

Challenging Organisations and Society

reflective hybrids®

Inner Outer Spaces

Editors: Maria Spindler and Christian Stary

Maria Spindler and Christian Stary

Editorial Inner Outer Spaces

page 1009

Maria Spindler and Christian Stary

S°S: Anarchy Active Inner Spacing for Co-creating Future Outer Space

page 1013

Steeff Peters and Edda Heijting

Successful Reintegration by Co-operation and Guidance

page 1065

Ervin Laszlo

The Challenge Before Us: Mastering the Bifurcation of the Humanity-System

page 1079

Stephen Gilligan in Dialogue with
Andrea Schueller

Integrating Somatic Intelligence in High Performance Teams

page 1087

Maria Spindler with the Cosmonaut

Franz Viehböck

On an Inner Journey into Outer Space

page 1103



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.

Editor-in-Chief: Maria Spindler (AT)
email: m.spindler@cos-journal.com

Deputy Editors-in-Chief: Gary Wagenheim (CA), Tonnie van der Zouwen (NL)

Editorial Board: Ann Feyerherm (US), Ilse Schrittmesser (AT), Maria Spindler (AT), Chris Stary (AT), Gary Wagenheim (CA), Nancy Wallis (US), Tonnie van der Zouwen (NL)

Guest Editor: Tom Brown

Reviewers: François Breuer, Tom Brown, Silvia Ettl Huber, Jeff Haldeman, Ann Feyerherm, Russell Kerkhoven, Larissa Krainer, Marlies Lenglachner, Ruth Lerchster, Barbara Lesjak, Annette Ostendorf, Richard Pircher, Ilse Schrittmesser, Claudia Schuchard, Andrea Schüller, Maria Spindler, Christian Stary, Martin Steger, Thomas Stephenson, Martina Ukowitz, Gary Wagenheim, Nancy Wallis, Tonnie van der Zouwen

Proofreading: Deborah Starkey

Layout: www.kronsteiner-lohmer.at

Terms of Publication: Before publication authors are requested to assign copyright to “Challenging Organisations and Society . reflective hybrids®”. Beginning one year after initial publication in “Challenging Organisations and Society . reflective hybrids®” authors have the right to reuse their papers in other publications. Authors are responsible for obtaining permission from copyright holders for reproducing any illustrations, figures, tables, etc. previously published elsewhere. Authors will receive an e-mailed proof of their articles and a copy of the final version.

Disclaimer: The authors, editors, and publisher take no legal responsibility for errors or omissions that may be made in this issue. The publisher makes no warranty, expressed or implied, regarding the material contained herein.

Copyright: COS . reflective hybrids®, Vienna 2017

Maria Spindler and Christian Stary

Editorial

Inner Outer Spaces

When challenging organisations and societal systems reflective design is a crucial stakeholder activity. Thereby, it is not only the design of our work and living systems—it is the way we experience various dimensions of designs and explicitly can address them when shaping our work and living relationships and systems as whole. The design space is more than a physical construct when understood a dedicated dimension of design. In this way, it allows for cognitive and socio-emotional agitation. It holds and enriches (re-)construction and co-evolution of systems, if not establishing itself as a constituent element.

This issue is dedicated to moving from a position within a given space, pattern, structure, and pace to a position where we can connect anew to ourselves, create and invent relationships. Space, structure and future can be a real game-changer and transformer when we dare to step into the unstructured and unknown. Individual and collective movements beyond known organised routines enable vitality, engaging learning loops and shared growth in quality of being. Differentiation opens us to new perspectives; integration allows us to connect the parts, interests and perspectives anew as a whole system.

Between and beyond stimulus and response, there can be new space to create. In that space we have exclusive power to choose our response. In our reflected response lie our growth and our freedom. A huge part of the work for organisations and society is to provide space, conscious action and fresh connection of the parts within the new whole system. To connect ourselves to others and bring together life to us as collectives is what we yearn for. Structures and organisations give or take space, and space is needed in order to create shared space, forms and processes in corporations which seize on

life and flow into separate and connecting vessels and spaces, giving vitality to individuals, organisations and society, going beyond current topics, structure, strategies and values and beliefs to each of us with an awareness beyond given structures, beyond patterns, into the field, the environment of organisations.

