

Elaborating the Theory – Practice Space: Professional Competence in Science, Therapy, Consulting and Education

Editors: Ilse Schritteser & Maria Spindler

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Journal "Challenging Organisations and Society . reflective hybrids® (COS)"

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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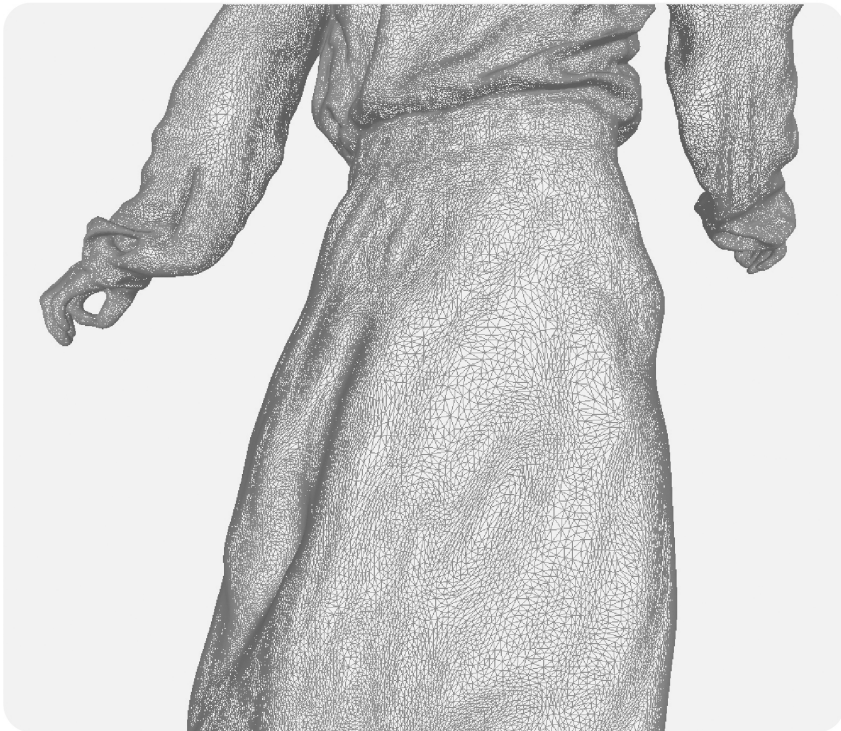
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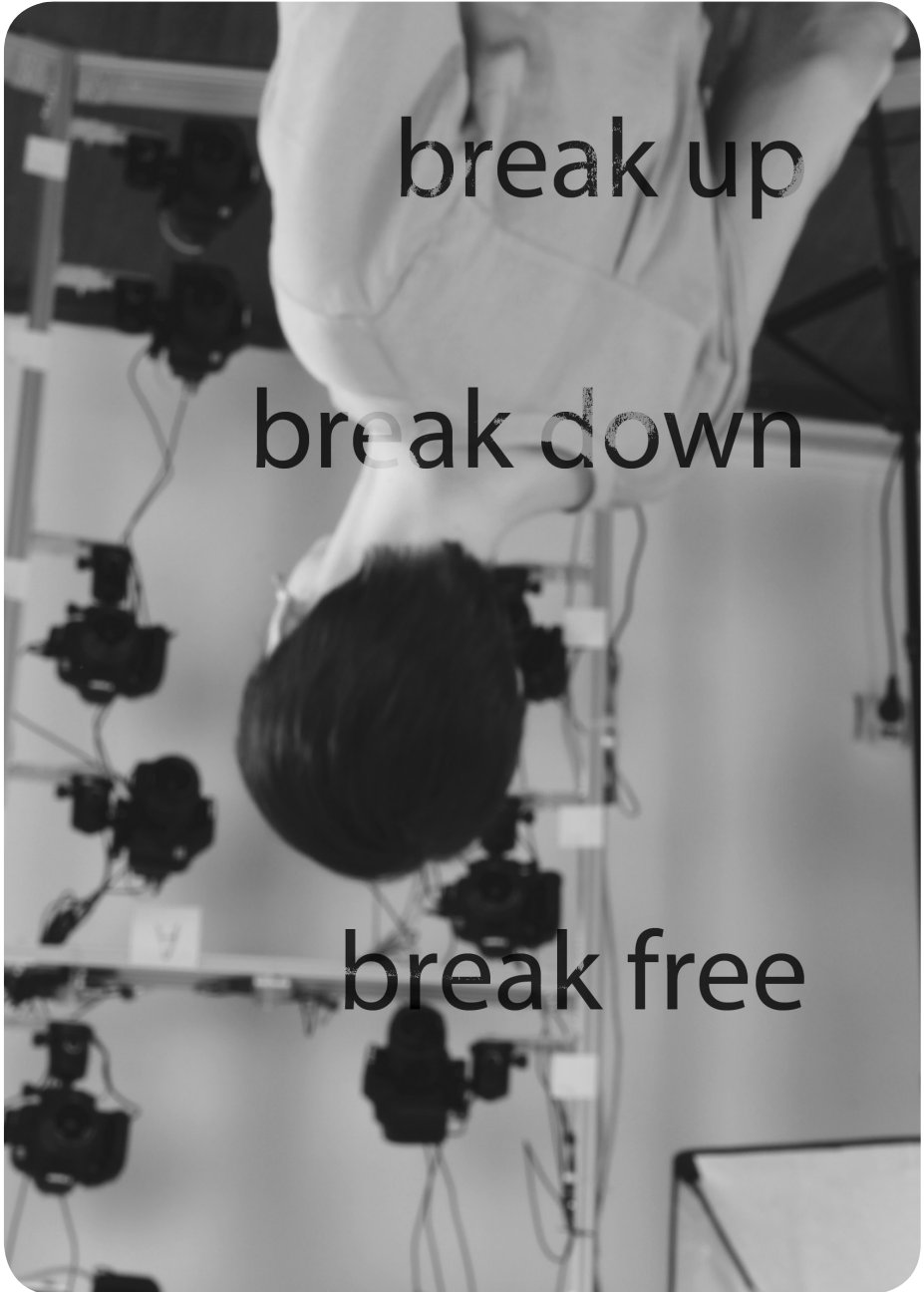
