

# Challenging Organisations and Society

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## Inner Outer Spaces

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*Steef Peters and Edda Heijting*

## **Successful Reintegration by Co-operation and Guidance**

### **Abstract**

We describe a social experiment in a municipality to increase the efficiency of guiding people to work. The experiment is based on the hypothesis that using the individual space to grow combined with using the discretionary space of the consultants in the municipality in a methodological way and the participation of the employers leads to a better match. We show the increase in efficiency by comparing the results with a control group guided in the original way. The new method is a bottom-up approach for changing the processes in the organization of the municipality. The results show a significant improvement indicating that applying this way of working not only increases efficiency but also improves the professionalism of the consultants.

Keywords: social experiment, matching efficiency, methodological working

### **1 Introduction**

Dutch municipalities have increasingly less funds to reintegrate their unemployed citizens back into the societal workforce. Furthermore, the Dutch government requires its citizens to be more self-directive and take responsibility; the motto being ‘Those who can work, should work’. Not only from a financial standpoint but also for the individual’s wellbeing, current society requires unemployed citizens to participate in society and get back to work as soon as possible.

Therefore Dutch municipalities are forced to change their setup for reintegration support. To be able to implement the necessary changes, the municipalities need to develop educational reintegration programmes for and with

their unemployed citizens and have to seek co-operation and co-creation with employers in their region.

In this article we present the results of a reintegration experiment with new intervention tactics: 'Voor Arbeid en Kansen' ('For the Benefit of Work and Opportunities') developed by the Heijting Weerts Groep (HWG) together with the municipality of Zwolle and executed at the municipality of Zwolle in 2013 – 2015. The experiment was set up to integrate the training of the municipality's consultants, to help reintegrate the municipality's unemployed citizens, and to co-operate with external partners. In this article we will discuss the setup of the experiment and its results.

## **2 Context of the Experiment**

In this experiment we use an integral approach with the three major groups involved:

- citizens of the City of Zwolle who are on social welfare with a long history of unemployment, needing to be reintegrated into the societal workforce (in the article referred to as 'job seekers');
- employees of the City of Zwolle, in particular the municipality's consultants, the job seekers' coordinators and support contacts (in the article referred to as 'consultants');
- regional companies, the employers in the region.

At the beginning of the experiment an analysis was made of the available literature about the problems with existing interventions for reintegration (Koning, J. de / Gelderblom, A. / Zandvliet, K. / Boom, L. van den (2005), *Effectiviteit van Reïntegratie. De stand van zaken – Literatuuronderzoek*. Ministerie van Sociale Zaken en Werkgelegenheid). At the same time an analysis was made by HWG of the existing organization of processes within the Zwolle municipality and the level of skills of their consultants. The

analysis showed that part of the intervention should be the training of the consultants to increase their quality of skills. In the analysis we also investigated the relation among three groups, the job seekers, the consultants of the municipality and the employers in the region, the organizations.

The job seekers are in a position of having to find a job; otherwise they will not have enough income. They are dependent on the activities of the consultants of the municipality not only to help them but also to offer possible positions at the employers in the neighbourhood. The consultants of the municipality have to determine how to help the job seekers in the best way to have the maximum possibility of a match with a position at the employer. The employers are looking for good personnel but at the same time they do not want to spend a lot of time in the recruitment process. The result is a limitation of space to grow.

During the analysis it turned out that, although the municipality had in general a good relationship with employers in the region, this did not affect the job seekers' opportunities in a positive way. One of the conclusions of the analysis was that the interventions were mainly oriented to the matching at the end of the reintegration process. There was no link between the possible competences of the job seekers and the possible jobs employers offered. In fact, the employers complained that, when they were looking for new staff, none who fitted the requirements was offered to them by the municipality. The conclusion of HWG was that the low percentage in matching was the result of insufficient information about the job seekers at the start of the guidance process. It appeared that the competences of the job seekers were interpreted by the consultants and translated to fit the job descriptions of the employers. So in fact in the diagnosis of what a job seeker could do the job description instead of the competences was used.

