial intelligence could spell the end of the human agitation as we know it today.

So why not recognizing that digital transformation processes based on Artificial Intelligence reveals interesting essentials about the structure of our world and the artefacts we create. Then, the question today is not whether

we should use digital or human-driven approaches but how to integrate and fuse them so we can realize their collective design capabilities. We are interested how ART raises awareness for this fusion and how we will find a dialog along crossroads of disciplines. Hence, this 3-day-learning journey aims to generate reflective practitioners who are willing to become well versed in and appreciate digital realities while also being informed about their structural and systemic particularities. We will jointly find out what do we have to create, develop and maintain to balance this transformation processes.

We invite

- Design Thinkers to ideate novel concepts and development procedures
- Consultants to instill multiple intelligences in organizational developments
- ARTists to articulate challenges and opportunities in creative ways
- Inquirers to ask performative questions
- Professionals like Information Managers to rethink handling collective intelligence
- Learners to bundle knowledge to intelligent task behavior
- Explorers to equalize space for various types of intelligence
- Researchers to reflect on the inherent logic of systems and learning paradigms, such as combining symbolic and sub-symbolic representations for deep learning
- Mindful leaders to scope intelligence towards mindful collective behavior
- Reflective hybrids to build bridges between disciplines

GRAND GARAGE® is the leading space for creative reflections and breakthroughs, as it creates the future to experience it by digital and tangible means.

- You can actively provide input to Fishing – when you do not know yet, but are willing to argue for essential questions
- You can contribute to diving to Saturday by providing input statements to selected topics, such as organization learning based on digital intelligence, providing orientation and background knowledge and this helping to answer essential questioning
- Finally you could presence and thus bring new realities to life

Our schedule:

Report your possible contribution

- Deadline: June 1, 2019
- Notification: July 1, 2019

Refinements and Final Design:

- Deadline: Sep 1, 2019

See you at GRAND GARAGE® in Linz
November 15 – 17, 2019

Questions? office@cos-collective.com

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YOUR NAME:

YOUR AFFILIATION:

Tel.no., E-mail, website:

What Inspires Me to Participate?
Please provide the intention and purpose for joining the learning journey

Background
Please provide your skills and expertise as well as your experience and work interests

Type of Contributor

Are you

- ☐ a design thinker aiming to ideate novel concepts and development procedure?
- ☐ a consultant instilling multiple intelligences in organizational developments?
- ☐ an ARTist helping to articulate challenges and opportunities in creative ways?
- ☐ an inquirer to ask performative questions?
- ☐ a professional rethinking how to handle collective intelligence?
- ☐ a learner trying to bundle knowledge to intelligent task behavior?

- ☐ an explorer equalizing space for various types of intelligence?
- ☐ a researcher reflecting on the inherent logic of systems and learning paradigms?
- ☐ a mindful leader targeting to scope intelligence towards mindful collective behavior?
- ☐ a reflective hybrid wanting to build bridges between disciplines?

Contribution

Type of Contribution: Please provide your envisioned input (i.e. the WHAT) to the learning journey – it may range from presenting latest research to co-create a digital artefact along the journey

Format: Please provide the way participants should perceive your contribution (i.e. the HOW) – it may range from giving a position statement concerning a certain topic to facilitating the co-creation of a digital artefact

Individual / Collective Outcome: Please provide what individuals and the other travelers of the learning journey could harvest from your contribution along the learning journey (i.e. the WHO)

Please send this form to: office@cos-collective.com

Questions? Please contact us!
office@cos-collective.com or see our website: cos-collective.com

Next New Action
(3d)

Assess your creative potential for leadership and consulting

COS Curriculum
Creators for Organisations & Society
25 days & 1d/8h coaching for master's piece

Creating my Master's piece
Writers space *
Photography & Film *
Freestyle *

* choose one – or more (optional)

Craft your ideas and developments and bring them into the world. Act!

Group in collective flow
(5d)

Deep dive generative group dynamics

Flow peer group
(3 x 1d)

Your homebase for orientation, integration & individual learning

Whole System:
Co-Creating new structures for collaboration
(2,5d)

Futuring, working with large groups and networks for transformational change

COS Conference active participation
(2,5d)

Engage on stage, show your intention and action for organisations & society

Integrating somatic intelligence in high performance teams
(4d)

Awaken somatic intelligence for generative change

The COS-Certified Curriculum "Creating Organisations & Society"

New Creations in Organisations & Society originate in the undivided source of sensing, feeling, thinking. Acting from there we make a difference. In this curriculum you will touch the source, develop your inner world and come out with new resources for action in the outer world. It's challenging for you and others!

