

# Challenging Organisations and Society

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## Wise Action and Uncertainty.

Editors: Andrea Schueller and Nancy Wallis

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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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*Dana Liberman and Yve Susskind*

## **The Emergent Principles of *Women Wage Peace*: Evaluative Thinking beyond Boundaries and Comfort Zones**

Social movements face the dilemma of needing to take action with imprecise information and considerable uncertainty, often in the midst of social upheaval. With power and other social dynamics constantly shifting, change may happen in unexpected ways. As expressed in the words of Antonio Machado, “*Caminante, no hay camino, se hace camino al andar*” (“Walker, there is no path, the path is made by walking”). Answering the question “What do we do when we don’t know what to do?” requires evaluative thinking – in other words, thinking about the value of possible alternative courses of action.

Opportunities or crises arise and action must be taken quickly; plans and strategies need to be constantly adapted. Guiding principles can support both immediate short-term as well as longer-term strategic decisions. Principles may come from deeply held values and beliefs, and in that sense social movements often seek to align action with such values-based principles so as to “be the change we want to see in the world.” Principles might also emerge from people’s understanding of their experiences, thereby generating practical guidance for action.

But how do movement activists know that the principles they have selected are the “correct” principles - how “worthy” of being followed the principles are? In Michael Quinn Patton’s 2018 book *Principles-Focused Evaluation* he describes a process of asking evaluative questions about guiding principles - in other words, questions that assess the clarity, value (or worth), and ongoing relevance of the principles. Patton asserts that “principles-focused evaluation examines (1) whether principles are clear, meaningful, and actionable,

and if so, (2) whether they are actually being followed and, if so, (3) whether they are leading to desired results.” Asking such questions can help guide any principles-based endeavor that is emerging within uncertainty and complexity (Patton, 2018).

This article shares our experience of engagement with the guiding principles of Women Wage Peace (WWP), an Israeli social movement. We are interested in understanding how WWP’s principles emerged and guide action. Most critical at this point is understanding the ongoing relevance of the principles at times when progress toward peace seems impossible.

When working within familiar boundaries, following principles, strategies and tactics that have been working, one tends not to question their relevance. However, as conditions change in the political, social or cultural context, or in the power structure, what worked before may not work as well, or may not be enough. Through our exploration, we hope to offer an illustration of how interrogating a movement’s principles can illuminate a path through uncertainty and beyond comfort zones. We also hope that our insights have practical value when we have the opportunity to discuss them in WWP.

### **About Women Wage Peace**

WWP is a grassroots network founded in Israel after the Gaza War of 2014. “Women Wage Peace is a broad, politically unaffiliated movement, which is acting to prevent the next war and to promote a non-violent, respectful, and mutually accepted solution to the Israeli-Palestinian conflict” (WWP, n.d.).

WWP organizes parlor meetings, discussion groups, conferences, workshops, sewing circles and meetings with stakeholders from Israel and the world. They also wage peace with mass events such as the 2014 train ride to Sderot, the 2016-2017 Marches of Hope, and now the Mothers’ Tent.

## About the structure of this article

WWP is guided by 10 principles that grew over time within the grassroots movement. In this article we share three tales of the movement, describing (1) how two or three of the principles emerged from “walking the path”; (2) how ongoing action reflects those principles; (3) what changes seem to be resulting from the strategies informed by the principles. In the concluding section, we explore how the changing landscape raises challenges to the principles and corresponding strategy.<sup>1</sup>

## The Principles “*Leadership by women*” and “*Emphasizing what we are in favor of*” emerge

“Enough, enough!” we all said, feeling the crazy violence, not knowing what to do, but craving an opportunity to stop it. We called each other on the phone, heartbroken, hopeless and angry. These were mothers of soldiers, bereaved women, women from the south of Israel who have been living in fear of attack by Hamas bombs for years, and peace seekers familiar with the captive, futureless life of their friends in Gaza.

An action took shape. A friend brought a friend, like drops coalescing. Women met and planned, set a date and time to be in the south near the border with Gaza. On the designated day, we gathered on the same morning

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1 Dana Liberman is a Jewish Israeli WWP activist. Yve Susskind, a Jew from the United States who lived in Israel as a child, is an international consultant specializing in principles-focused evaluation. We met at the 2017 COS conference and realized that Yve’s use of principles to think about strategy, outcomes and ongoing innovation could help Dana and her co-activists navigate the seemingly treacherous waters when one begins to step off the island of one’s comfort zone. We wrote this article in the first person. The stories of the movement are Dana’s personal recollections, having been an active member of WWP since its early days. The discussion of the principles, what they mean, what is resulting and what questions arise comes from our conversations at the COS conference, and via video calls over the months since.

train, boarding at different stations from the north to the south of Israel. Seeing the numbers, wearing white, we surprised ourselves - Arabs and Jews, hundreds of women disembarking at the last stop, becoming an enormous circle, crying together with newborn hope. We didn't know each other but there was trust between us. We felt like sisters, needing each one of us to be there, hoping, not stopping until there is an agreement. We rose to tell the ones in charge - mostly men - that our lives are not safe, that we sacrifice and suffer, and that we are not willing to be silent anymore.

