

Change in Flow: How Critical Incidents Transform Organisations

Editors: Nancy Wallis and Maria Spindler

Nancy Wallis and Maria Spindler

Editorial

**Change in Flow: How critical
incidents transform systems**

page 830

Suzy Adra

Chaos Theory in Creative Process

page 833

Heike Brembach

Mastering conflicts in movement

page 842

Cara T. Miller and Shawn McCann

**Arousing Flow Using Critical
Incidents: Cultivating Creativity
for Transformative Work in the
Second-person Space**

page 855

Elaine Herdman-Barker and

Nancy Charlotte Wallis

**Imperfect Beauty: Hierarchy and
Fluidity in Leadership Development**

page 866

Brian Emerson and Nancy Wallis

**Creating Rhythm in Blues:
Using Polarity Management to
Harness the Flow in Paradoxical
Tensions**

page 886

Richard Pircher

**The Common Sense Company:
Purpose Driven Self-organization
in Practice and Theory**

page 900

Dialogue with Andrea Schueller
and Maria Spindler

Challenging Flow beyond Systems

page 914

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: m.spindler@cos-journal.com

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

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

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 Schritteser, Claudia Schuchard, 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 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 2016

Dialogue with Andrea Schueller and Maria Spindler

Challenging Flow beyond Systems

Maria: Andrea, I am excited to take this next step in our dialogue. We've been following up now for quite some time – years actually – on the interplay and flow of co-evolution of individuals, organised systems and society. What I am humble about and proud of at the same time is that we embrace theory, our own private lives and our work as consultants, scientists and coaches as well as the development of the COS community and its organised system. I realise that this integrative approach is quite a complex, deep global affair and that it touches my heart and my future, and I hope also society and the lives of others.

Andrea: Yes, a lot of different threads mingle in our lives! I feel the challenge, too. My ambition is to contribute to a conscious, transparent way of integration and the renewal that comes with it, as well as a holistic understanding of the prerequisites in Self, Society, Teams and Organisations. Prior to integration is differentiation. Without it you get rigidity, uniformism and fundamentalism. Look in the newspapers. Or, on the other hand, if integration is distorted into an “everything-is-possible” dream, action is very likely to become arbitrary, meaningless and impotent, or else automatic old patterns from the past with the delusion of having reached something new repeat themselves. In these states of mind, people are easily manipulated and manipulative, through fear or seduction. That's not the “flow” I would like to see more of in the world.

Maria: Yes, I agree. To balance differentiation and integration is an artwork of qualitative growth. One's own habits and patterns seem so normal, but at the same time they can be dysfunctional for life, growth and humanity in a lot of different ways. Negative loops are often normality ... part of daily life and business. In my work as a consultant for corporations I experience that the move from a position within patterns, within a given structure, space and pace to a position where we can connect anew, create and invent

relationships, space, structure and future can be a real game-changer and transformer when we dare to step into the unstructured and unknown. Individual and collective movements beyond known organised routines enable vitality, positive loops and shared vertical growth in quality. Differentiation opens us to new perspectives; integration allows us to connect the parts, interests and perspectives anew as a whole system.

Andrea: ... patterns understood as relations, interweaving freedom and structure within uncertainty as the time-free base drum. *The base drum* you can take for granted! My experience and sense-making in consulting and life is that people get used to thinking they create uncertainty, but actually it is always there: life *is* endless possibilities. Only when you disconnect from uncertainty with your senses can you come to the conclusion that it comes from the changes we think we are triggering. Life as the undivided source runs through all of us, so disconnecting from uncertainty is disconnecting from life. Last week I had an experience with a senior manager who affirmed many times during a session that he couldn't see or feel any uncertainty. That was during a meeting where one new team member and two new seniors joined for the first time. He acted friendly and convinced, in the pattern of his known past, and talked about "integrating" the new people. How did he manage not to be aware of uncertainty, of the openness of this moment? That's interesting!

