

Challenging Organisations and Society

reflective hybrids®

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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Lucy W. Mukuria and Nancy C. Wallis

Veterans, Internal Alignment and Thriving

*“Mastery of others is strength;
mastery of yourself is true power.”*
(Lao-Tzu)

Introduction

We are always advised to take vehicles for realignment before a long trip. It is one of the things we do to guarantee a safe journey. Another occasion where alignment is important is while driving, when, for whatever reason, you have both hands off the steering wheel and it steers itself to either the right or left direction, thereby veering off course. We often yield to this requirement because we want a comfortable and, most important, safe ride to our destination. No debate. No discussion. Action is performed.

Extending the metaphor, we can also be the vehicle, that, upon occasion, needs realignment if we are to experience life more fully. The purpose of this article is to offer ways to reshape our lives from a compartmentalized structure to one that is a network of alignments between our values and purpose, and the ways we spend our time, including at our job, vacation, exercise, hobby, and reflection time, to name a few. Think of the need to realign your vehicle as a metaphor for the need to realign yourself with how you feel, how you think, how you behave, how you choose to affect people, the reason for your life and the relationship with the greater power as you understand it to be. The purpose of this article is to explore two actual cases, as experienced by one of the authors, of times when this kind of realignment, and the possibilities they opened up, helped people in specific and familiar instances develop new mindsets and new ways forward.

Case Study #1: Efforting to Re-align with the Self

One evening, I walked into the officers' mess for a drink only to be met by a drunk pack of male officers. They became hostile with provocation asking to answer as to the reason why I had made the Major rank before them yet they had served longer than I had. Months after this incident, I met with the male officer who, during that officers' mess incident, was the senior most of all of them and the most aggressive. He confessed to me that he was very unhappy and felt targeted about his current rank and recent history of deployment in the close operation areas. He made it clear that he just wanted to try out a new avenue to vent through when he saw me. Further, he said he had not planned to behave in this fashion. He also told me that he was not aware just how angry he was and how much he wished things were different, and better, like how he perceived they must have been for me.

Figure 1 represents a type of military brain, one in which the military mindset is often functionally compartmentalized. We adapted to compartmentalization not just as a coping mechanism but as a way to navigate through our lives. It is a mindset we learned and were taught in the army in which I served. What this means is that we have separated our minds into compartments of what our lives are made up of. We are trained to think in this way. Our employer requires more than just "boots on the ground." Our whole presence, without the influence of any non-military element is the required standard. From as early as basic training, it is made clear that the military is a possessive and jealous employer who neither shares nor gets any less than all of one's attention. This is true even for those who had families before enlisting into the military. When life happens after basic training, all service personnel are clear on what the priority is. There are simply no sacred cows.

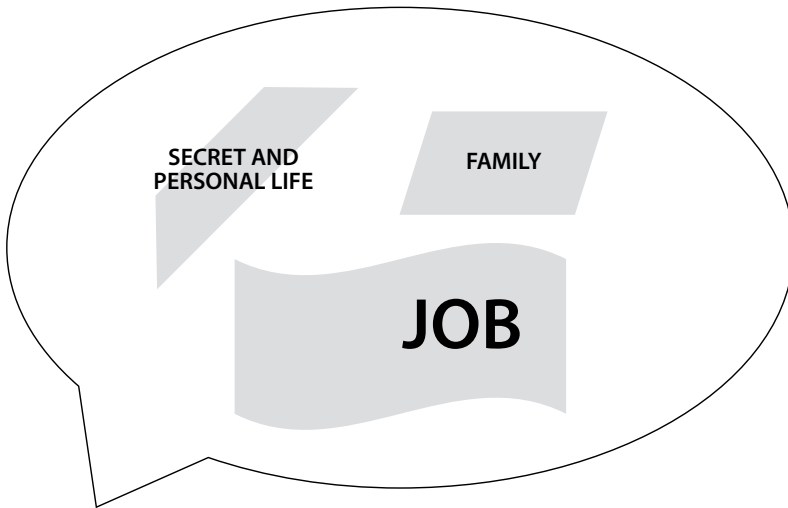


Figure 1: Typical Approach to Managing Life in Army

In order of priority, these are the key elements we care about as military personnel: Job, Family, and then Secret and Personal Life. One's job feeds into one's family. Your job dictates your secret and personal life. All those three compartments are separate and independent from each other. When you show up to your job, you assume a personality not manifest when you are with your family and secret/personal life. The same is true for these three compartments of your life. At work, you have your game face on, you do not smile much, you raise your voice when you see something going wrong, and you have a low tolerance for the outcomes from your subordinates you deem below par. *Bure kabisa* is the operative word. The personal and secret life you have is packed with anxiety about belonging in your comfort, fear for your future, and uncertainty about your worth in relation to your boss. This stance has high costs to the soldier, to their family, and to their future peace of mind.

