

Challenging Organisations and Society

reflective hybrids®

Wise Action and Uncertainty.

Editors: Andrea Schueller and Nancy Wallis

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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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Suzy Adra

We Can be Heroes in an Uncertain World

Creativity requires the courage to let go of Certainty.
Erich Fromm

Abstract

Uncertainty can be painful, especially when we try to resist it. It usually is our expectations of people, and events and life in general that make us suffer our unpredictable life. Thinking something will be the way we imagine it to be is our greatest pitfall. Uncertainty happens to us every day. A boyfriend or girlfriend walks out on us after promising to be with us for a life time. A hurricane hits our town and we are left with nothing. We think we are in optimal health and suddenly have an accident and require surgery, medication, and sometimes may never function quite as well as we did before. These are only a few things that may befall us on any given day. In this essay, I will share my nine tried and tested keys to surviving an uncertain world. These keys came to be because of my own life experience and the ability to navigate some very harsh moments.

The uncertainty principle in quantum physics tells us that we can only know so much about behavior patterns of quantum particles. These particles are what our reality is made of.¹ This would mean that we can never really know what will happen next. Our reality is unpredictable.

How much more unpredictable could it get when just last night a meteor hit Michigan? I gazed in wonder at the bright blue lights and thought, “*Since when does Michigan have thunder and lightning in winter?*”

1 <https://www.theguardian.com/science/2013/nov/10/what-is-heisenbergs-uncertainty-principle>

We can always try and prepare for our future, however there will always remain elements of uncertainty, things we cannot foresee. There is no way we can know all that will happen before it happens.

This morning I woke up thinking I have a coffee date, and then I will be cooking dinner for friends. That did not happen. A snowstorm ruined all my plans for the day. These things can at the least frustrate us, maybe even ruin our schedule and are such an inconvenience. However, if we learn to view everything that happens from an entirely different perspective, we will survive almost anything and in fact flourish. Learning to see everything that happens as having a silver lining is key. What I did with my day was improvise. I worked on a painting I had started, practiced yoga, danced and also managed to find time to read.

The definition of uncertainty as used in this essay is the state of not knowing what life will present us with next. There are always elements that emerge unexpectedly in the course of anything we attempt to do.

Having grown up in a war zone, I am naturally trained and always prepared to face such anxiety-producing circumstances at any minute. All my senses and intuition are always on high alert, sometimes for good reason and other times not so much. Over the years I have learned to refine those senses so that I am not so much controlled by them, and they are more in service to me.

Here are my tips on surviving a world full of uncertainty. I have listed them in no specific order because nothing is fixed, and sometimes you may need just one key while other times all of the keys must work together.

Tip 1 – First and foremost, trust.

In yoga this is called *ishvara pranidhana*, or dedication/devotion and surrender to a higher power. In no way does this mean being submissive and

complacent, nor does it mean that one must believe in a God in the sky. Our job is to plan and prepare for whatever outcome we foresee and yet know that there is nothing that we can really do to change what actually will happen. Holding our plans as lightly as possible and being ready to change direction at any given moment is essential. Doing what we can with what we have. The readiness to improvise. This is what artists of all genres and mediums do. They work with what they have and what comes up in any given moment. Yes, we create our reality, yet we must understand that there is another larger force beyond our desires, and it is the force that created the universe. It will serve us well to make a pact with this force.

When I paint, I have a very vague sense of where I want my painting to go. I have learned to keep that mystery alive. I trust that whatever needs to show up on my canvas will show up. The same goes for life.

Tip 2 – Have faith: believe in something.

I am not talking about the religious, dogmatic or theological sense of faith. I am talking about everyday faith. The faith that getting up in the morning serves a purpose that one does not see but knows deep within, that each of us plays a role in the evolution and transformation of humanity, and that is why we are here in this physical reality.

It is simple, if you believe in a higher power, to have faith that this power is on your side and has your best interest at heart. If you do not believe in this higher power, it gets a bit tricky but there is a way around it: try to build faith in the laws of the universe. Life, death, rebirth...these things are certain, and inevitable. How do you do this? Always look at the bigger picture. You obviously have faith the sun will rise tomorrow, although this is also not a guarantee, according to the uncertainty principle.