Maria: ... interesting. It brings me back to the challenge of integration, which is a widespread issue in all fields of life: we can feel our own desire to be whole as life grows and connects through individuals, organisations and society. The real mission for me is to connect myself and others to life, to the life force, what is often seen as motivation but is more intense and deeper, going beyond current topics, structure, strategies and values and

beliefs of organisations or systems. ... to each of us with the awareness beyond given structures, beyond patterns, into the field, the environment of organisations, the potential and opportunities of a new future. ... so that life can grow through you and through the organisation. ... That evokes complexity, uncertainty, beyond solutions and answers. And I see growths of life for humans and society also related with all forms of organizations because they can reduce, enhance and transform complexity, opportunities, risks, uncertainty and the unexpected through processes, structures and decision making.

Andrea: “Flow beyond” points to getting a foot in the door of unfolding consciousness, which is probably neither structure nor freedom. I think this is the real challenge of our work. Will the door close, or will I push it to and lock it? Higher consciousness and wisdom regarding the invisible space in between changes the patterns and the sense of freedom and structure in the individual and within the collective.

Maria: I like your grey hair! It grows ☺ and flows. The river of life takes on various colours and forms, hierarchical, limiting, supporting, matrix, network, creation of swarms, of forms that more or less contain or ostracize us, that position themselves permanently or disappear again immediately. We give them various temporalities. I consider it decisive that we as a collective have developed further and further. We construct forms to be simultaneously stable and flexible. We can take a bird’s eye view, a meta-level, and use the foot, the beak and the hair to reconnect ourselves again and again to the river of energy and life. The more initiative and responsibility we can take on, the greater is our capacity to integrate and the more differences and resources we can interweave.

I imagine a flow beyond and within structure, an energy flow being directed into channels energies of life more or less broad or narrow. ... like in this drawing – related to knots, spirals, roots and branches, organisations and structures are like intensifier, multiplier, dead end or highway, like a converter, transformer and so on.



Andrea: Having no miraculous X-ray device at hand that could help us to see the different layers and frequencies between people, parts and subsystems, I rely on the interactive body as the supernatural integrator of multiple intelligences in the work. I am talking about the body as the interface of matter and field of possibilities as Gendlin understands it. No generative or transformative process in people and larger systems is possible without it. On the other hand, my hair turns grey and alters its structure without asking this so-called me. Life runs through us. Actually we can't achieve new, fresh ways of life or organisational forms without it. New forms don't come from mere intellectual thinking. Thinking is only a tiny part of the life force. There's feeling, sensing, breathing, moving, reproduction, emotions, physical and biochemical processes and so on. New forms come from new action which arises from a felt sense in the body.

Maria: Structures are creative space: inventing new forms and content for the future are essential to help us influence, support, grow or limit each other and our doing. Structures and organisations give or take space, and space is needed in order to create shared space ... forms and processes in corporations which seize on life and flow into separate and connecting vessels and spaces, giving vitality to individuals, organisations and society. They do not destroy; rather they penetrate and generate various forms. We decide for ourselves which forms we will give to ourselves and with the forms of the systems we decide also the energy flow. Forms are neither good nor bad; rather they can represent the flow of life in different ways. In our process oriented consulting we create architectures/forms that withdraw given structures – unstructured energy – for a certain timeframe in order to give space to create new structures. Individual motivation meets new collective opportunities and new connections for opportunities beyond their current.

Andrea: Game, it's not good or bad and the crucial points are: How much life is informed in the social patterns when I combine life and patterns? Is it fulfilling in terms of freedom and structure, security? And how does it hold and channel the particles? The patterns we are talking about come as vivid manifestations of different relationship-qualities: between humans, objects, inside of each human, humans and nature, technique etc. As Bateson said, it's not about the objects but about how they relate and how we relate.

Maria: ... what I realise now is that we are operating here with different images and definitions of flow. I also have in mind Mihaly Csikszentmihalyi's concept: if we want a meaningful job or life, a passion that comes from doing our best. Regardless of culture happiness and flow, meaningful, ecstatic, clarity, state of mind, not the ordinary routines, experience life in a more concentrated form: Intense feeling as if you do not exist. Being involved in an engaging process of creating something new with others. Not so much attention to the body, as this absorbs attention. Flow experience: spontaneous feeling process, sensing that it is better than before. Opening a door that flows up to the sky. Merge yourself with what you are doing makes you feel

happy and gets immediate feedback from what you are doing. Doing for it's own sake. The ego falls away, is not in focus.