Once individuals perceive space intentionally, it becomes tangible and thus needs to be considered as an active design element, underpinning co-evolution. Conveying openness and creating collective novelties requires experiencing and populating space at the same time. This COS issue is dedicated to encompassing space and its capacity-building capabilities, from both an inner (i.e. individual) and an outer (i.e. co-evolving) perspective.

The contributions in this issue recognise the potential of space as dimensional enrichment when challenging organisations and society, and like to approach this construct and its inner/outer duality from a theoretical, discipline-specific, or practical perspective. They show transforming insights from inner to outer spaces and vice versa, either stemming from a managing, consulting, or scientific practice and discipline background:

In *S°S: Anarchy. Active Inner Spacing for Shared Outer Space*, Maria Spindler and Christian Stary explore urgency, conditions, forms of space and the process of spacing that enables self-awareness, self-management and co-creation. It is an answer for the challenge of complexity, wickedness and uncertainty. Their quest is different qualities and quantities of spaces. It opens up space vistas as inner and outer spaces, space in time, location and social relation, space in and between hearts and minds as well as space in the here and now as past and future space are explored. It is a multi-modal procedure, involving cognitive and somatic-related elements. Once inner space has been deliberated with respect to individual existence, capabilities and needs, turning to the outer space can lead to anarchic patterns of social interaction.

In their case study *Successful Reintegration by Co-operation and Guidance*, Steef Peters and Edda Heijting describe a social experiment in a municipality

to increase the efficiency of guiding people to work. In the focus is individual space to grow, combined with using the discretionary space of the consultants in the municipality in a methodological way. Training the consultants to use their own discretionary space and organising the teams in that way showed qualitative and quantitative results. The bottom-up approach for changing the processes in the organisation shows a significant improvement indication that applying this way of working not only increases the efficiency but also improves the professionalism of the consultants. Giving the job seekers space to grow and using their competences in relation to the job demands gives a better chance of finding a job.

As the topics so far touch organisations down to operational issues, we also need to challenge society with respect to spacing. Ervin Laszlo, distinguished president of The Club of Budapest, provides insights into his work with an international network on re-creating space for humanity. He dedicates his contribution *The Challenge Before Us: Mastering the Bifurcation of the Humanity-System* to nothing less than the condition of humanity on the planet, a condition that is beset with critical problems that will ultimately decide the continuation of this experiment in conscious evolution, an experiment unique in the biosphere. The Club of Budapest invites its participants—and we are all participants—to move into a fresh space, a space where we have sufficient distance to see the problems and their possible solutions but not so much as to lose contact with them.

One of the key factors for creating fresh space is addressed in *Integrating Somatic Intelligence in High Performance Teams*, a dialogue between Stephen Gilligan and Andrea Schüller. Questions such as “What sort of mind-body-state, what sort of social community state is going to allow sustainable high performance that is also intrinsically rewarding?” lead to reflecting on the quality of the interconnectedness in a community. Somatic intelligence is two to four times faster than intellectual intelligence and plays a crucial role in sustainable commitment for high performance teams, knowing where I am, knowing where I want to be, a discipline giving freedom.

With the Austrian cosmonaut Franz Viehböck Maria Spindler took an inner journey into outer space in a joint conversation adventure. Together they drew a map of this inner-outer journey and discovered love for humans and the planet, as well as experiencing advantages of team development, preparation for challenges, dealing with stress, and finding together solutions for returning back to the earth. And the journey included a disappointment: There was no such thing as god, spirit, something mystic out there to see or experience. It turned out this was to be found in our own inner places, our own awareness and concept of how we live our lives and how we process what we experience in the outer spaces.

We invite you with this issue to discover and co-create new outer spaces that show you the beauty of your inner spaces and vice versa.

About the Authors

Edda Heijting has a post bachelor in management and social studies from the Erasmus University Netherlands. She has worked in different positions at municipalities and started her own consultancy company, Heijting Weerts Groep, in 2000. The main goal of the company is the development of social innovations together with researchers from different universities.

Contact heijting@heijtingweerts.nl, Heijting Weerts Groep, Herculeslaan 24, 3584 AB Utrecht, The Netherlands.