Another way to have faith is to have faith in one's own being. Believing in oneself and one's abilities to navigate whatever circumstance they are thrown

in. Getting out of victim mentality is a step in the right direction. When we feel victimized our sense of faith in anything is depleted and we find ourselves unable to make healthy decisions.

Tip 3 – Find that which you can control: yourself.

What is the one thing you can control? Really it boils down to just one thing: Yourself! You can control how you think, how you behave, how you react to any given situation. Make sure your behaviors, thoughts, and reactions and ways of being are in alignment with the highest good for all involved. This goes hand in hand with having faith in oneself. You are really the only person you can rely on by how you think, behave, and act.

We often see two types of people, those who in rough circumstances need medication and cannot function properly, and those who rise out of the ashes of their life into self-realization and inner knowing. It's okay to crumble for a little while, feel your feelings, all of them. Always remember to rise up after a period of mourning. Life goes on and so must you. Controlling yourself does not mean forcing yourself to do what you do not wish to do; it means knowing that you have freedom of choice in any given moment, and to use that choice as wisely as possible.

Tip 4 – Let go of white and black: embrace the grey areas.

Let go of polarity thinking. This one requires mastery. You have to fail a few times before you can actually be in a space of equanimity and not feel like lamenting your luck for a failed project or a disaster that has befallen you. Equanimity is embracing all that arises, be it negative or positive. How do you even practice equanimity? Begin by really looking at your beliefs about the world, beliefs that you have been acquiring ever since you were a child, and then questioning their validity. I guarantee that in most cases these

beliefs will be invalid, especially in your current situation. A good example is beliefs we have about death. We think of it as an end-all, when in reality we do not really know. A piece by Thich Nhat Hanh comes to mind here:

‘The day my mother died I wrote in my journal, “A serious misfortune of my life has arrived.” I suffered for more than one year after the passing away of my mother. But one night, in the highlands of Vietnam, I was sleeping in the hut in my hermitage. I dreamed of my mother. I saw myself sitting with her, and we were having a wonderful talk. She looked young and beautiful, her hair flowing down. It was so pleasant to sit there and talk to her as if she had never died. When I woke up it was about two in the morning, and I felt very strongly that I had never lost my mother. The impression that my mother was still with me was very clear. I understood then that the idea of having lost my mother was just an idea. It was obvious in that moment that my mother is always alive in me.

I opened the door and went outside. The entire hillside was bathed in moonlight. It was a hill covered with tea plants, and my hut was set behind the temple halfway up. Walking slowly in the moonlight through the rows of tea plants, I noticed my mother was still with me. She was the moonlight caressing me as she had done so often, very tender, very sweet... wonderful! Each time my feet touched the earth I knew my mother was there with me. I knew this body was not mine but a living continuation of my mother and my father and my grandparents and great-grandparents. Of all my ancestors. Those feet that I saw as “my” feet were actually “our” feet. Together my mother and I were leaving footprints in the damp soil.

From that moment on, the idea that I had lost my mother no longer existed. All I had to do was look at the palm of my hand, feel the breeze on my face or the earth under my feet to remember that my mother is always with me, available at any time.’

Thích Nhất Hạnh

What Thich Nhat Hanh is saying is that he discovered that notions about death that we are fed growing up are not real for him. He could still feel his mother's presence everywhere. Many have had such an experience of a passed loved one. This goes to show that many of our social beliefs are invalid. Death is not necessarily a negative thing. It is just different than life. This applies to other poles such as male and female: they are different expressions of the same energy, as are day and night, high and low...and the list goes on. Finding our own beliefs is sometimes more useful to us than following social programs and beliefs that were handed down to us.

Tip 5 – Exercise self-care: the path to a quiet mind.

Develop a practice that will allow you to quiet your mind. Meditation, yoga, yoga nidra, a walk in the park, a swim...anything...as long as your brain is not running 24/7. Make it rest so that when you need to use your reasoning faculties you are able to focus and come up with solutions immediately. A tired mind will resort to fear, anxiety, and anger.