Andrea: What is flow? I think for most people and company leaders it is a desirable state. Where does it come from? Jump into a river; it will carry you away. You call that a flow? Probably only if you come out alive. What we are talking about here is disciplined flow, which is intentional. We are humans, we have the ability to think and conceptualise and we give shape to organisational forms and forms of life. That's not good or bad, but more human or less human. The embarrassing thing I see is that we create and have created organisations and other bigger structures which have turned into prisons structurally, cutting off human potential which is generated within by not allowing a more natural flow of creative energy and allowing old forms to die and new forms to rise. Probably safe dams for uncertainty = life. Nietzsche coined the term "dangerous securities". This is a power issue and an issue of consciousness. Some "heads of" are simply not aware of what they are producing for a collective and in turn are numbed by the collective unconscious of the people daily doing what they did yesterday. You need courage and a higher consciousness to move away from business as usual. From what client leaders and entrepreneurs share I see there is a suffering and a desire. You will notice when the FLOW is over if you turn inwards – your mind, body and inside of your systems. Find out, ask the people how they feel, sense. You cannot MAKE a flow.

Maria: ... That is like deciding to be innovative, creative and free now. You cannot switch it on with a certain technic ... it has to emerge ... it needs and gives space ...

Andrea: ... exactly. According to Teilhard de Chardin, Evolution goes in the direction of the Spirit. And again, talking about Flow: we're talking about the quality of the BETWEEN. The frequency of the between. We are like radio stations sending and receiving – cognitively, somatically, emotionally, biochemically, physically and I don't know what else – we are complex beings – the worlds in us and outside of us have been separated for too long

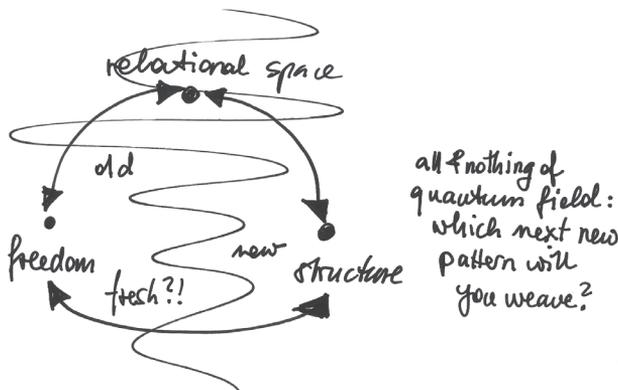
now. Opening these channels, cultivating them and bringing this to awareness ... complex inside, complex outside, simple again. ...

Maria: Between and beyond stimulus and response, there can be THE new space to create. In that space is our power to choose our response. In our response lie our growth and our freedom. To some degree or another, we are often carried away by or consumed with the ever present flow of thoughts, feelings, criticisms, worries and private stories that present themselves moment by moment throughout our day. We judge and evaluate what is happening within us and around us, often comparing it to our idea of how things “should be”, thereby creating additional layers of dissatisfaction and anger that do not necessarily lead to any actual effort on our part to respond creatively to the challenges we are faced with. Cultivating awareness can help us to work directly with these challenges, turning towards them instead of reacting against them. In this way we can discover opportunities or solutions that become more visible and available to us once we allow our perspective to open and shift away from the “busyness” of our everyday mind.

Andrea: What you are addressing is the connection to the undivided source of life flowing through each living human and social body. Through intellectual and technical abilities we influence this flow, make use of it. For me the core question in organisations is whether we join life or want to control life. That’s why we need the wholeness of the body as the interface between inside and outside. You go crazy if you separate yourself from feeling and sensing and your vital needs. So let’s use this living intelligence of our whole body and its multiple lead systems – thinking, sensing, feeling, connecting ... for diving beyond imagined systems. Flow states arise when opposites or different parts are connected, connect and create a new form or relationship. You can feel that, see that, sense that. You will see an aesthetic new pattern, a different one which will resonate with you. If these opposites or differences are combined but not “in flow” you will also notice a lack of energy, inspiration or productivity. A huge part of the work is to provide space, conscious action and fresh connection of the parts within the new whole the person, the team, the network want to weave. ...

