

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

Maria Spindler and Christian Stary

Editorial

Although all progress is change, not all change is progress for our shared human life and this planet. Within a very brief period of time (months, days, or even just hours), the world might be transformed almost beyond recognition. Accelerating the evolution of intelligent life beyond its currently human form by means of science and (bio)technology is grounded in a variety of disciplines focusing on the dynamic interplay between humanity and technology developments. With this issue we envision the possibility of broadening human potential by overcoming aging, cognitive shortcomings, ethical awareness and actions, involuntary suffering, and our confinement to planet Earth. There are possible realistic scenarios that lead to the loss of most, or even all, of what we consider valuable so far. Some of these scenarios are drastic; others are subtle. In this issue we want to raise awareness that it is us who decide whether this journey becomes utopia or dystopia.

We believe that humanity's potential is still mostly unrealised. There are possible scenarios that lead to exciting and exceedingly worthwhile enhanced human conditions and multidimensional intelligence. In this COS-journal issue we also want to focus on the potentials and opportunities as well as on the conditions for stepping up to Artificial Intelligence (AI) as reflective hybrids. The art of our various forms of future intelligences is what is interesting. The articles in this issue deal with the questions:

- What forms of intelligence are two-dimensional, mechanical and artificial, and what forms of intelligence are multifaceted and multidimensional?
- What frameworks, conditions and capacities could lead us into multidimensional intelligence?

- What transient designs, settings and organisations could support and enhance our variety of intelligences?
- Can we humanise robots and digitalise humans?
- How can we as individuals and collectives prepare ourselves for the unknown multidimensional intelligence by embracing love, compassion, joy and human dignity in a powerful way?
- How could we increase the quality of our human life in our future with robots as active part?
- How can we simultaneously live a real and an artificial life in an increasingly diversified world with humans, robots, and crossbreeds?
- How could we use our differences and create ourselves anew by the crossing over of intelligences?
- What frameworks do we need in order to preserve our rights and become aware of liabilities for humans and crossbreeds?
- How could we access our potential intelligences for collaboration, leadership, co-creation and humanity for our future society?
- How can we move beyond current topics, structure, strategies and values, fears, and beliefs, in order to be prepared for the human-artificial future?
- How could self-organisation and process orientation lead to more complex and interwoven intelligences?
- How can lives and workplaces look with robots and humans as single entity?
- How could we humans co-create our shared future in an active way together with Artificial Intelligence?
- What could leadership, consultancy, and engineering contribute to the art of co-creating intelligence?
- How can we shape our society in a legal way?

Apparently, a lot of questions, addressing a variety of topics – however, emphasising the role of us as humans, and our capability to intervene and (co-) construct novel realities. Such an endeavour needs space, to be more precise,

opening up space for (collaborative) action. The contributions of this issue are designed to open space for something new that can meet and help design our uncertain future with Artificial Intelligence.

In the contribution “**Co-Vival: Embracing Artificial and Human Intelligences. An Awareness Approach for Transhuman Futures**” Maria Spindler and Christian Stary design a multidimensional blueprint. With Co-Vival they intend to manifest utopia that carries new qualities for dealing with uncertainty. Co-Vival stands for the unknown in three dimensions: the robot-being as vehicle that helps us, the process of co-creating and co-leading, and the new (trans)human species we are becoming. Co-Vival is a blueprint to co-live with Artificial Intelligence and thus step up to Next Humanism. In their conclusions they provide some orientation to prepare and build capacity to amplify the human system: enhance and integrate our multidimensional intelligences for a shared utopia. They intend to prepare, to co-create and meet the unknown Co-Vival in 2045 on an equal level.

Liselotte Zvacek, wandering as “**Newbie in AI on discovery tour through Grand Garage**”, shares with us her exploration of a makerspace as a professional consultant, based on visuals exemplifying an instance of algorithmic construction. Her pictures complement the cognitive approaches to handle novel technological creations with multiple intelligences in a touching way. Her curiosity in progressing manufacturing capabilities and artificial knowledge production reflects how co-creation could be approached from a deeply rooted human quality.

Alexandra Rotter shows in “**Be careful what you wish for**” that once there is a ground-breaking technology people will use it, although there might be moral concern. Also, it is usual that such technology gets rejected at first. Man-machine-mixtures exist now, and more may exist in future. Presently, most use technology inside the body to compensate for physical shortcomings. Enhancing healthy people has already begun, but ethically, acceptance is distant. Transhumanists believe humans should apply technology

to improve themselves. Some Cyborgs already feel technology has become part of their bodies. The Cyborg Foundation says humans can now decide what organs and senses they want. She looks at both sides of the coin: Will technology lead to further segregation of society because only some people can afford to become better versions of themselves? Some enhancements will help people or organisations have better lives, but even the strongest supporters of hybrids see considerable risks of losing all we hold valuable. She points out the need for our society soon to define rules and boundaries for Cyborgs and those who want to become one.

“**Alexa, What Can We Do Today?**” asks Stefan Doblhofer. He focuses on collaboration tools, and new leadership practice that can take over many of today’s managers’ tasks, and then their jobs. He shows that agile, digitally-enhanced organisations will always require leadership – only in different forms. In many companies, new practice is taking hold that effectively distributes authority and strengthens employees’ autonomy. He argues that the jobs of many full-time managers, especially at lower and middle levels are at risk and will probably disappear soon. What remains of their roles will be taken over by a group on a short-term basis he calls “Key Players” and projects will continue to depend on humans to steer them at key junctions. He foresees that organisational units will require coordination and alignment to succeed. Teams will appreciate interventions when motivation sags or conflict arises. Humans will be needed to facilitate the “Blended Collaboration” between tech and people. What we won’t need, however, might be full-time middle- and first-line leaders to take care of all these needs on a continual basis.

Maria Spindler and Gregor Famira provide with their contribution “**Manifesting our Future with AI for a Safe, Just, and Human Society**” Seven Fear-Love-Power Leverages for the 21st century. They focus on us as beings not to become mechanised and give our humanity away. The levers for transforming fear into love when it comes to embracing AI are designed to

protect, evolve and become conscious of our choices, actions and impacts. The seven leverages are in their nexus designed to protect, foster and utilise authentic power and transform inner war to inner peace; disconnecting interpersonal war to co-leading in trust in communities; blaming cultures to corporate power-sharing cultures within our organisations; war-like market competition to mindful economy; and war-oriented politics and society to peaceful alliances as unity.

The conversation with Sonja Wimmer and Maria Spindler “The future of AI in the high-quality boutique hotel business” shows that the future in the hotel business is with AI, as it has the advantages of increasing quality individualised service and cost efficiency. A harmonious overall experience for the guest is the focus when it comes to quality. Robots can support guests with knowledge and translation work and can connect their individualised requests with the service units and employees of the hotel. AI can address not only the guest in the hotel but also the potential guest with programmatic advertising. The more the system is in use, the more data it collects, and the more specifically and holistically the target groups are addressed. Live ads can be placed on the guest’s device, varying with conditions such as weather or location.

Working on this issue showed us as editors that this topic is developing faster than predicted and requires approaches that can only be co-created while walking the path together. Our hope with this issue is that many will join in the discussion in order to uplift our human species into next qualities of intelligences.

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/