How many of us have tried to work after a horrible night of insomnia? You really cannot focus or get much done. Giving the brain a break is important for optimal functioning. Give yourself permission each day to stop what you are doing and just be. Sit on a couch, get a cup of tea and just relax. I have gotten into the habit of doing this so much that for an outsider, it looks like I am very unproductive. I cannot even tell you how productive my days have become. On many days I write, paint, run errands, do housework, cook, pay bills and other minor things and find that I still have enough energy to stay up late.

Tip 6 – Practice staying positive.

It is impossible to feel grateful when the world is falling apart around us. However, what if we can feel grateful before it falls apart? What if we can be grateful when we have all we need? I know this is a tough one, yet when practiced daily, before we face dire circumstances, we will have something to fall on when our peace gets disrupted. I like to repeat every night as I am about to sleep all the things I am grateful for in a day. This could be just a piece of chocolate that I had or an individual that has touched my life in one way or another. I thank my cells, my bones, my nerves my organs and then I drift off to sleep.

I remember how freeing it was after a horrible breakup to keep a gratitude journal. Every night I would write in it things like: I am grateful for my cat, I am grateful that it rained, I am grateful that I am warm... In just a few days I was feeling more grounded. The grief did not disappear, however the realization that the reasons to be alive outweigh the reasons not to.

Tip 7 – Balance intuition and reason.

Intuition is an ability we all possess. Intuition is feminine while reason is masculine. Balancing our feminine and masculine mind is important. We have to know when to follow our gut and when to follow our head. Sometimes we must allow both of them to communicate with each other. They both have a part to play and deciphering when to use which is key. So, you ask how we know when to use which? The answer is simple: when you have a gut feeling that something is off, know that you must not ignore this feeling. Drop into it and converse with it and try not to rationalize it away. Sometimes we know because we know, because of all the experiences we have been through that allow us to intuitively understand and properly respond to a given situation. The voice of intuition is usually calm, true, safe, steady and reassuring, while that of the ego is anxious, fearful, doubtful, guilty, angry

and jealous. You will know which one is calling you when you feel into these different emotions.

I always play this game while making art. I have to have some sort of a guideline to follow and that is when I use my reasoning faculties. I decide on what colors I want to use, what size of canvas I would like to paint on and always leave room for intuition to allow for other possibilities to emerge. I just follow what comes up in each moment.

Tip 8 – Embrace the adventure.

Think of life as an adventure that you are immersed in by choice rather than having to be in it unwillingly. Approach each day and each problem with a sense of adventure and take the stance of a problem solver. It helps to repeat this mantra: when nothing is certain, everything is possible.

My biggest challenge has been raising teenagers in the twenty first-century. Everything that may be harmful is highly accessible. I cannot say I have not worried about them ever, because I have, yet there is a quality that they bring with their presence in my life that I would never trade for anything. Aside from being my biggest teachers, they bring a sense of wonder and adventure into my life.

There's always something new that I have to decipher and solve. When they reached their teens, I felt like I wanted to just give up. I had no idea what to do about anything. I did not want to resort to the controlling ways of past generations, and so I have been the most flexible and open mother they can ask for. At times it feels like perhaps I should have been more of a disciplinarian. I am just unable to get myself to restrict who they are meant to be. I have learned to embrace the adventure that they are with all of its highs and lows every step of the way.

Tip 9 – Flow as gracefully as you can.

To flow with life doesn't mean being submissive. It means realizing that we cannot control the things we cannot control. We cannot control others, we cannot control life and death and we cannot control the next big disaster; all we can control is how we respond to each one. Let me give an example: years back when I was studying at the American University of Beirut, I had a friend who was injured in the bombing that took place at the university hospital. I was about 25 at that time. I could have freaked out and gone into a coma. Instead I was the one who took her with her injured leg to the hospital, stayed by her side and cared for her for several days until I was sure she was ok. Another example is the fires that happened in California recently. So many courageous people stepped up to help. Figuring out how we can contribute, what is our piece? What are we good at? What can we give in moments like these that will provide relief for others?

I can certainly make this list longer. However, I feel like these tips are the core essentials for navigating our unpredictable lives. If all else fails, get out of your head and into your body, and BREATHE!