Maria: Co-creation requires a consciousness of individual and collective self, of one's own intentions, values and interventions, in order to have a certain positive energy and power for the larger whole, e.g. group, organisation or society. A sort of positive loop. When it comes to moving beyond our current flow-or-stuck patterns, swimming beyond patterns and systems is bewildering, unexpected and expanding space: minutes – hours – days inner and outer space not filled with old, well-known thoughts, words, actions, reflections, not filled with downloaded, well-known patterns. I can feel it like freedom inside me and around me right now ... Wow! An open space, a cloud or something like that: a playful and serious energy that opens minds and hearts.

Andrea: ... In this sense and for the larger whole I pray for love for the old patterns! Collapsing in love and being carried forward in a new, lively way. Patterns are challenged in a crisis; a shock wave hits matter and/or spirit, through loss of identity, power or intention: Face it – it no longer works! OR: Through the desire and the vision of something new that is waiting to be borne by you and the people you connect with in this journey. Someone – or many – wants to change the frequency, if you will. Which makes me rephrase the question: How do we pattern matter and spirit?



Drawing: relational space and patterning between freedom & structure

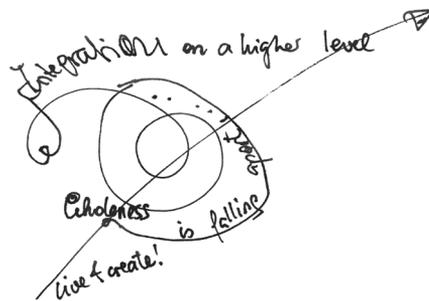
Maria: ... and respond reflectively to situations instead of reacting to them based on conditioned habits or reflexes. ... shift our relationship to ourselves and our life experiences and intentions in a way that allows for greater spaciousness, acceptance and future desires and actions ... and in doing so we can dramatically improve the quality of our life and the quality of leadership and entrepreneurship.

Andrea: People in different professions, Management, Consulting, Research, Education, Technology or Medicine, serving this purpose will come out as Creators. When I look into the future – as you said before it's a game-changer; I clearly see this as the new role in Society in the future. Boundaries between Body, Mind, Technique, Medicine, Arts and Science melt down, transparently holding the essence of each *and through this* forming new roles and forms in society. Not only will new roles surface – and are already - but new forms and new organisations will be carved out by the people acting from these new roles. I call them Creators as their mission is to generate fresh forms of life and work.

Maria: There are challenges in terms of intentions, visions and missions for us: attuning to emerging realities and energies, listening to one's intuitive capacities, being aware of our motivations and shadows, linking one's development to thriving in times of increasing uncertainty, developing deeper appreciation for each person's uniqueness, creativity and purpose, maximising mutual influence by becoming more self-actualised oneself, integrating and differentiating by being uniquely fragmented, hybrid and whole, co-creating and expanding our capacity to bring out the best in ourselves and others. Generating, inventing tailor-made organisations and transforming society through organised collaboration and forms. I see us as reflective hybrids (individuals and collectives) ... we are hybrid and whole at the same time, we are aware of a complexity and interlink and go beyond differences (life approaches, layers of awareness, disciplines, theory-practice, different forms, body and mind), we realise that we can interlink and hold differences and create integrated solutions for complex answers that we need in our globalised world. The more differences an individual and/or collective tries to

combine and hold, the more reflection is required in order to integrate. It is a special form of integrative reflection, diving in and stepping back, that brings together feeling – thinking – acting – reflecting, integrates and differentiates, dares to embrace differences and to misfit in order to have the strength to take part in the creation with and for all of us.

Andrea: ...and with the new COS Creators Curriculum and COS Creations <http://www.cos-journal.com/cos-creations/> we address this need and support the evolution of Holistic Creators, courageously and mindfully initiating and processing the changes they want to see and be in their lives and work and/or those of others. Through innovative forms of generative development, and as Creators – of COS and the Creations of this new, evolving form, reflectively and generatively we are flowing beyond our forms as “Reflective Hybrids & Holistic Creators” and who knows what else the future will bring.



... Here the circle ends that you started this dialogue with: Integration. Transparently embodying all layers, light and shadow. As a certain Zen master said: The world is inside of you.