Case Study #2: Efforting to Re-align with Others, Including Family

We were at the officers' mess one cool December for the annual ball when I had an insight into just how the compartmentalization of service personnel impacts on partner relationships. I struck a conversation with a very lovely lady who was the wife to a male officer who was very well known to me. The words I would use to describe him are charming, generous, a gentleman, kind, professional and all around good guy. It was curious therefore to hear about how militant he was in his own home. That he was never one to afford a smile, even with the children. That he was a stickler for time and maintaining schedules, and issued over-the-top demands on hygiene and school performance. The manner in which he was described left me with the impression that he never got out of basic training. I could see how perplexed his wife was at the persona her husband presented.

Case Study #3: Efforting to Align with Officers Given a Compartmentalized Mindset

Having made observations on the self and the relationships with partners and family close to us, let us appreciate an example of compartmentalization at work. On a day-to-day basis, I would work with my commanding officer whose rank was lieutenant colonel. I found that he was decisive, was open to discussion and negotiation on issues, which were often cast in stone and wore an armor of self-confidence. In one of the meetings, a brigadier general showed up and I noticed a shift in the behavior of my commanding officer. The lieutenant colonel was unsure and displayed signs of high anxiety. It was more perplexing when for every issue brought up, blame was adjudicated to the lower ranked officers in whose portfolio said issue did not fall under. Coming from an officer who had many other officers under his command, there was a fallout in terms of morale from his response in the conversation with the brigadier general.

Ways to Re-align and Re-harmonize Parts of the Self

How does one go about shifting themselves from a compartmentalized mind to one that is characterized by increased alignment within one's personal/secret life, relationships at home and work, and one's work roles? What would help a person identify new ways to re-harmonize their various values, interests, priorities, and thus interpersonal relating such that they enjoy more health and vitality in the relationships most important to them? Here are some ideas to consider for exploration depending on where you find the greatest areas of misalignment internally.

1. **Know thyself.** The JoHari Window (Miller, 1986) is an excellent tool comprised of a two-by-two grid that can underscore various exercises that have helped people raise their self-awareness. It helps one navigate the degree to which they are known by others within a group context. One can determine one's JoHari Window by guesstimating one's place on two axes: how much one asks others for feedback (x-axis), and how much one discloses information about themselves relative to the situation (y-axis). Determined by where one draws a line on each axis, four boxes, or windows, are formed. Each of these four windows has a unique name and offers insight into how much of myself is known in any given situation. The Open window represents information we both know about me and so may be accessed such that we can connect relative to our roles. The Blind window represents information I don't know about myself but which you know about me. This information may include your feelings or projections about me, how I look to you, or any hopes or expectations you may have of me. The Hidden window represents information I know about me but you don't. It could represent aspects of my life experience, my feelings about you or others, or why I present myself in the ways I do. The fourth box is the Mystery window and includes all the things neither you nor me know about me. It represents the parts of me that I have not yet discovered, the parts of

me still being developed, or things that haven't happened yet which will influence me. Together, all four quadrants represent the total self and their relative sizes, and can be used to show where I am open to you and where conversation between us might offer the opportunity to be more connected, more in alignment. Comparing two person's self-drawn JoHari Windows can be a source of rich conversation in the process of gaining increased collaboration and alignment in the relationship.