Another major factor found during the analysis was the attitude of the consultants regarding the position of the job seekers. In fact the consultants were in support mode, helping the job seekers to get financial support from the

municipality instead of guiding the job seekers to create their own space, using their own competences to create new possibilities. The consultants were used to operating within the existing space set by the rules and norms of the existing organization and hierarchy.

Both the analysis of the above mentioned literature about reintegration and the municipality's organization of processes led to the design of the reintegration experiment with job seekers, consultants and employers. With all three groups the variables to be measured were discussed. The decision was made by the municipality to focus only on the percentage of job seekers who found a job due to the intervention.

### **3 Theoretical Model of the Experiment**

The theoretical models we used for the development of the intervention are 'The Job Demands-Resources Model' (Bakker, A. / Schaufeli, W. et al (June 2001), *Journal of Applied Psychology*, Vol. 86, No. 3, p. 499 – 512), the transaction cost model of Williamson (Williamson, O.E. (1981), *The Economics of Organization: The Transaction Cost Approach*, *American Journal of Sociology*, Vol. 87, No. 3, p. 548 – 577) and Social Constructivism (Weick, K.A. (2001), *Making Sense of the Organization*. Blackwell, Oxford). Although 'The Job Demands-Resources Model' was developed to explain burnout situations from the point of view of the employer and employee, it is a useful model to describe the effects of a (mis)fit between job demands and job resources. We did not use the model for people actually working for an organization, but in our case for people who wanted to work for an organization, the job seekers. By determining the job demands and by measuring the possible job resources available as competences, we were able to determine a possible fit and maximize this fit during the process of guiding job seekers to the jobs available (Laloux, F. (2014), *Reinventing Organizations*. Nelson Parker, Brussels). The hypothesis was that by maximizing the fit before someone becomes an employee, the chance that someone really becomes an employee increases,

and that the chance that someone lands in a stressful situation afterwards, which might result in contract termination, decreases.

The transaction cost model describes the different costs involved in the interaction between organizations and other organizations or individuals. It describes the difference between the costs involved in the diagnosis process (ex-ante) and the costs involved in the service delivery. In organizations where the ex-ante processes are based on not enough or wrong information we can see that the service delivery is more expensive and often delivers the wrong result.

Our hypothesis is that splitting the diagnosis process (finding the competences for possible jobs) from the service delivery (guiding the job seeker to work) would improve the chance to use the maximum of the job seeker's competences and thus make the chance to obtain work bigger. By making the diagnosis process a collaborative process between the job seeker and the consultant and basing it on the self-management of the job seeker, we increase the job seeker's motivation.

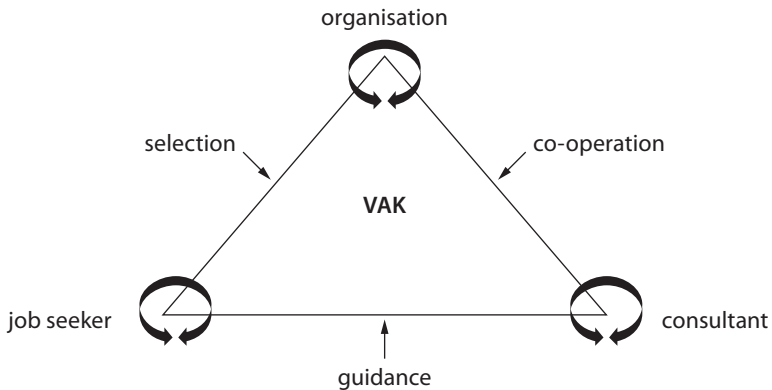
Social constructivism (Peverelli, P. / Verduyn, K. (2012), *Understanding the Basic Dynamics of Organizing*. Eburon, Delft) and the use of social capital in organizations (Halpern, D. (2005), *Social Capital*. Polity Press, Cambridge) show that collaboration and self-management are the basis of organizing in groups of professionals. In fact an organization is not built by the management but by the professionals organizing themselves around their own goals, norms and values. In our experiment we assume that the consultants are professionals with their own goals, norms and values. So when these goals, norms and values do not align with the values of the management, there is a possible conflict. This conflict results in processes which do not give the desired results. Our hypothesis is that by teaching the consultants, the professionals, what is expected of them because of the new laws, and at the same time by changing their behaviour and use of their discretionary space into

a methodological way of working based on a solution driven approach, the results of their actions will align better.