Maria: This was and is an emotional and intellectual body and brain pleasure for me and I hope also for you as reader of this dialogue. I am very much looking forward to our continuation that opens life and work space for us to grow the generative flow we are in. And I would love to invite and embrace you as reader and friend and your friends into our global movement and much more. Contact us and flow and grow with us 😊

About the Authors

Suzy Adra, Ph.D completed her dissertation entitled *The States of Presence and Insight in The Painting Process* at the California Institute of Integral Studies, in May of 2016. She is a frequent presenter at the Science & Non-duality (SAND) Conference where she shares her academic research, and artwork. She is a freelance art curator, a painter, and has been studying, and teaching yoga since 1998.

To see more of Suzy's art and writings, visit: <https://ciis.academia.edu/SAdra>

Heike Brembach has accompanied development processes in medium sized businesses and organisations within the social economy for the last 15 years. She has gained profound knowledge through certificates and degrees in integral and systemic organisational development, process work, diversity management, and as a competitive athlete. She combines concepts of organisational development and performance enhancement and applies them to competitive sports, strategic processes and mergers, the development of high performance teams, and conflict resolution processes. Enriching the field of movement with cognitive-linguistic methods is a central component of her work.

Contact: www.luv-beratung.de

Brian Emerson, PhD works primarily in the areas of Leadership Development, Organizational Culture-and-Strategy Alignment, and Polarity Thinking. His passion for OD was originally sparked while living in Namibia converting school systems from Afrikaans to English. Since then, Brian has partnered with clients in a variety of sectors (e.g. PBS, National Institute of Health, Madison Square Garden, MedImmune/Astra Zeneca), is a graduate of the Polarity Mastery program, teaches at the University of Maryland, and co-authored *A Manager's Guide to Coaching*. He lives outside Washington, D.C. where he is restoring a historic farm and trying his best to keep bees.

Elaine Herdman-Barker is Director of the Global Leadership Profile at Action Inquiry Associates where she furthers research into the development of leaders with Bill Torbert. She specializes in helping executives and consultants to become increasingly aware of their thoughts and behaviors in-action and is a leading authority on the assessment and practice of action-logics. A lecturer and facilitator at DeBaak Management Centrum in The Netherlands, Elaine leads Career Development and Adult Development Workshops across Europe, North Africa and America. Her coaching practice is worldwide and reaches across multiple sectors. Contact Elaine at www.elaineherdmanbarker.com

Shawn McCann is a transitioning Marine Officer currently serving as the director of United States Marine Corps Train the Trainer Schools West where he educates and certifies instructors, curriculum developers, and formal school managers. He is also an adjunct professor at Fairleigh Dickinson University, in New Jersey, USA; and a doctoral candidate in the Adult Learning and Leadership program at Teachers College, Columbia University in New York, NY, USA.

Cara T. Miller PHD is an author, professor, coach, and consultant in the fields of leadership, organizational change, adult development and learning, spiritual development and formation, and action research. Cara received an MDiv from Princeton Theological Seminary and a PhD from the University of San Diego. She has been a university instructor, developed leadership curriculum and pioneered participatory pedagogy focused on communities of inquiry. Dr. Miller is committed to first, second, and third-person, here-and-now practices that support mutual development, deeper purpose and integral sustainability. These liberating structures reflect her desire to teach and practice an embodied form of developmental inquiry.

Richard Pircher is Professor and the Director of Studies in Banking and Finance at the University of Applied Sciences BFI Vienna. His research

interests include knowledge management and transfer in the field of public administration and self-leadership with special focus on the role of the unconscious and dual-system approaches. Richard won the best paper award at the International Conference on Education in Chicago in 2015.

He can be contacted at: pircherr@gmail.com

Andrea Schueller is an international consultant and executive coach lecturing at different universities. Her special focus is generative individual & organizational change, core transformation, innovation and creative emergence. Conscious(ness) evolution in focus, she works with business firms, NGOs, GOs and trans-organizational networks, bridging individual and collective development through innovative methods and learning designs integrating somatic intelligence and aesthetic interventions. She is qualified as coach of trainers of OEGGO and chairs the Board.