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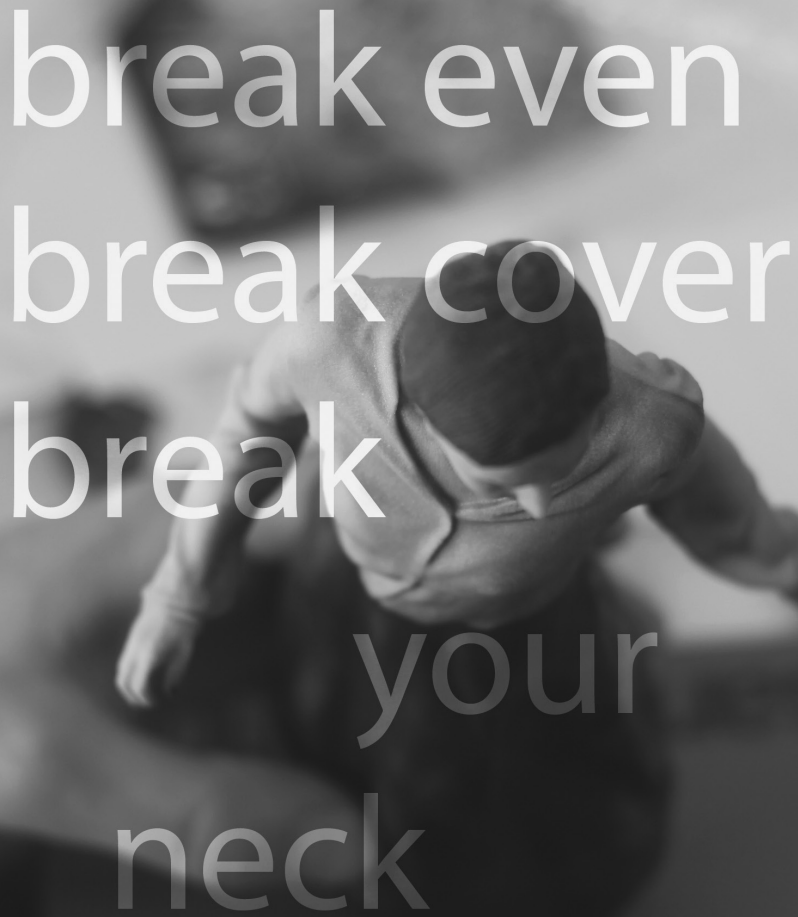
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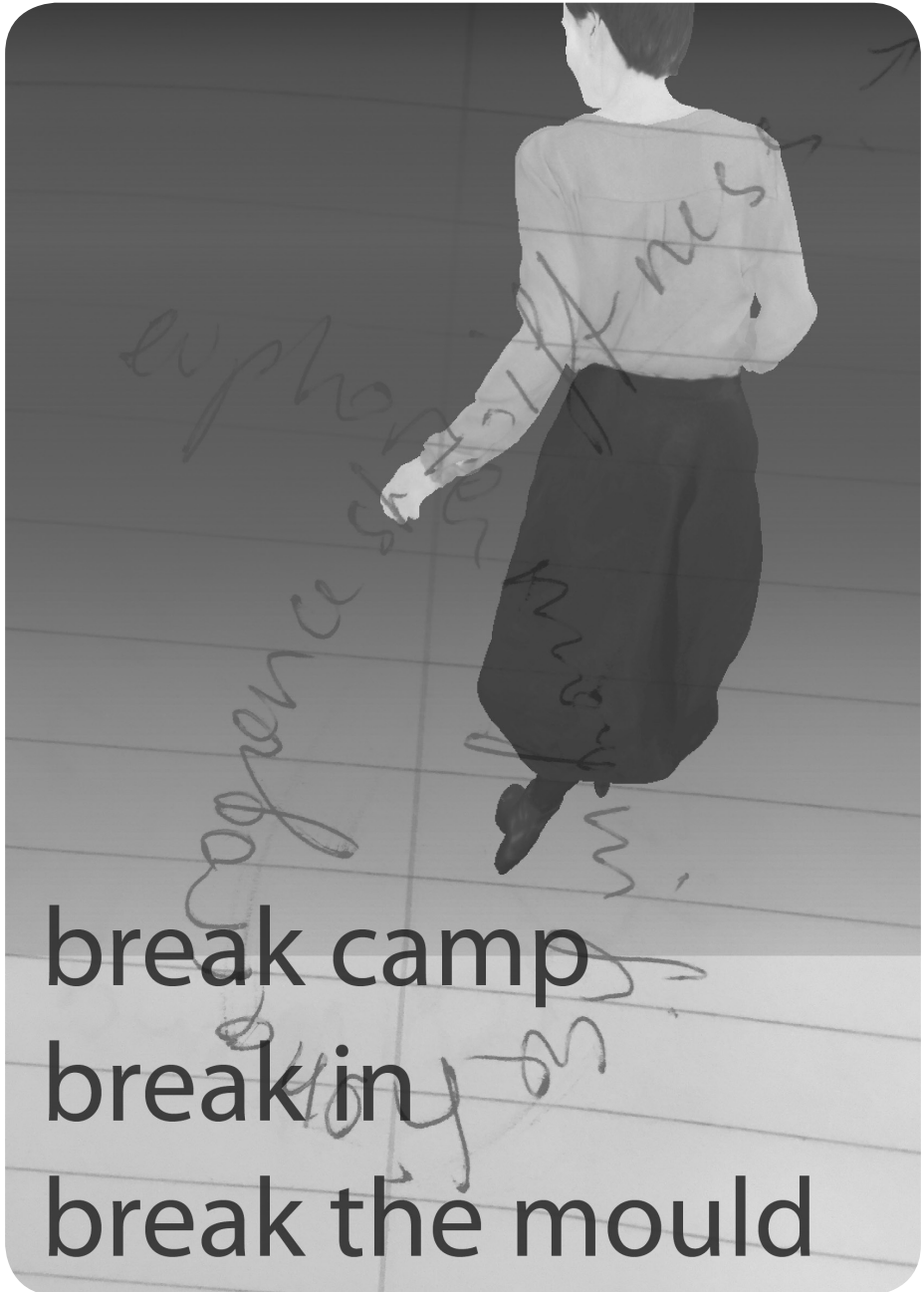
break away
break through
break ranks