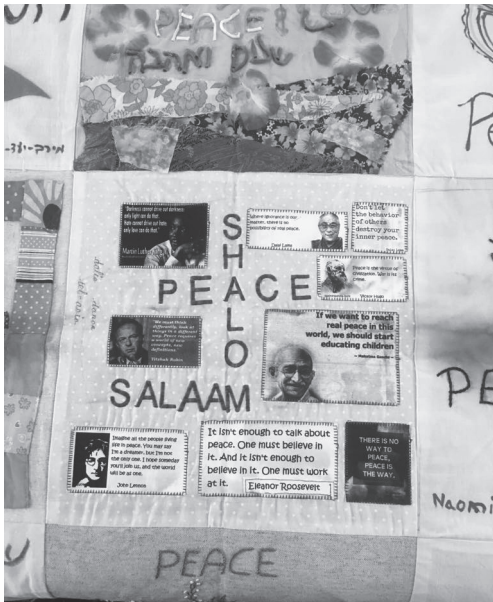
This momentous gathering gave birth to a feminine movement, rekindling hope for a viable future in the region, uniting women in their persistent demand for a sustainable agreement to end the long-enduring conflict. From this, these principles emerge:

***Leadership by women:** We believe that there is significance in the unique contribution of women in processes of creating public accord and in the negotiating process.*

*We emphasize what we are in favor of: alternatives are there, hope and action to further a political agreement are both possible and beneficial for the future of Israel.*

### **What these principles look like in action**

One of the first follow-on initiatives was Pieces for Peace. This project, originally the vision of one Galilean woman who saw that we can “embroider the people to a new hope,” became popular. We collect white sheets from homes and secondhand shops, cut them to same-size pieces, use paints and embroidery to form creative personal wishes. Circles of women sew the personal squares into a huge quilt of Pieces for Peace.



Pieces for peace

The activity is a heart opener, harnessing creative energy to move beyond the barriers of conflictual talk. Sitting together, taking time to create art in community, women who previously thought they were enemies because of differences arrive at solidarity. All around the world women now participate, expressing our shared demand for a peaceful resolution. The quilts bring that vision of solidarity worldwide, as they are displayed from WWP house gatherings, to the Knesset, to the United Nations. The quilt

serves as an artistic expression of the desire of women, children and men in Israel and Palestine for peace in our region, an example of women reaching out to others with trust.

### ***What is resulting***

Motivation and energy are growing and accelerating. Fascinated, inspired and emboldened by the weaving of a community of diverse women, more and more people are devoting time, resources and energy to organize a variety of grassroots actions. They plant trees, walk the land for peace, cook and play together, meet along and across any bridge possible. Arab and Jewish women find significant opportunities for a safe place to have a voice. They

flourish through their connections to the movement and courageously work to melt the rejections they often, sometimes violently, get from within their own communities. Women who had never been activists before are practicing their public voice as local cell leaders. They learn how to manage groups of volunteers with empathy and patience. It appears that being positive and attentively feministic works for us.

### **The Principles “Non-Partisan” and “Diversity” emerge**

The path is shaping itself, with hundreds of women collaborating despite differences, figuring out what to do, exploring possibilities. Some had never worked for a social cause, some come from cultures where women “should not have an opinion”, while others are experienced anti-war activists. Some began collecting success stories from other social movements around the world, gathering ideas of how sisters in different circumstances have achieved peace. The diversity, openness and inclusion make this new movement stand out.

A deeply compelling story, shared in small home screenings, has become a major tool for spreading the work of the movement. *Pray the Devil Back to Hell* (Disney et al., 2008) shares the legacy of Ellen Johnson Sirleaf, Leymah Gbowee, and the Women of Liberia Mass Action for Peace movement that ended that country’s devastating civil war. We find encouragement in their persistence and growth. With very few resources and great pain, they prayed, sang, danced and marched, using their gifts as African women to join together beyond religion or communities and generate incredible strength in their unity. Leymah marched with us to Jerusalem, and her support helped establish our basic trust in ourselves. Her powerful speech is a part of WWP’s official song and video, *Prayer of the Mothers*.