2. **Have a Can-Do Attitude.** People who believe they can influence events, who believe in possibilities they others may not believe exist, and who make an effort to shape the future are more likely to be successful than those who don't (Caproni, 2012). Their proactive stance sees them seeking out information, building relationships, persisting when faced with obstacles, and actively managing their commitments, interests, and priorities. They are more likely to be able to enact re-alignment between competing forces whether they be at work, at home, or internal to themselves. Those with a more passive stance toward life tend to try less often to influence situations and thus are more at the whim of negative forces when they encounter them. Some research even suggests that proactive people not only manage stress better but are able to enlist such stressors as attributes that contribute to better coping mechanisms and thus to their development and transformation.
3. **Practice mindfulness exercises.** Exercises such as yoga, meditation, and prayer are practiced in an effort to maintain the relationship of connectedness between oneself, the people around them, their environment, and Divine love in a healthy and balanced fashion. Depending on the faith or secular practice of one's choice, there are any number of methods for silencing and reflection that can be learned and practiced (Davidji, 2017). Resources are abundant in this area and can be found on the internet, in books, or in local meditation and retreat centers (Kabat-Zinn, 2005).

4. **Keep a journal.** This can be in the written form, as visual- audio material, or in any number of art forms. This is an avenue through which you document your internal processes in an expressive fashion. This provides you with a channel through which you can unburden to reset your balance to homeostasis. Keeping a record of your reflections on your experiences, insights, and questions you may be holding will allow you to be able to look back at your learning journey and see where you have an expanded understanding of yourself and have deepened your ability to be in the present moment and release painful thoughts and memories that keep one from achieving happiness and self-realization (Singer, 2007).
5. **Have an accountability partner.** We are more likely to stay the course of our alignment and not relapse into compartmentalization when we have someone to nudge us. This person is often well aware of what is expected of them in the process of helping you stay the course. This person should be someone you trust, who understands your context and pressures, and who is supportive of your development. Such a partner can be a source of new ideas and new resources, helping each of you expand your reading list with sources such as those having to do with increasing your emotional intelligence (Bradberry & Greaves, 2009).

Anticipated Outcomes

An aligned brain is more self-aware. Figure 2 shows some of the various areas of thought our minds are concerned with; surely we are very busy in our thought processes most of the time. Think about it – before a thought is translated into a behavior it goes through a very swift process made up of past experience, our attitudes and beliefs, the defense mechanisms to soothe our fears and anxieties, our trauma and our present mood. The entire process may take as little as one-to-five seconds. What of people who do not give a reaction to the situation? There is no such thing. One cannot NOT

communicate. A lot of the time we confuse the behavior right in front of our face with non-response because it is not in line with what we expect. A reaction may be verbal or/and non-verbal.

What value is there in paying attention to a behavior that is determined within five seconds?

The behavioral outcome translated by our five second thought process survives for longer than the time it takes to make it. The effect of our behavior impacts our interpersonal relationships, e.g. my behavior has hurt my relationship with so and so, my behavior has improved my relationship with so and so). It also impacts our internal processes, e.g. my response/ reaction made me feel good, shame, guilt, happy. Seeing how our behavioral choices work out gives us the opportunity to actively question whether that is behavior that we would like to repeat.

The first and immediate benefit of alignment is the reduction of anxiety. Unlike in the past, your energies are not wasted on investing in hyper-vigilance and reconnaissance survey to guard your soft underbelly in readiness to deploy coping mechanisms. Following is a breakdown of the key benefits of alignment which speak to the inner workings, human relationships, interaction with the systems of the work and the world in general:

1. Alignment births consistency, which translates to reliability. The risk that you might fear to take is predictability. There is a strong association we make between predictability and personal weakness. The question is whether you want to be known as one who can be relied on to be “what you see is what you get.”
2. It is a lot of hard work to remember which stage one is to act on when engaging in a compartmentalized fashion. And in our case where WORK is the end all be all, there may arise an imbalance in our thought processes, which eventually manifests in behavior. With an integrated mind where all our parts are better aligned, we are able to

experience fewer upsets as we move in the different spaces in our lives which require our attention. By creating balance, it follows that we have less anxiety over how we present and conduct ourselves.

3. Finally, when we are aligned and have balanced out ourselves, we stand a better chance of reaping high yields on our productivity. We make it possible for ourselves to show up in the best versions of ourselves across the board. The very essence of our genuine presence can be relied on because it can be replicated, and this undergirds our capacity to interact positively with other actors in our collective spaces.