break even
break cover
break
your
neck



break camp
break in
break the mould

Ruth Anderwald + Leonhard Grond

Many Have Gone On These Bends

As artists we always begin a work with a doubt, a question, an uncertainty. Accordingly it is essential to us to immerse ourselves in available knowledge surrounding this area of doubt. After we feel we have done this enough (or the deadline nears) we move on to embody, to forget, to store in unconsciousness what we have learnt. We transform knowledge through our bodies; we devour and digest. Only then can we pour out art.

The idea of making a hybrid, interrupting the process halfway, is very uncomfortable. It means opening the cocoon before the moth has matured.

What you see here is a hybrid in many perspectives, and this short text is an attempt to highlight a few of them. As we ourselves are in between states here, this might not lead to a clearer understanding of the artwork.

The pictures in *Many Have Gone On These Bends* show one and the same moment in time viewed from four different positions. These perspectives are depicted by four different media: a photo camera; a 3D programme showing the vectors composing a model; the same computer model layered with the 3D photograph taken by 100 cameras that photographed the person at the same instant; and the printed statue in the hands of the dealer.

The pictures are not shown in their temporal order. We are located at the beginning of the digestion of knowledge, where before and after are not relevant anymore.

Handwriting is superimposed on one picture of the 3D model. This loop-formed handwriting is the part of the process that develops pre-artistic work, mostly notes and drawings, that eventually lead to an artwork.

The written part of *Many Have Gone On These Bends* is based on Gilles Deleuze's idea of the different modes of movement in philosophising: a calm stream of definitions, proofs and corollaries; volcanic parentheses which

break this stream; and finally a line of fire which moves “elliptically”, in “rending flashes”.¹ In our work we take the liberty of referring to this as the trinity of break up, break down, break through. Innovation research regards these as the phases that can lead to true innovation. We combine this view with creativity research that points to the cycles of convergent and divergent modes of thinking.

The title comes from a traffic sign. Acceleration is part of the artistic process, but gaining a certain velocity can intoxicate the process. A film of ours is called *So, be patient, please!* – a clear reminder that the velocity of the stream of ideas and the velocity of reflection in the artistic process are hard to reconcile.

If you want to find out more, go to www.on-dizziness.org.

This contribution is part of the artistic research project *Dizziness–A Resource*, hosted by the Academy of Fine Arts, Vienna, funded by the Austrian Science Funds, FWF-PEEK and initiated by Ruth Anderwald + Leonhard Grond. *Dizziness–A Resource* attempts to show the productive side of dizziness for innovative and creative processes with the help of a multidisciplinary team of scientists and artists.

1 Gilles Deleuze, *Vitalism and Multiplicity*, John Marks, 1998, Pluto Press, p. 14.

About the Authors

Ruth Anderwald + Leonhard Grond live and work in Vienna as an artist duo. Since 2014 their main focus has been on the artistic research project *Dizziness—A Resource*. Since 2012 they have been curating *HASENHERZ*, a screening and discussion series inspired by Arnold Schönberg's *Society for Private Musical Performances*. From 2013-2014 they worked with the writer and essayist Anna Kim on a wallpaper project. From 2003-2007 they worked on the artist book *Notizen zu einer Küste* (Notes on a Coast), combining their eponymous photo series and the first anthology of contemporary Hebrew lyric poetry ever translated into German. Their numerous exhibitions and screenings include: *What Would Seeing be Without Us?* mumok cinema - Museum of Modern Art, Foundation Ludwig, Vienna (2014); *Trees are Companions*, Whitechapel Gallery, London (2013); *Camera Solaris*, Center for Contemporary Art, Tel Aviv (2011) and Museum for Applied Arts, Vienna (2008); *Construction Site As Far As The Eye Can See*, Institute for Art in Public Space Styria, Universalmuseum Joanneum, Graz (2011); *Shattered Horizon*, Himalayas Art Museum, Shanghai (2010); *Film Centre Pompidou*, Paris (2009); *Paradise Now! — French Essential Avant-Garde Cinema (1890-2008)* Tate Modern, London (2008), *Notes on a Coast*, Herzlyia Museum of Contemporary Art (2005).

For further information and contact: www.on-dizziness.org

Tom Brown holds an MBA and a Doctorate in Educational Leadership from Simon Fraser University. He has an academic and practical background in communications, program development and instructional design. His research interests are located at the intersection of university teaching and business ethics with a particular interest in online education. Since 1998 he has held a variety of senior administrative positions in the Beedie School of Business at Simon Fraser University. Currently he serves as Academic Director of the online Graduate Diploma in Business Administration and the Part-Time MBA programs and teaches business ethics at the graduate and undergraduate levels.

