

Challenging Organisations and Society

reflective hybrids®

Grasping the Multiple Facets of Intelligence

Editors: Maria Spindler and Christian Stary

Maria Spindler and Christian Stary

Editorial

page 1298

Maria Spindler and Christian Stary

Co-Vival: Embracing Artificial and Human Intelligences

**An Awareness Approach for
Transhuman Futures**

page 1303

Liselotte Zvacek

A Newbie in AI on Discovery Tour Through Grand Garage

page 1360

Alexandra Rotter

Be Careful What You Wish For

page 1362

Stefan Doblhofer

"Alexa, What Can We Do Today?"

page 1375

Maria Spindler and Gregor Famira

Manifesting our Future with AI for a Safe, Just, and Human Society

page 1388

Sonja Wimmer and Maria Spindler

Interview: Future of AI in the High Quality Boutique Hotel Business

page 1428

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

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

Editor-in-Chief: Maria Spindler (AT)
email: maria@cos-collective.com

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

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

Guest Editors: Tom Brown (CA), Andrea Schüller (A)

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

Proofreading: Deborah Starkey

Layout: www.kronsteiner-lohmer.at

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

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

Copyright: COS . reflective hybrids®, Vienna 2019

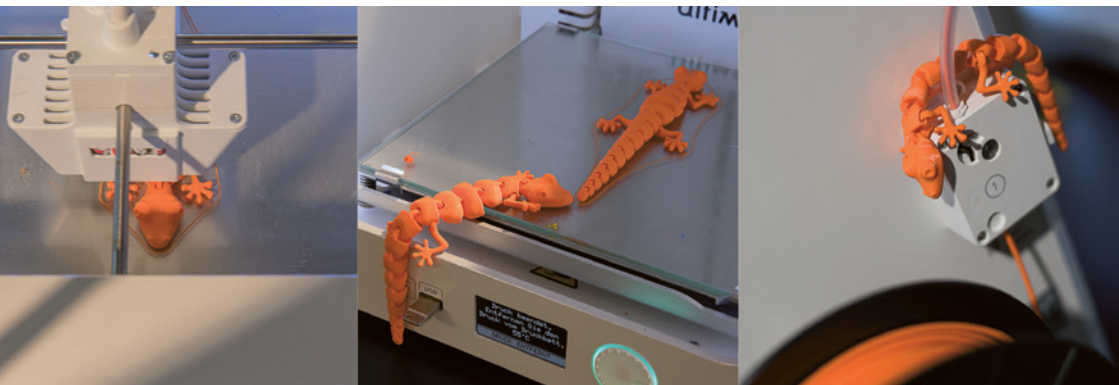
Liselotte Zvacek

A Newbie in AI on Discovery Tour Through Grand Garage

In my role as a consultant I'm confronted with different applications of AI: In the personnel department of organisations where algorithms screen huge numbers of job applications and filter the most fitting ones (with the risk that the algorithm might be based on past experience extrapolated to the future, depending on which data is available).

Like everyone else, I get in contact with chat-bots in different situations in my business and private life. I use apps and devices in my smart home, and I saw robots, 3D printers and laser cutters on industrial production lines on my trip to Japan last year and in the GRAND GARAGE, the brand-new maker space in Linz. Nevertheless, I'm still a newbie to AI and its applications and I'm curious about possibilities of the new methods in manufacturing and knowledge production.

Curiosity was the motor for my visit to the Makerspace GRAND GARAGE in June 2019. The plan was to take pictures from different perspectives,



showing how the space is increasingly better equipped, and to give an insight into the technology that could be used for creating new products, artefacts and spare parts used in other machines. Finally wandering around in the GRAND GARAGE, the natural scientist in me was immediately captivated by a little orange plastic animal which was being produced by a 3D-printer: a lizard, an animal we all are familiar with. We see it in nature when hiking in the mountains, or in children's picture books.

The animal's DNA was downloaded from Thingiverse <https://www.thingiverse.com/thing:3505006> and transferred to a USB stick.

The little orange lizard was produced by the 3D printer Ultimaker 3. It took about two hours till this animal was "born", made of orange polylactic acid (PLA) <https://de.wikipedia.org/wiki/Polylactide>.

And suddenly my photographer's creative mind took over and followed this little animal. Interestingly, it was as curious as I was. It immediately began to discover the GRAND GARAGE, was present when other animals of the same species were produced / born and finally got caught by a little robot (also 3D-printed ;-)).