Leymah speaking at the first big march

In Israel, diversity of opinions is legendary, and there are many different conflicts. In order to evolve past such boundaries, we needed to reach out for the diversity and not be associated with the barriers of existing politics, but no one knew how. Through Leymah's example of the joining of Christians and Muslim women in Liberia, we moved away from searching for solutions from within existing political conflicts, to focus instead on connecting different voices.

We literally began walking in the streets of cities, villages and settlements, not representing any side or fighting anyone. To act for peace, we needed to be peaceful, demonstrating our ability to listen when we met people with different interests, attitudes and narratives. We began nurturing curiosity over

fear, melting feelings of alienation and strangeness, and finding friendships and networks. This formed our principles:

***Diversity:** We understand that the more partners there are to the process of furthering and achieving an agreement, the greater the chances of achieving a long-lasting agreement. We don't try to persuade. Rather, we seek to discern if there is room for shared responsibility and effort.*

***Non-partisan:** We are here in order to create understanding and consensus. We do not support any political party or individual identified with any party and we do not campaign on behalf of any party.*

### **What these principles look like in action**

Varied political opinions, religions, ethnic, social and geographic backgrounds are represented within the movement. There are conservative women for whom the word "occupation" is against what they identify with. Other women are unwilling to accept that Jews settle on land in the West Bank. Some are advocates against political corruption, while others are staunch supporters of the rightwing government. Yet, they all are part of a movement of women who want wars to end.

The women talk to each other all day via Whatsapp, organize marches across Israel and other events. Acknowledging and then letting go of their differences becomes a daily practice, an ongoing test of our dedication to the WWP principles. We soften our fierce attachment to our own agendas, simplify and try to find the common ground. With great respect, we organize, listen, and support women to speak their voices, but we do not affiliate with any party, interest or faction. This is how we learnt to use our diversity as a strength; we look for healing and growth, reaching out to differences with empathy.



Signing in to WWP with the app

### ***What is resulting***

Through this process, women are able to be heard and honored without pressure to convince or agree, but we become more permeable, allowing ourselves to reframe, review and change. This makes joining easier, widens inclusion, and melts dividing narratives and hardships. On occasion, the process of supporting women's leadership is as important as the outcome. WWP members begin to find their voices. Some teach from their political experience or about the roots and history of the conflict. Others gather the wisdom of diverse women by collecting stories as we walk – Bedouin women who suffer from gender-based violence, Orthodox who dream of a peace temple in Jerusalem, Palestinian women who believe that terrorism and violence are failures, representatives from the highly controversial Boycott, Divestment, Sanctions (BDS) movement, and so many others. As we practice inclusion and active listening, we begin to change. It becomes more and more challenging to stay neutral as we become full with so many intensely felt stories

and we begin to feel the boundaries of our comfort zone of non-partisanship. As the influence and worldwide visibility of WWP grows, internal and external pressure begins to build for us to take stands. Our stance of non-partisanship and positivity is challenged by our permeability and our growing awareness.

**The Principles of a “Pragmatic” “Grassroots Movement,” where “Your Suggestion is Your Implementation” emerge**

Women join from all over the country, asking “what can we do, how can we contribute?” So many women, so many opinions, so much creativity! Thus, another principle emerges: “Your suggestion – your implementation.” Just do it, as long as you keep to the goals and principles of the movement. As an all-volunteer grassroots movement no one can manage or coordinate all the emerging ideas.

Women initiate Pieces for Peace circles, *Pray the Devil Back to Hell* home screenings, and at community centers people sign up to the movement. Other women share and teach what they know, and capacity grows slowly. Regional cells and local circles emerge to carry out the ideas that bubble up. Walls disappear. An online database with events, opportunities to help, content and publications is created. *Prayer of the Mothers* is filmed. Pieces of Peace goes international, and language learning and meetings between Arabs and Jews become popular. All of this takes place with individual resources, integrated by a core of approximately 170 active women.

While the movement has a rotating national leadership to build consensus when questions arise, the principle of empowering all women to take action allows women who would normally not be activists to contribute their ideas and implement them. There is so much room for local initiatives in a country with so many religions, cultures and languages living side by side.

***The principles are:***

***A Grassroots Movement:*** All the roles/functions are open to all the members; there will be rotation for those roles which demand more responsibility, based on the interest of the members to fill those roles. Each member is significant and can be part of the decision-making process.

***Pragmatism:*** Despite their ideological and other differences, members of the movement are ready, willing and interested in cooperating in order to reach the common goal.