All three theoretical models are based on the use of space to grow. They are translated into the approach taken in the experiment. ‘The Job Demands-Resources Model’ is used for the approach with the job seekers. By using the existing competences instead of the results of the past as the basis to grow the space to grow increases. The transaction cost model and Social Constructivism are used in the approach with the consultants. By learning to use their own discretionary space, the space to find solutions for the job seekers, and discussing that space in the organization, the consultants learned how to increase the chance of success.

## 4 The Experiment

### 4.1 The Different Groups Involved in the Intervention and Their Relation



The first group involved in the experiment were the job seekers. In March 2013 the municipality of Zwolle had 3,200 unemployed citizens with an unemployment history of more than two years on social welfare.



When a city citizen loses his/her job the following procedure goes into effect: during a certain time frame the citizen receives financial benefits from the municipality; the amount of benefit depending on the duration of citizen's previous job. When during this time frame no job is found, the citizen is put on a guaranteed minimum income ('bijstand') by the municipality.

The second group involved were the employees of the municipality responsible for the process of guiding the job seekers, the consultants.

The consultants are responsible for decisions about the monthly unemployment payments based on the intake process (the diagnosis process), but also for guiding the job seeker back to work. So in fact they have to make a decision about the financial position of the job seeker as well as the support process to guide them to (possible) work). In the past the main goal was to find a solution for the financial problem. The budget for the minimum guaranteed income was a governmental budget. This has been changed; the budget is now a municipal budget and the new law is oriented to participation in society even when people cannot work 100%. Because of the societal pressure to reintegrate as many people as possible, the consultants need to develop a professional attitude. Where they were oriented to finding a financial solution, they now have to give professional support to maximize the participation. Participation also means that the job seekers learn how to manage themselves instead of asking for financial help. The consultants have to teach the job seekers to be self-directive and how to take responsibility, with the result that the employee becomes more of a consultant than a facilitator.

The third group consisted of companies in the region, the potential regional employers of the job seekers. These employers' main goal is to get appropriately skilled employees who can be employed as quickly as possible in their production process. Their attitude is quite simple; they need personnel for the company but want to have costs as low as possible plus flexibility to fire personnel when necessary.

#### **4.2 Setup of the Experiment**

The municipality's goal for the experiment was to find work for 80 % of the job seekers. This was more based on expectations than on experience, since an experiment like had never been done before. For the experiment 72 job seekers were selected from the municipality's total job seekers database. The criteria for selection of the job seekers were that they were unemployed and had one or two major reasons not to be able to get work immediately. Those reasons were the cause of their special status of receiving a monthly beneficial payment from the municipality and could not be addiction, financial problems or juridical problems. They could be mental reasons (previous drugs problems or psychiatric problems) or a complete misfit between their competences, age or background with possible jobs.

In addition to the group of the 72 job seekers, a reserve group of 20 and a control group of 54 job seekers were selected. The other selection criteria were education level minimum MBO2 and working experience in a certain branch.

The group of 72 job seekers taking part in the experiment were evenly divided into 6 groups to be guided by the trained consultants. If someone from the group found work before the end of the intervention period (three months), someone from the reserve group was added to the experiment group. This happened in seven cases. To keep the reserve group at the desired level, seven participants from the control group were added to the reserve group. The control group were treated by non-trained consultants as usual and were not informed about the experiment.

As part of the experiment a special training was developed for the municipality's consultants by HWG together with the municipality of Zwolle and is now offered by the University of Applied Sciences of Arnhem and Nijmegen. It is built using the third hypothesis. There are three parts in the training: knowledge exchange, training in how to work methodologically and discussion of attitude. The training is oriented to group processes (attitude,

professionalism) as well as to individual processes (knowledge, capabilities to use new techniques). The training is done by university professors for the knowledge exchange, specialized trainers for the group learning processes and other specialized trainers. Part of the training is practising the learned knowledge, capabilities and attitudes with clients. This is guided by HWG, including an evaluation on individual level.