Stephen Gilligan is a psychologist who received his doctorate from Stanford University. He was a central figure in the original NLP group, and then became a major student of and Milton Erickson, the great psychiatrist and hypnotherapist. Dr. Gilligan has been extending this work for the past 35 years in significant ways, while developing the 3rd generation Trance-Formational Work. Recently he founded the International Association for Generative Change together with Robert Dilts. In 2004, he received the rarely given Lifetime Achievement Award from the Erickson Foundation in honor of his many contributions.

Ervin Laszlo is director of the Laszlo Institute of New Paradigm Research, founder and president of The Club of Budapest, fellow of the World Academy of Arts and Sciences, member of the Hungarian Academy of Science, the International Academy of Philosophy of Science, senator of the International Medici Academy, and editor of World Futures: The Journal of New Paradigm Research. He received the Goi Peace Prize, the International Mandir of Peace Prize, the Conacreis Holistic Culture Prize, the Ethics Prize of Milano and was nominated for the Nobel Peace Prize. Laszlo is author or co-author of fifty-four books.

Steeff Peters has a PhD in elementary physics from the University of Amsterdam. He has held various positons in financial institutions and consultancy firms, combining organizational and information technology developments.

In 2001 he became professor at the Free University of Amsterdam on strategy, businesses processes and IT. Since 2013 he has worked together with Edda Heijting in the Heijting Weerts Groep.

Contact peters@heijtingweerts.nl, Heijting Weerts Groep, Herculeslaan 24, 3584 AB Utrecht, The Netherlands.

Andrea Schueller is international consultant & executive coach. Specialized in transformation and innovation with background in Economics, Gestalt, Group Dynamics, Systemic Constellation, Focusing & Generative Change she formed her own holistic style of integral consulting and a generative group dynamics practice. Working with business firms, NGOs, GOs and larger systems she bridges conscious(ness) individual and collective development for reaching meaningful innovative results. She is the heart and head of COS Creations and chairs the Austrian Association of Group Dynamics & Organizational Consulting.

Maria Spindler, PHD, has been organizational consultant for 22 years in economics and at NGOs. Her consulting topics are creating future, inventing organizations and structures, leadership culture, and organizational learning. She has been lecturer at universities in Europe and the US on corporate culture, organization and leadership, and group dynamics. Her book publications deal with organizational learning, innovation, leadership, group dynamics, consulting, and research. She has been qualified to train the trainer for the ÖGGO. Maria founded the cos-journal in 2011 and is its chief editor.

www.maria-spindler.at

Christian Stary received his Diploma degree in computer science from the Vienna University of Technology, Austria, in 1984, his Ph.D. degree in usability engineering, and also his Habilitation degree from the Vienna University of Technology, Austria, in 1988 and 1993, respectively. He is currently full Professor of Business Information Systems with the University of Linz. His research interests include the area of interactive distributed systems,

with a strong focus on method-driven learning and explication technologies for personal capacity building and organizational development.

Franz Viehböck, electrical engineer, was Austria's first cosmonaut. He visited the Mir space station in 1991 after two years of training. At the Mir space station he conducted 15 experiments in the fields of space medicine, physics and space technology. He returned after 7 days and 22 hours with Soyuz TM-12, and landed in Kazakhstan on October 10. The following two years he gave numerous lectures on the mission, then went to the United States and worked for Rockwell. When Rockwell was taken over by Boeing he became Director for International Business Development in Vienna. Viehböck resides in Berndorf, Austria.

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.
- Desire to go on a journey of transformation and tangible action.
- Want to intentionally achieve better, more creative results in the organisations they own or work for.
- Change their surroundings collaboratively, mindfully and powerfully.
- Direct intention and generative power towards shared development.
- Enter uncharted territory.

Here and now modules address individual, group and organisational learning spaces and offer learning on the spot in the here and now. You practice presencing and learn how to intervene in the moment – here and now. This is where immediate change happens.

Flow and grow together through action learning. You come closer to yourself, develop ways to generatively hold your many facets, connect with others in this way and manifest your actions from a fresh, supportive 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!

COS Certified Curriculum: Creators for Organisation & Society

For more information please contact:

Dr. Andrea Schueller: andrea@cos-collective.com

Dr. Maria Spindler: maria@cos-collective.com

Costs approx.: € 5.600,00 + 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,- + 20% VAT for 18 months. Why 18 months? We synchronize the Friend&Membership cycle with the COS-conference rhythm and 3 COS journal editions.