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Klaus Feldmann is researcher at the Education Sciences Group at the Vienna University of Business and Economics. He was professor of sociology at the University of Hannover from 1980-2004. Since then he has designed and published qualitative studies on habitus, professionalisation and school-dropouts together with Erna Nairz-Wirth.

Matthijs Koopmans joined the faculty at Mercy College in 2011. His areas of interest are cause and effect relationships, complexity theory and quantitative single case designs. He has published papers in numerous refereed journals, and is one of the editors of *Chaos and Complexity in Psychology: The Theory of Nonlinear Dynamical Systems*, published by Cambridge University Press in 2009. His most recent research is on daily high school attendance patterns and the dynamics of school reform. He earned his doctorate at Harvard Graduate School of Education in 1988.

Ruth Erika Lerchster studies Psychology/Group Dynamics and holds a doctorate degree in Intervention Research; she is a lecturer at various universities and has been qualified to train group dynamics for the ÖGGÖ; she links research and science with her work as organisational consultant. Her consulting topics are leadership culture, team and organisation development and organisational learning. She works as Senior Scientist and Deputy at the Institute of Intervention Research and Cultural Sustainability. Her publications deal with intervention research, consulting, handover of family business and the reflexive use of information and communication technologies in enterprises.

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Erna Nairz-Wirth is head of the Education Sciences Group at Vienna University for Economics and Business. She earned the rank of associate professor in 2007 in the course of her habilitation (*venia docendi*) in the field of education sciences and pedagogics. She has published numerous articles in the field of sociology of education. Erna Nairz-Wirth has designed and conducted numerous qualitative and quantitative studies on inequality in

education, habitus, professionalisation and school-dropouts. She was Visiting Scholar at the University of Cambridge in 2013.

Ilse Schrittester is Professor of School Research and Teacher Education at the University of Vienna, Austria. Her main fields of interest are professionalism research and teaching and learning research. She has authored numerous articles in the field of education and professionalism research. Presently, she leads a collaborative research group interested in the intersection between theory and research on the one hand and practice and policy on the other. She is executive editor of the Austrian-German-Swiss Journal of Teacher Education.

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Maria Spindler has been an international organizational consultant for more than twenty years in economics (banking and production) and at NGOs (universities and foundations) and lectures at universities in Europe and the US. Her topics are creating future, inventing and transforming organizations, structures and leadership cultures. Maria is qualified to train the trainer for the Austrian Association for Group Dynamics & Organization Consulting and serves on their education board. Her books deal with transformation, creating future for leadership and organizations, group dynamics, organizational consulting and research. Maria founded the COS Journal in 2011 and is its chief editor.

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Gary Wagenheim is adjunct management professor at the Beedie School of Business at Simon Fraser University and Aalto University – Executive Education and former professor of organizational leadership at the School of Technology at Purdue University. His research and teaching interests are reflective practice, individual and organizational change, and organizational behavior. He owns and operates Wagenheim Advisory Group that provides corporate training, coaching and organizational development programs. Dr. Wagenheim received a Ph.D. and a M.A. in Human

and Organizational Systems from Fielding Graduate University, a M.B.A. in Organizational Behavior/Organizational Change and Development from Syracuse University.

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“Flow beyond Systems” is understood as the creative force of new realities for organisations and society through each of us. The lively nexus between the worlds of organised systems and individual worlds is our main focus: Individual development faces challenges and in return poses challenges to organisations and society. Growing together, step by step, requires facilitating the interplay between individuals and existing organisations and new organisational realities that are waiting to be created.

The way we lead and organise ourselves in collectives is reflected by what organisations, larger social structures and ourselves as parts thereof have become. Freedom and structure do not pre-exist in organised communities but are relationally constructed in the common space to which its (more or less) equal members bring their uniqueness and create something of (more or less) lasting value such as an organisation or larger organised structures. Leadership is momentous for supporting development and meaningful creations beyond known forms.

Reaching beyond is neither a result of will power nor sheer mental excellence, nor can it be made to happen. Such attempts tend to result in forms of mind-body splits, bringing forth unwelcome symptoms or rigid, “more-of-the-same” patterns in the relation of the body and its organised, interactional environment becoming powerful limiting patterns. Changing these realities largely depends on our ability to intentionally bring somatic intelligence to the creation of new larger structures.

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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. Multi-layered 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.

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Challenging Organisations and Society . reflective hybrids®

Volume 5, Issue 1

**Title: Change in Flow: How critical incidents
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