Because there were 6 groups of job seekers to be guided by 2 consultants each, 12 consultants of the municipality were invited to attend the training. There was no selection. Everyone participated voluntarily, the only condition being 100 % attendance during the courses and writing essays, because it was important that all consultants were always involved.

The training consisted of a three-month knowledge exchange and exercises and three months of work with the groups. During the training the consultants were obliged to fill in forms on a regular basis, and to measure the effects of their training on the way they worked after their sessions with the job seekers. At the same time these measurements were used to crosscheck the effectiveness of the training and the guidance of the job seekers by the consultants. We used this information to reflect with the consultants about the training and the results.

The companies in the region who participated in the experiment had jobs available at present or in the near future. The regional employers had a good relationship with the municipality and their consultants, who acted as intermediaries between the municipality and the employers.

The companies were active in the area of technics, logistic, call centres and care. In general there was already some sort of co-operation with the municipality. The most important factor, however, was the companies' management being involved in the experiment and not just their recruiters, because we wanted them to give input on the guidance process of the job seekers; not only on the quality, but also on the competences needed. We had the managers indicate which competences were important in order to determine each

job seeker's competences and how to translate these competences into skills necessary for the job.

#### ***4.3 Process of the Intervention***

The process of the intervention was as follows. At first we randomly selected 3 groups of job seekers out of the municipality's database. The first group and second group (reserve group) had to answer a questionnaire about their situation and status and were tested on competences related to those needed for possible jobs indicated by the regional employers. The third group was treated as usual. This was done before the start of the guidance by the consultants. A second questionnaire had to be filled in when a job was found. This questionnaire also included questions about how the job seeker valued the guidance process. The information in the second questionnaire was used to determine whether the person really had found a job (instead of a short-term solution).

In the same timeframe a group of consultants was trained in the new methodological way of guiding the job seekers to work as described above. When the groups of job seekers were formed the consultants began to guide the groups; two consultants per group, guided by HWG trainers. At the beginning of the training an assessment was made in order to create a learning plan for each individual consultant. This learning plan was used at the end of the intervention to measure the effectiveness of the training for the consultant. During the practical part of the intervention where the consultants had to use their new knowledge, capabilities and attitude, the consultants had to fill out a form per group session about their own effectiveness and the responses of the group of job seekers. This information was used to crosscheck the information given by the job seekers.

The qualitative measurement of the effectiveness of the consultant was used for the hypothesis related to the organization of the professionals involved.

However, to us the most important measurement was the effectiveness of the method related to the percentage of job seekers in the group finding work. This measurement shows the effectiveness of the intervention as a whole.

*‘What I like about the project is the way the consultants treated us. Very positive and personal. They start with your own interests. Where do you want to go and what are the possibilities? This was completely different from the previous way I was used to. Then I had to apply for as many jobs as possible, functions ranging for instance from fruit picking to banker. Of course I can understand that way of working but I think in the end it is more effective to look for something which fits you.’*  
One of the job seekers

#### **4.4 Results of the Experiment**

From the control group of 47 job seekers, 3 people (6%) found work within three months.

From the experiment group of 72, the result after three months was that 35 people (48%) found work. This was significantly more than the control group. To find out whether this result was just a one-time event or not, the experiment was extended for three months and after the extension repeated in exactly the same way as before. There was one main difference: the people from the first group who were not able to find a job after the extension were included in the second experiment.

The result after the extension was that, after six months in total, we reached a level of 57% of the group of 72 job seekers (after adding people from the reserve group) finding a job, whereas the results for the control group remained at 6%. This means that the original expected target of 80% was not reached, but that a significant improvement was made compared to the original way of working.

The result for the second experiment after three months was lower than the first experiment (40 % instead of 48 %), but we found that the adding the 'left-overs' of the first intervention to the second had a major influence. We used the data from the questionnaires for the consultants to find out whether the intervention was also effective for the consultants. Because of the low statistics (we use the data from 18 consultants) we can use these data only in a qualitative way. We found that the 18 consultants reached the level of the professional consultant.