Allow me to add a disclaimer here. Sometimes it is difficult to do all these things. It may even be difficult to even think of any of the things I listed above, especially when something that one did not expect is thrown in one's face. Take the other night as an example. I had finished writing a first draft of this essay and sat to relax and meditate, and my son texts me: *My car broke down. The engine is smoking. It won't drive.* Like any mother, what was my first reaction? Panic! My mind dialog at that moment went something like this: *Why now? Why me? I don't need this now. I just want to sit here and relax. It has been a long day and I was up early. He can't call his dad because he's out of town, I have to be responsible for this.* I got there half an hour later thanks to a GPS location that my son sent me and waited for a tow truck for two hours. Then as we drove behind the truck I got pulled over by an officer

because I hesitated at a red light. Great. What else could happen tonight that I had not planned for?

That evening the thing that really helped me reset was that I came home and had previously prepped some lentil soup and all I had to do was chop a few ingredients and boil it all together. That bowl of soup was heaven sent. I also ran a bath. I cannot emphasize these practices of self-care enough. As I reflected on the night I was able to access my grateful state and began to feel thankful that despite the crazy night we had had my son was safe, especially since there was a possibility in this uncertain world that he might have had an accident, the way the engine stopped in the middle of the freeway. I also realized that I had a sense of surrender to what has happened; I could not have changed it. I could only do my part to assist in the outcome. I trusted that it would all be okay, and we just needed to move through this glitch in the middle of the night. Yes, I was tired, I was hungry and thirsty and really ready to call it a night. I still flowed through the event the best I could, all the while making sure I was not putting my son or myself in more danger (balancing my intuition with reason), and in some way I appreciated those three hours spent in the car with my son, which I would not have planned had it not been for this incident.

What if it is a major disaster and there is no way we can get to a nice bowl of soup or take a hot soothing bath? That is exactly when the above will be handy! Another very important aspect is recognizing that we are all responsible for each other, just as recognizing that I was responsible for my son's well-being had helped me step up to the situation. When I say responsible I mean that we are one another's caretakers, especially in harsh and catastrophic circumstances. That is the only thing that will ever save us. We cannot walk away from a dying person; we seek help for them. Yes, we can all be heroes for each other if, and when we are called to do so.

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, artwork and yoga. Suzy is a Trauma Release Practitioner and a painter and has been studying and teaching yoga since 1998. To see more of Suzy's art and writings, visit:

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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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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

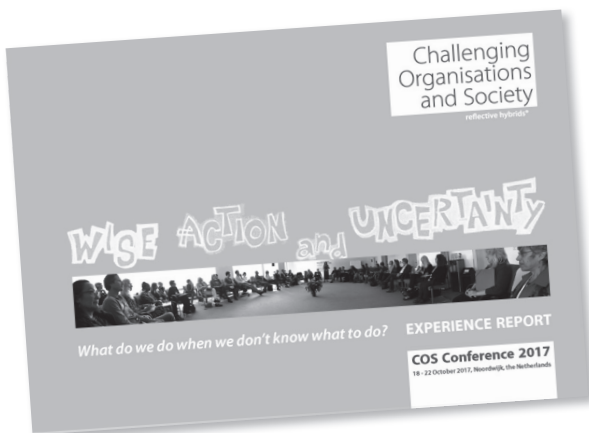
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Learn about the design and flow of the COS-Conference and harvest the 'golden nuggets' and fresh insights of this international deep dive into Uncertainty. Jacqueline Janssen designed and coordinated a rich and comprehensive photo report.

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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?

for
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Consultants
Artists
Inquirers
Professionals
Learners
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A R T ificial Intelligence: Backbone or Bottleneck of Digitization?



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

GRAND GARAGE® is the leading space for creative reflections and breakthroughs, as it creates the future to experience it by digital and tangible means.

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

Our schedule:

Report your possible contribution

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

Refinements and Final Design:

- Deadline: Sep 1, 2019

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

Questions? office@cos-collective.com



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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)

Please send this form to: office@cos-collective.com

Questions? Please contact us!

office@cos-collective.com or see our website: cos-collective.com

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 homepage for
orientation, integration &
individual learning*

**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*

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

*Futuring, working with large
groups and networks for
transformational change*

The COS-Certified Curriculum “Creating Organisations & Society”

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

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

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

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

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

social network. A learning through experiencing and acting, experiencing and acting ...

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

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

COS Certified Curriculum: Creators for Organisation & Society

For more information please contact:

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

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

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.