About the Authors

Stefan Doblhofer studied Catholic theology, MBA at INSEAD in Fontainebleau/France, formation as a Systemic Organizational Consultant. Head of the Afro-Asian Institute of Graz, founder of a software company in Chile. 1997 – 2004 consultant and Deputy Head of Hernstein Institute, one of the leading German-speaking management institutions. Since 2004, freelance consultant, facilitator and coach. Focuses on change projects, organisational and leadership development, and innovation. Worked throughout Europe, the Americas, China and Eastern Asia, and Africa. Author of a German book and numerous articles on management topics. Partner of ZukunftsInstitut. Visiting fellow at Warwick University, UK and TU Graz, Austria.

Gregor Famira holds degrees in both law and business. He is an attorney-at-law and partner of an international law firm. Gregor spends most of his business life in Austria and the southeast-European region, building organisations and helping his clients to do so. As a lawyer, he is involved in several AI-driven businesses, and their challenges both from a legal and social perspective.

Alexandra Rotter has been working as a journalist for various magazines in the fields of economics and technology. She is specialised in the topics Artificial Intelligence, Robots, Human Enhancements and Cyborgism as well as leadership, power and digitisation. Alexandra studied art history at the University of Vienna and the University of Lausanne. She lives in Ahungalla, Sri Lanka and Vienna, Austria.

Christian Stary is currently head and full professor of Business Informatics-Communications Engineering, and JKU Knowledge Management Competence Centre at Johannes Kepler University in Linz, Austria. His research interests are knowledge elicitation and representation, and distributed socio-technical system development for learning support and organisational development. He regularly chairs various international projects and events,

such as the Journal of Interaction Science (editor-in-chief), the International Council on Knowledge Management (head of board), and COS. His recent work targets contextual process design, method appropriation, and digitalisation of production. As elected member of the Leibniz Society Berlin (a German Academy of Sciences) he reflects on transhumanist developments in the Emergent Systems working group.

Maria Spindler, PHD, has been an international organisational consultant for 25 years in the area of economics as well as for NGOs. She has lectured at universities in Europe and the US on the subjects of organisation and leadership, corporate culture, power, strategy development, and group dynamics. Her book publications deal with new power, co-creating a shared future, inventing tailor-made organisations, leadership systems and structures and artificial intelligence. Maria founded the COS-Journal in 2011 and has been its chief editor since then. She co-founded the COS Collective EEIG in 2016 and is currently its CEO.

Liselotte Zvacek, Dr, management consultant, leadership coach and lecturer at different universities in Austria; teaching trainer (train the trainer) of OEGGO (Austrian Society of Group Dynamics and Organisational Development) and member of the board of OEGGO (2000-02 and 2012-18); facilitator at the Graduate School of Business of Stanford University (USA) 2011-15; member of the faculty of the Hernstein Institute; member of NTL (National Training Laboratories Institute, USA), photographer. liselotte@cos-collective.com

Sonja Wimmer, Mag., is Managing Director and General Manager of the boutique hotel The Harmonie Vienna in Vienna's ninth district. In 2003 she completed her studies of business administration at the Wirtschaftsuniversität Wien. In 2013 she led a complete refurbishment and new hotel concept with focus on continuous sustainable quality development. In 2017 she was chosen as Austria's hotelier of the year. Her innovative approaches guarantee her continual presence in the media. Artificial Intelligence is an important part of the future digitalisation of the tourism branch.

Next New Action

(3d)

Assess your creative potential for leadership and consulting

**COS Curriculum
Creators for
Organisations & Society**

25 days & 1d/8h coaching for master's piece

Creating my Master's piece

Writers space *

Photography & Film *

Freestyle *

* choose one – or more (optional)

Craft your ideas and developments and bring them into the world. Act!

Group in collective flow

(5d)

Deep dive generative group dynamics

Flow peer group

(3 x 1d)

Your homebase for orientation, integration & individual learning

Whole System:

Co-Creating new structures for collaboration

(2,5d)

Futuring, working with large groups and networks for transformational change

COS Conference active participation

(2,5d)

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

Integrating somatic intelligence in high performance teams

(4d)

Awaken somatic intelligence for generative change

The COS-Certified Curriculum “Creating Organisations & Society”

New Creations in Organisations & Society originate in the undivided source of sensing, feeling, thinking. Acting from there we make a difference. In this curriculum you will touch the source, develop your inner world and come out with new resources for action in the outer world. It's challenging for you and others!