Summary

It is the every commander's dream come true to have soldiers who represent boots on the ground and who are fully present without any distraction from relationships outside of work. In truth, however, this is typically not the case. Also, this is not the best way to prepare men and women especially for life after the military, which is where the real struggle lies for most of the service personnel. Although it can still be conducted upon retirement, there are other factors to consider such as the presence of other variables such as psychological war wounds which may compromise reintegration back into civilian life. Another key aspect to keep in mind when making a consideration for alignment is the duration of service. For every year served, life is happening. The longer the service with the practice of a compartmentalized mindset, the more personal effort and longer professional help will be required to meet the objective of alignment. For those who practice the suggestions above, and for those whose families choose to be part of the process and serve as accountability partners, alignment is less brutal than for those who go it alone.

As much as it may appear as if alignment is a command responsibility, each and every service personnel must seriously consider what is in it for them by living while operating with a compartmentalized mindset. This article

shows the importance and potentiality of re-aligning one's mindset with an individual's unique values and life priorities such that greater joy and harmony in relationships can be possible, both during and following military service.

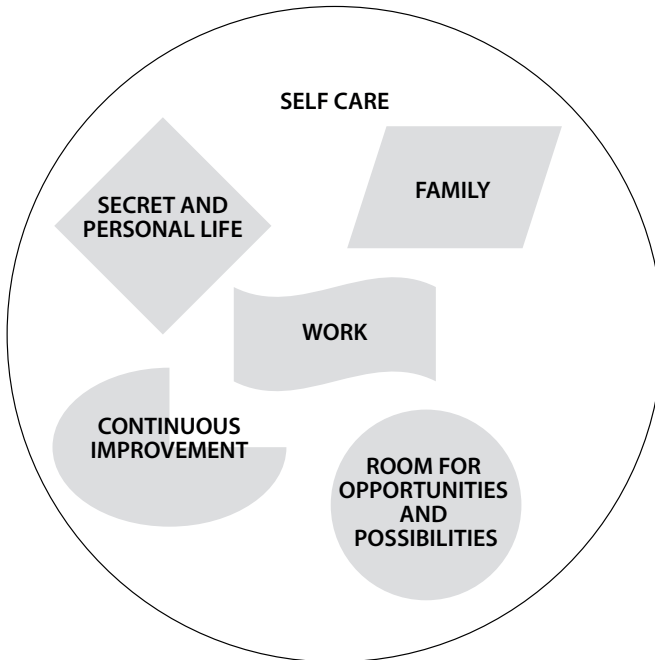


Figure 2: Proposed Approach to Re-alignment in Managing Life

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

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

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

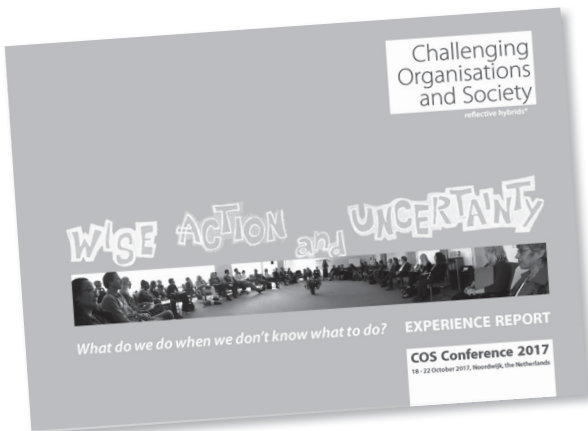
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Learn about the design and flow of the COS-Conference and harvest the 'golden nuggets' and fresh insights of this international deep dive into Uncertainty. Jacqueline Janssen designed and coordinated a rich and comprehensive photo report.

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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?

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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

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

Our schedule:

Report your possible contribution

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

Refinements and Final Design:

- Deadline: Sep 1, 2019

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

Questions? office@cos-collective.com



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YOUR NAME:

YOUR AFFILIATION:

Tel.no., E-mail, website:

What Inspires Me to Participate?

Please provide the intention and purpose for joining the learning journey

Background

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

Type of Contributor

Are you

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

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

Contribution

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

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

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

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(3d)

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(5d)

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Flow peer group
(3 x 1d)

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(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

**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

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Costs approx.: € 5.600,- + VAT

Become a Friend & Member of COS!

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

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

Access points for your participation & future contribution are:

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

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

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

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

official

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

The Journal with Impact

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