Your 18 month COS Friend & Membership includes:

- 2 editions of the COS-journal: 2 issues, 2 copies each issue – one for you and one for a friend of yours = 4 hard copies, 2 issues for the value of €112.-
- Conference fee discount of €150.-
- COS-Creations: Special discount of 25 % for one seminar of your choice each year

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. 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.

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

COS Conference 2017

Making a life for one and for all-in an uncertain world

We are living in rapidly and radically changing times, in many places for the world.

Times that are hard to make sense of, to figure out what to do?

What do we do when we do not know what to do?

How do we feel? Think?

Each one of us has some valid experience and we, as humans, created some relevant knowledge.

We invite you to join a 4–5 day learning expedition to explore, create and share guidelines, repertoire and directions to unmapped territories of the uncertain and emergent futures.

If you are:

- *Curious and passionate* about the topic and want to meet other wonderful people
- If you are *worried about your future*, your childrens' and grandchildren's future...
- If you are *preoccupied* with your employability, the global warming or our ability to stay democratic in the Western world
- If your heart is aching for the refugees and *confused people who are looking for ways to partake in this radically and rapidly changing times*
- This gathering is for you!
- Where? In Noordwijk on Sea, Netherlands

- When? In October 18 – 21 October, 2017 (22 is optional for producing a shared product)
- With whom? People from different countries, professions, cultures, life experience
- What? First two days: Ted talk, sharing lived experience and exploratory workshops

Next two days: exploring our shared reality and co creating guidelines for making life and meaningful living for one and all.

Optional extra day: sharing with the world the knowledge we created through writing, video, messages etc.

For more information and registration:
www.cos-collective.com

Order COS Journals and COS Articles

Challenging Organisations and Society . reflective hybrids®

Mental Leaps into Challenging Organisations and Society

Volume 1, Issue 1, October 2012

Editor: Maria Spindler (A)

Reflective Hybrids in Management and Consulting

Volume 2, Issue 1, May 2013

Editors: Maria Spindler (A),

Gary Wagenheim (CA)

Involving Stakeholders to Develop Change Capacity for More Effective Collaboration and Continuous Change

Volume 2, Issue 2, October 2013

Editor: Tonnie van der Zouwen (NL)

Different Culture, Different Rhythms

Volume 3, Issue 1, May 2014

Editor: Karin Lackner (DE)

On the Move: Patterns, Power, Politics

Volume 3, Issue 2, October 2014

Editors: Maria Spindler (A) and

Tonnie van der Zouwen (NL)

Positive Deviance Dynamics in Social Systems

Volume 4, Issue 1, May 2015

Editors: Maria Spindler (A) and

Gary Wagenheim (CA)

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

Volume 4, Issue 2, October 2015

Editors: Ilse Schrittmesser (A) and

Maria Spindler (A)

Change in Flow: How Critical Incidents Transform Organisations

Volume 5, Issue 1, May 2016

Editors: Nancy Wallis (US) & Maria Spindler (A)

Leadership That Counts

Volume 5, Issue 2, October 2016

Editors: Tom Brown (CA), Gary Wagenheim (CA)

Inner Outer Spaces

Volume 6, Issue 1, May 2017

Editors: Maria Spindler and Christian Stary

each €28,- plus shipping costs

Subscription of the COS Journal

The journal is published semi-annually (May and October). The price of an annual subscription is €50.- plus shipping costs (two issues each year).

The subscription can be terminated until 31.12. for the next year.

Order the COS Journal

at www.cos-collective.com

Download single articles of the COS Journal

at www.cos-collective.com

Cover last page:
Photo: Liselotte Zvacek-Schrefel
Cai Xiaosong: Planet. 2011
Installation, Ink on Paper, Acryl
54. Biennale Venedig 2011

*Liselotte Zvacek-Schrefel
Consultant & Photographer
Design of experimental, experience
based contexts for social learning
and inspiration, focusing of the
present moment in interpersonal
dialog, social patterns & patterns
of human life.
contemplative photography*

ANNOUNCEMENT – OCTOBER 2017

Challenging Organisations and Society . reflective hybrids®

Volume 6, Issue 2

Title: Flow beyond Systems: Development through Somatic
Intelligence

Editors: Tonnie van der Zouwen (NL) and Maria Spindler (A)

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.