Hypothesis One stated that measuring and using the competences of the job seekers at the beginning of the whole process and in cooperation with the employers would increase the chance of a match. We can conclude that the results of the experiment support that, because in an early phase job seekers already found work although they had been unemployed for a long time. The direct input from the employers taught the consultants to use the competences of the job seekers in a better way but also allowed the job seekers to search for work requiring their own strengths instead of trying to fit to a certain vacancy.

Hypothesis Two stated that splitting the diagnosis process from the service delivery would improve the process flow and increase the chance of a possible match. Following the introduction of both a special diagnosis phase based on competences of the job seekers and a new work methodology for the consultants, we can conclude that the whole process is working more efficiently and effectively, especially since the different consultants now use the same methods and information.

Hypothesis Three stated that the training of the consultants would improve the process and as such the effectiveness of the service delivery. Based on the significant increase of job seekers finding a job plus the increase in professionalism of the consultants as supported by the qualitative data, we can say that training the consultants had a positive influence on the effectiveness of the process.

As stated above, we have to be aware that this is a small experiment in just one city. This means that we cannot say that the same results can be reproduced in other cities. For that reason we are now performing the same experiment in another municipality in the Netherlands and are setting up the same experiment in a city in Germany in 2017.

One major result of the experiment, however, is the fact that the job seekers have given positive feedback especially regarding self-management. In the questionnaire they indicate that the guidance of the consultants based on their own competences had a positive influence on their motivation.

The other major result is the innovation in the municipality. The training of the consultants ended with an individual essay directed to improvements in the processes or tactics in the municipality. This started a major discussion in the municipality, which has led to other improvements and more discretionary space for the consultants.

There is one element which is important for a further implementation of the results: a financial construction like Social Impact Bonds. Because the experiment was completely dependent on municipal funding everybody was afraid that the experiment would be too successful, resulting in cutting budgets instead of training more consultants to a professional level. By setting up a separate financial fund for these kinds of innovative projects this effect can be minimized.

## **5 Conclusions**

As mentioned above, the results of the experiment show that our hypotheses were proven. We have seen that by giving the job seekers space to grow using their competences in relation to the job demands instead of using results of the past gives a better chance of finding a job.

Training the consultants in using their own discretionary space and organizing the teams in that way resulted in lower costs for the municipality and

better results. In fact the feedback of the consultants was that they acted more as professionals instead of just workers. Apparently the organization in teams with their own rules and norms within the laws to be applied by the municipality still offers enough discretionary space to find individual solutions for the job seekers.

The general feedback from the employers was that supplying information at the very beginning of the process not only saved them time but eliminated the hiring of employees based on incorrect assumptions from the past.

So we propose to implement this approach when supporting job seekers and to use an assessment plus a clear description of the job demands to find matching competencies. This can be supported by teams who operate as professional learning groups using their own discretionary space within the existing laws.

The Heijting Weerts Groep will do the same experiment in another municipality to determine possible effects in the region. Apart from that the intervention will be applied to refugees who are admitted to the Netherlands and seek work.

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**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 positions 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.

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**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 ÖGGÖ. Maria founded the cos-journal in 2011 and is its chief editor.

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**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,

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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.

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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](mailto: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](http://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](http://www.cos-collective.com)
- Following our COS-Conference online: [www.cos-collective.com](http://www.cos-collective.com)
- Subscribing to our newsletter: see [www.cos-collective.com](http://www.cos-collective.com)
- Subscribing to the COS Journal: see [www.cos-collective.com](http://www.cos-collective.com)
- Ordering single articles from the COS Journal: [www.cos-collective.com](http://www.cos-collective.com)
- Becoming a member of our LinkedIn group: go to [www.linkedin.com](http://www.linkedin.com) and type in "Challenging Organisations and Society.reflective hybrids" or contact Tonnie van der Zouwen: [office@cos-collective.com](mailto: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](http://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](http://www.cos-collective.com)

## **Download single articles of the COS Journal**

at [www.cos-collective.com](http://www.cos-collective.com)

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*Liselotte Zvacek-Schrefel  
Consultant & Photographer  
Design of experimental, experience  
based contexts for social learning  
and inspiration, focusing of the  
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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)

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## 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.