www.andrea-schueller.com

Maria Spindler, PHD has been organizational consultant for 20 years in economics and at NGOs. Her consulting topics are creating future, invent organizations and structures, leadership culture, and organizational learning. She has been lecturer at universities in Europe and the US on corporate culture, organization and leadership, and group dynamics. Her book publications deal with organizational learning, innovation, leadership, group dynamics, consulting, and research. She has been qualified to train the trainer for the ÖGGO (Austrian Association for Group Dynamics & Organization Consulting). Maria founded the cos-journal in 2011 and is its chief editor.

www.maria-spindler.at

Nancy C. Wallis PHD is a leadership scholar who specializes in leadership development that leverages the boundary between individual and organizational transformation. She has 35 years experience as senior organizational leader, management consultant, executive coach, professor, and university administrator. Her academic credentials include a doctorate in human and organizational systems and a Masters degree in business management. She

is a member of the Academy of Management and serves on the board of its Management Consulting Division where she chairs its Doctoral Consortium. Nancy is a Visiting Scholar in Organizational Leadership at Pitzer College and lecturer at Danube University Krems.

nancy@drnancywallis.com

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 18 months. Why 18 months? We synchronize the Friend & Membership cycle with the COS-conference rhythm and 3 COS journal editions.

Your 18 month COS Friend & Membership includes:

- 3 editions of the COS-journal: 2 hard copies, one for you and one for a friend of yours = 6 hard copies 3 issues for the value of € 169.-
- Conference fee discount of € 150.-
- COS-Creations: Special discount of 25 % for one seminar of your choice each year

Send your application for membership to office@cos-journal.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-journal.com
- Getting in touch with COS-Creations. A space for personal & collective development, transformation and learning. Visit our website: www.cos-journal.com/cos-creations/
- Following our COS-Conference online: www.cos-journal.com/conference2016
- Subscribing to our newsletter: see www.cos-journal.com/newsletter
- Subscribing to the COS Journal: see <http://www.cos-journal.com/buy-subscribe>
- Ordering single articles from the COS Journal: <http://www.cos-journal.com/buy-articles-pdf>
- 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 on t.vanderzouwen@cos-journal.com

Order COS Journals and COS Articles

Challenging Organisations and Society . reflective hybrids®

Mental Leaps into Challenging Organisations and Society

Volume 1, Issue 1, October 2012

Editor: Maria Spindler (A)

Reflective Hybrids in Management and Consulting

Volume 2, Issue 1, May 2013

Editors: Maria Spindler (A),

Gary Wagenheim (CA)

Involving Stakeholders to Develop Change Capacity for More Effective Collaboration and Continuous Change

Volume 2, Issue 2, October 2013

Editor: Tonnie van der Zouwen (NL)

Different Culture, Different Rhythms

Volume 3, Issue 1, May 2014

Editor: Karin Lackner (DE)

On the Move: Patterns, Power, Politics

Volume 3, Issue 2, October 2014

Editors: Maria Spindler (A) and

Tonnie van der Zouwen (NL)

Positive Deviance Dynamics in Social Systems

Volume 4, Issue 1, May 2015

Editors: Maria Spindler (A) and

Gary Wagenheim (CA)

Elaborating the Theory – Practice Space: Professional Competence in Science, Therapy, Consulting and Education

Volume 4, Issue 2, October 2015

Editors: Ilse Schritteser (A) and

Maria Spindler (A)

Change in Flow: How Critical Incidents Transform Organisations

Volume 5, Issue 1 May 2016

Editors: Nancy Wallis (US) & Maria Spindler (A)

each € 28,- plus shipping costs

Subscription of the COS Journal

The journal is published semi-annually (May and October). The price of an annual subscription is € 50,-.

Subscription: 2 issues each year € 50,- plus shipping costs each year

The subscription can be terminated until 31.12. for the next year.

Order and subscribe the COS Journal

for € 10,- per article at www.cos-journal.com
www.cos-journal.com/buy-articles-pdf

Or mail us to order the COS Journal to sales@cos-journal.com

Or mail us to order the COS Journal to sales@cos-journal.com

SAVE THE DATE
3rd COS Conference
19. – 21. October 2017
In Venice, Italy

ANNOUNCEMENT – OCTOBER 2016

Challenging Organisations and Society . reflective hybrids®

Volume 5, Issue 2

Title: Leadership that counts

Editors: Tom Brown (CA) and Gary Wagenheim (CA)

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.