We designed the curriculum for **mindful people** who:

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

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

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

Craft and manifest: During your learning journey you are continuously crafting your own masters' piece. This artistic, scientific or freestyle „piece of work“ is your gift and your challenge to yourself and to Organisations & Society: The one you work or live in or the one you are intending to create. A project development, a new business idea, a book, a new way of working and living.

Your calling triggers and shapes your learning journey throughout all modules. We support you in making a pearl-chain, your intentional learning process is the pearl string. – Beautiful!

COS Certified Curriculum: Creators for Organisation & Society

For more information please contact:

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

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

Costs approx.: € 5.600,- + 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

SAVE THE DATE: 9. – 13. November 2020, Venedig

Fokussierte Teamintelligenz erleben Selbstorganisationstraining, 5-tägig

Auf dieser Lernreise zur Quelle der Selbstorganisation schärfen Sie Ihren Kompass für wirksames, co-kreatives Handeln im Team. Sie verfeinern ihr Sensorium für innere und äußere Prozesse und lernen, wie Sie durch fokussierte Aufmerksamkeit Steuerungsimpulse aus der Tiefe ihres Organismus generieren.

Als Teil eines werdenden Teams auf Zeit steigern Sie Ihre Fähigkeiten für kreative high performance und tanken Impulse, wie Sie Teamintelligenz für Wandel und Innovation in Organisationen und größeren Feldern nutzen.

Inhalte

- Bausteine erfolgreicher Teamentwicklung: Intention und Zielfindung in Komplexität und Ungewissheit – common ground und individuelle Freiheit balancieren – Fähigkeiten erkennen & nutzen – aneinander wachsen – Schwellen überwinden – Geschichte schreiben & immer wieder Neuland betreten ...
- Selbstsicher und berührbar im Kontakt die eigene Wirkung erfahren & entfalten
- Konstruktiver, achtsamer Umgang mit Unterschieden und Konflikt
- Geteilte Führung und Einfluss auf Augenhöhe; Vertrauen
- Flow generieren und halten: Engagement, Energiehaushalt und Begeisterung
- Freiraum schaffen wenn sich alles im Kreis dreht: Eigendynamik auflösen oder nutzen? Negative Teamtrancen erkennen und verändern – positive Verstärkung initiieren
- Das Eigene im Ganzen leben
- ...

Zielgruppe

GestalterInnen, Führungskräfte, Kreative aller Felder & Branchen; Menschen, mit Bezug und Interesse für Teams und Selbstorganisation, individuell und kollektiv. Alle, die ihr Repertoire jenseits von und in Ergänzung zu digitaler Fremdsteuerung, Hierarchie, (agiler) Programme ausweiten wollen und notwendigen Wandel, neue Arbeitsformen, Innovation in Organisationen und Gesellschaft – digital und analog – vorantreiben.

Motto: Mehr Maschine braucht mehr Mensch! ... die COS Conference 2019 und dieses COS Journal lassen grüßen! :-)

Termin & Ort

9. – 13. November 2020, Palazzo Contarini della Porta di Ferro, Venedig

Die Geografie von Stadt, Lagune und der Palazzo aus dem 14. Jahrhundert bieten die ideale Lernumgebung: endloser Formenreichtum zwischen fest und flüssig, Verbindung von Tradition und Zukunft und Balance von Verfall, einfachem Leben und Superlativ.

Methodik:

Gruppendynamische Trainingsgruppe; generative Teamdynamik; Reflexions- und Resonanzprozesse; multisensorisches Erfahrungslernen durch Verbindung von Denken, Intuition, Emotion und Körperintelligenz; outdoor & indoor; kreative Medien; 3 D- Modellierung

Arbeitssprache: deutsch (english on request)

Investition:

Early Bird: 1.500,00 + 20% Ust

Regulärer Preis: 1.600,00 + 20% Ust

(Spezialkonditionen für Teams auf Anfrage)

Leitung, Kontakt & Anmeldung:

Dr. Andrea Schüller: andrea@cos-collective.com, m: + 43 664 120 7887

Dr. Liselotte Zvacek: liselotte@cos-collective.com, m: +43 699 1020 1523

Mehr Info: www.cos-collective.com/cos-creations/