We designed the curriculum for **mindful people** who:

- Wish to live and work closer to their calling and aspiration.
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- Direct intention and generative power towards shared development.
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social network. A learning through experiencing and acting, experiencing and acting …

Craft and manifest: During your learning journey you are continuously crafting your own masters' piece. This artistic, scientific or freestyle „piece of work" is your gift and your challenge to yourself and to Organisations & Society: The one you work or live in or the one you are intending to create. A project development, a new business idea, a book, a new way of working and living.

Your calling triggers and shapes your learning journey throughout all modules. We support you in making a pearl-chain, your intentional learning process is the pearl string. – Beautiful!

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For more information please contact:
Dr. Andrea Schueller: andrea@cos-collective.com
Dr. Maria Spindler: maria@cos-collective.com

Costs approx.: € 5.600,– + VAT

Become a Friend & Member of COS!

Join the COS movement and become a Friend & Member of COS! COS is a home for reflective hybrids and a growing platform for co-creation of meaningful, innovative forms of working & living in and for organizations and society, between and beyond theory and practice. We invite you to become an active member of COS.

Being a part of COS you have access to our products and happenings. As a Friend & Member, you carry forward the COS intention of co-creating generative systems through mindful, fresh mind-body action. Let's connect in and for novel ways around the globe!

Access points for your participation & future contribution are:

- Mutual inspiration & support at the COS-Conference
- Development & transformation at COS-Creations Seminars
- Creative scientific publishing & reading between and beyond theory and practice
- COS LinkedIn Virtual Community
- And more …

The Friend & Membership fee is € 200,00 + 20 % VAT for 2 years.

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- 2 editions of the COS-journal: 4 hard copies, one for you and one for a friend of yours = 4 hard copies for the value of € 112,00
- Conference fee discount of 25 %
- COS-Creations: Special discount of 20 % for one seminar of your choice during the membership period.

Please send your application for membership to office@cos-collective.com

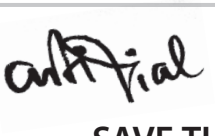
Join COS, a Home for Reflective Hybrids

The future is an unknown garment that invites us to weave our lives into it. How these garments will fit, cover, colour, connect and suit us lies in our (collective) hands. Many garments from the past have become too tight, too grey, too something…and the call for new shapes and textures is acknowledged by many. Yet changing clothes leaves one naked, half dressed in between. Let's connect in this creative, vulnerable space and cut, weave and stitch together.

Our target group is reflective hybrids – leaders, scientists, consultants, and researchers from all over the world who dare to be and act complex. Multilayered topics require multidimensional approaches that are, on the one hand, interdisciplinary and, on the other hand, linked to theory and practice, making the various truths and perspectives mutually useful.

If you feel you are a reflective hybrid you are very welcome to join our COS movement, for instance by:

- Visiting our website: www.cos-collective.com
- Getting in touch with COS-Creations. A space for personal & collective development, transformation and learning. Visit our website: www.cos-collective.com
- Following our COS-Conference online: www.cos-collective.com
- Subscribing to our newsletter: see www.cos-collective.com
- Subscribing to the COS Journal: see www.cos-collective.com
- Ordering single articles from the COS Journal: www.cos-collective.com
- Becoming a member of our LinkedIn group: go to www.linkedin.com and type in "Challenging Organisations and Society.reflective hybrids" or contact Tonnie van der Zouwen: office@cos-collective.com



SAVE THE DATE
4th COS Conference
15. – 17. November 2019
in Linz, Austria

The Journal with Impact

The Journal "Challenging Organisations and Society . reflective hybrids® (COS)" is the first journal to be dedicated to the rapidly growing requirements of reflective hybrids in our complex 21st-century organisations and society. Its international and multidisciplinary approaches balance theory and practice and show a wide range of perspectives in and between organisations and society.
Being global and diverse in thinking and acting outside the box are the targets for its authors and readers in management, consulting and science.

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