***Your suggestion – your implementation:*** All members, except for one paid coordinator, are volunteers, and there is no hierarchy. The commitment and availability of all members are the basis of thinking, organizing and implementing.

***What these principles look like in action***

Israel is a land of pilgrims. People still walk the paths to Jerusalem, from the Sea of Galilee through the beaches of great Herod's Caesarea, to Bethlehem and the mountains of Hebron. The land, with the history of so many religions deeply imprinted in her, cannot find peace. Covered with the blood of her sons and daughters, this holy land is desired by everyone. Israel is a generator of knowledge and science, with high-tech breakthroughs in industry and agriculture, but in its core Israel seems not to believe it can achieve peace.

To begin shifting this belief system, women initiated a march, a pilgrim walk from the very north to Jerusalem, to call for unity and ending conflicts, and to reanimate people who had given up on conflict resolution. The route was published and word of mouth moved the idea to fulfillment. Anyone could take a leadership role to help organize the first march in 2016. As we started walking our pilgrimage to Jerusalem, we celebrated every little success, happy with 20, 150 then 550 marchers. Everyday local people joined, impressed

by the newborn willpower. Eventually we had 25,000 people, the last day becoming a huge event, joined by 50 buses of Palestinian women overcoming army security barriers.



The march of hope

### ***What resulted***

Marching through the streets of the holy city, thousands of peaceful women arrived beneath the Prime Minister's house. Leymah Gbowee spoke, as did many others from a wide diversity of backgrounds. The grassroots network had produced a highly complex mass meeting that proved to be a wave of uplifting motivating energy. We are learning to surf a new kind of management, linking willpower and initiation to capacities, letting go of centralization while supporting each other's ideas.

### **An example of how using the principles informed difficult decisions**

At times the course of action most in alignment with our principles is not so obvious. An illustration: in October 2017, we are unable to rest after the annual march and its media coverage. The annual memorial observance for assassinated Prime Minister Yitzhak Rabin is around the corner. This annual national event has changed over the years, from being a somber, uniting, peaceful memorial reminding us of the dangers of being divided, to being affiliated with left-leaning politicians. WWP is invited to speak at the mass gathering, a chance to speak our voice over live broadcasted TV and radio, Internet and the crowd. But because of the political association of the observance, we don't know what to do. Some women are strongly opposed to attending as WWP, and some think it a massive opportunity. Whatsapp catches fire with discussion! Some women advocate that we be there in full force and others threaten to leave the movement. Not even knowing each other by face, we talk and write for days on the Internet. We feel that to lose any of us on the way would symbolize and be evidence of a split that might lead to disintegration of the movement, and a failure in our practice of peace making.

This is the kind of situation for which the movement's consensus-building leadership process is needed because individual-level initiatives might threaten our solidarity. With a spontaneously-designed Internet process, we elect three women representing different viewpoints. They meet, discuss and make a decision respected by all. They agree that we shall not go on stage at that particular gathering and lead the movement to the consensus that compromising personal opinions can be necessary for the principle of pragmatism.

### **What do we do when there is never a comfort zone?**

As WWP grows across the country, raising hope and demanding an agreement that will end conflict, some of the world's most influential men gather



and form cruel alliances that use the arena of politics to establish new power relations. The Palestinian issue continues to burn on the fences between the nations, yet is dwarfed by the threats of war with Iran, the chaos of which allows the leaders to increase the threats while the people fall into a sense of reverence and dependency. While they try out weapons on real lives, we shake in sorrow and examine our strategic stars and basic principles: “How can we continue to emphasize what we are in favor of - the inclusion of all voices in crafting a political agreement for regional peace and prosperity - and not be sucked into the strange comfort zone of splits, hatred and helplessness? While the regional thunders of war are roaring, how can we keep the focus on demanding an agreement in the local arena?”

As the situation becomes more critical, these questions challenge our sense of the value and relevance of the WWP principles. In response, we meet in intense internet Zoom sessions, 40-50 women participating each time, attempting to figure out what to do, to expand our influence and avoid being split up. As always, there are both restraining and explosive voices.



Zoom Session



Meanwhile, the US Embassy moves to Jerusalem, violence continues to escalate in Syria and on the Gaza-Israel border. We feel the weight of the age-old aphorism that “When guns speak, the muses keep silent.” It is difficult to access creativity and openness. What is pragmatism while the muses face paralysis?

Led by experienced and trusted women with proven ability to connect, care and act wisely, we vote to create the Mothers’ Tent. Acting in alignment with the WWP principles of pragmatism, grassroots action and “you suggest-you-do”, we quickly plan logistics, locate resources and a full crew of volunteers to staff the tent, obtain press coverage and schedule experts and members of conflict resolution initiatives to come and share.

Big and beautiful, the tent becomes a feminine space whose alternative atmosphere (round shamanic circles of listening and creative intelligence based on diversity and positivity) allows every agenda and voice to be heard without danger, with trust as motivation. Within days, we have a busy schedule of events, full audiences and circles of discourse. Located outside the Knesset, it is available to politicians and other stakeholders to come and be our guests, while respecting our rules and recognizing our insistence on a political alternative to war. The tent serves as a tangible zone for the kind of talking and listening that is missing among the official elected leadership, who instead of dialogue, fight to establish dominance.



The tent

WWP uses a clear and meaningful set of principles based not only on our values but also in our movement-building experience. These principles allow us to surf the waves of reality with their attendant crises because they help us stay on a course that has both new potential and alignment with our sense of how we want the world to be. That final story demonstrates the pragmatism of using our principles - we are able to act quickly and create a visible action. However, the fact that the tent is full of discussion and life, and that it is attracting attention and involvement does not yet necessarily mean that we have progressed. With no agreement on the horizon, we cannot claim success.

By thinking evaluatively - about how our principles emerged, how we are enacting them every day, and how they result in change, we come to a critical dilemma that we must face if we don't want to inadvertently set the stage for the women who have built this power base to now sit out in the tent with little impact on movement toward an agreement. Many people, including politicians come to the tent and ask us "What do you suggest as a solution?" "What should be the steps to an agreement?" The fact is, we can't answer their questions, because we don't yet know.

But it is just this not knowing, and this willingness to stay in dialogue, that may be the response we need to give. Indeed, we believe that rushing to find solutions can keep people defensively in their blind and divided camps. What we practice is creating conditions where people can speak, where everyone can hear beyond the us-and-them divisions, where people can re-think their ideas and find common ground.

The UN affirmed in Resolution 1325 the necessity for women's equal participation and full involvement in conflict resolution and peace building (United Nations, n.d.). The power of the tent is that it exemplifies a feminine process of active listening across differences that allows a path to emerge beyond comfort zones and old boundaries.

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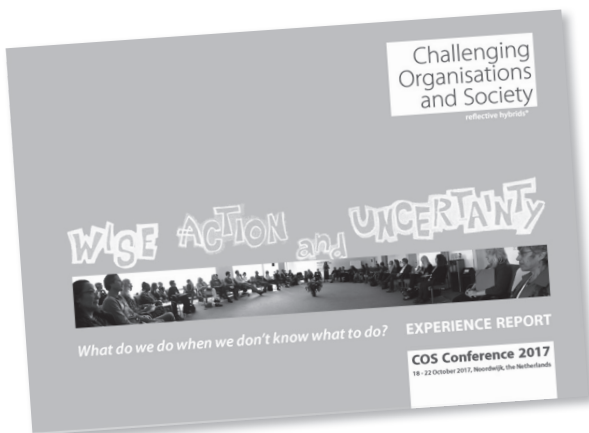
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## Get your COS-Conference Experience Report

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**“What Do We Do When We Don’t Know What to Do?”** – COS Conference 2017 in Noordwijk, 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

artificial

The Art of Intelligence – Backbone of Digitization?

*A learning journey getting closer to digital realities*

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?

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

Collaborate experiences designed by

**COS-Collective**

Challenging  
Organisations  
and Society  
reflective hybrids\*

[COS-Collective.com](http://COS-Collective.com)

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# ARTificial Intelligence: Backbone or Bottleneck of Digitization?

artificial

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

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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

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**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](mailto:office@cos-collective.com)



**COS-Collective.com**



**GRANDGARAGE.eu**



**jku.at/ce**

**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](mailto:office@cos-collective.com)

**Questions?** Please contact us!

[office@cos-collective.com](mailto:office@cos-collective.com) or see our website: [cos-collective.com](http://cos-collective.com)

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**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

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**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!*

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**Group in collective flow**  
(5d)

*Deep dive generative group dynamics*

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**Flow peer group**  
(3 x 1d)

*Your homebase for orientation, integration & individual learning*

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**COS Conference active participation**  
(2,5d)

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

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**Integrating somatic intelligence in high performance teams**  
(4d)

*Awaken somatic intelligence for generative change*

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

*Futuring, working with large groups and networks for transformational 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](mailto:andrea@cos-collective.com)

Dr. Maria Spindler: [maria@cos-collective.com](mailto:maria@cos-collective.com)

Costs approx.: € 5.600,- + VAT



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## **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.

### **Your 2 years COS Friend & Membership includes:**

- 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](mailto:office@cos-collective.com)

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## 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)

*official*

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

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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.