

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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Tova Averbuch and Tonnie Van Der Zouwen

Behind the Scenes of a five day Conference: How to create a Magical Field for Exploring Difficult Questions?

This reflective report tells a story seldom told. What do you do when you have a burning question and don't know what to do? What do you do when you want to organize an international conference with an emergent nature? What does the 'pedaling of your legs under the water' look like (before, during and after the conference) when you seem an effortless majestic duck, calm and focused? You get a look behind the scenes of the COS Conference 2017 on "Wise Action and Uncertainty - What do we do we do when we don't know what to do?" After sharing our intentions, planning and highlights from the actual emergence of the conference. We will offer insights and understandings based on our experience as initiators, co-leaders and co-hosts of this five-day international gathering. We think this article¹ will shed light on what makes a magical field and what has heart and meaning for exploring difficult questions collectively.

Introduction

COS Conferences

What is a COS Conference? A COS Conference is meant to be a hub for fresh ways of thinking with the aim of benefiting society as a whole. It is an opportunity to exchange innovative research, explore uncharted territories and co-create visionary solutions for organizations, social systems and networks.

¹ This article was initiated by Andrea Schüller, through an extensive interview with Tova Averbuch and Tonnie van der Zouwen on December 27th, 2017.

COS Conference is held every one-and-a-half years. COS Conference 2017 was held on 18-22 October in Noordwijk on Sea, the Netherlands.

COS Conference October 2107 – intentions and emergence of the question

We, Tonnie van der Zouwen and Tova Averbuch – the initiators of this conference, are strongly aware we are living in rapidly and radically changing times in which sense-making is hard and often there is a need to act in uncertainty. Both professionally and personally we know that ‘not knowing what to do’ is not an easy experience for most of us, yet life challenges us to find a way in situations in which we don’t know what to do.

On a personal note, both of us were born to survivors of the Second World War (Tonnie, to a Dutch soldier and Tova, to Polish-Jewish Holocaust survivors). As girls, we grew up confronted with situations of severe disruption. Later on in life, as women and mothers, each one of us lost her husband unprepared at a fairly young age. As citizens of this era we are having our own burning questions in our locality, such as the Israeli-Palestinian conflict and the immigration of refugees to Europe. These issues evoke inner value conflict whenever we try to find the ‘right’ solution. The issues are so complex and chronic that we find ourselves overwhelmed, confused, helpless, and sometimes desperate. We were certain that many people struggle as we do, since every locality in the world has its challenging issues. We also knew that every human being has some relevant experience, intelligence and presence. We believed that by gathering people who are passionate about this challenge, a new web will be woven to hold the uncertainty and anxiety, evoking new valid knowledge on how to be and what to do on a collective level. We were holding the image of co-creating ‘eco-corridors’ as a web for the new to be born, as described by Tova in the following interview:

“I believe we know a lot about what to do personally, but what happens when you have a village and you have to decide for many people? My sense

is that this is the common denominator in many things in the world right now. This conference is intended to be like eco-corridors for endangered species – you help them to move freely and connect over territories and terrains so they won't vanish. This is what we are trying to do – create eco-corridors for people all over the world who are bothered and passionate about the idea that there must be something we can do to have wiser action when we don't know what to do. We hope to have a variety of professions who have uncertainty as a major part of their life and work. This is something that should attract everyone.”

Tova Averbuch in the blog post by Mary-Alice Arthur (2017)

Before the conference

Seeing the conference as part of a bigger and emerging process

We tend to forget a baby ‘starts’ much earlier than it shows up in the world... In January 2017, nine months before the actual gathering in the Netherlands, we started experimenting with the theme and found out we stroke a resonant chord. People expressed an immediate attraction to the question and we knew we could start inviting. The preparation of the conference was set up in such a way that we experienced the process of ‘what do we do when we don't know what to do?’ time and again all along. We invited everyone who felt attracted to co-create the process with us. In this way we involved many people in the design process. We wanted to continue this ‘co-designing for emergence’ mode during the conference, and if possible also after the conference.

Invitation process

Almost every potential participant was contacted personally, through phone calls and personal emails, long before we met in October. We continued

weaving our web of relations by keeping in touch regularly until and throughout the conference.

We planned for 70 to maximum 100 participants to make an active contribution. Tova offered an important operating principle (Averbuch, 2015 pp 219-244): start with the initial circle and build the event from there. Our invite went out to people we thought might be curious and passionate to join this journey. If they resonated strongly with the conference theme we invited them to contribute their wisdom via a fifteen-minute TED-like talk or a one-and-a-half-hour workshop. We attracted people that looked for fellow travelers to share, create and disseminate this type of wisdom. In April 2017, three months after we started, an initial circle of twenty contributors was built. We asked them to become co-invitors by contacting a wide diversity of people within their network, people who they think are interested in this inquiry, and urge them to register and take an active part. This was our attempt to make the diversity of participants as wide as possible, a gathering that would be a 'network of networks', making potential corridors between people who are struggling alone.

During the conference

The main flow of conference design

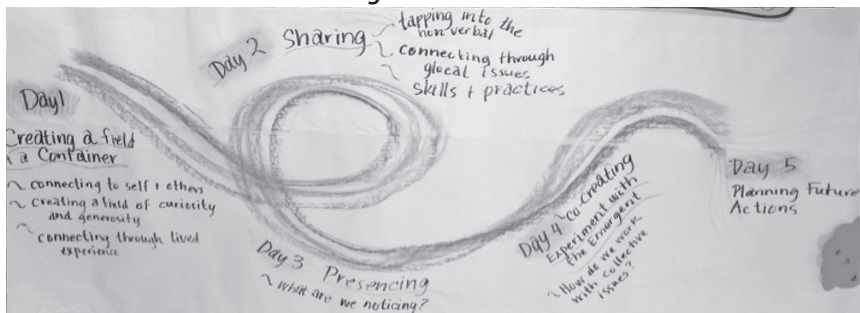


Figure 1: Main flow of the conference design

The main flow of the design was:

- **First two days highly structured**

The first two days were highly structured. We offered a wealth of preplanned contributions. TED-like talks for sharing wisdom, dialogic activities for unleashing stories of lived experience and for weaving connections in small and large groups, and workshops offering a wealth of methods to create our way when not knowing.

- **Third and fourth day self-organized using Open Space Technology**

The third and fourth days were minimally structured, allowing self-organization, emergent agenda, co-creation and leadership by all participants/co-creators that felt inclined to do so.

- **Fifth day open for co-creation**

We dedicated the fifth day to the emergence of products and plans for the future. This day appealed to those who were excited to make an impact and move on with whatever valuable ideas and products would emerge from the conference. We decided to figure the set-up for this day on Day 4.



Figure 2: Opening of Day 2

Open design meetings and emerging co-facilitators

Taking the idea of using emergence to the full, we scheduled an open design group meeting every evening. The task of this meeting was to share experiences and concerns of the day, and to evaluate, discuss and adjust the design for the next day. Every participant who wanted to was invited and welcome to join these steering sessions. At least twenty people attended one or more design group meetings. Some of them showed up every evening. Co-facilitators emerged in these meetings. Peggy Holman stepped in as co-facilitator and co-designer for Days 2 to 5. After participants expressed the need for less talk and more silence and movement, Miriam Subirana offered a collective meditation on Day 2, and Julia Maaru facilitated Biodanza on Day 3.

“What a simple way to plan together... I am thinking of taking it with me to the army and inviting soldiers to the officers’ daily planning meeting... what an effortless method for better decisions and alignment.”

(One of the participants, after the design team meeting on the first day)

Emerging harvest

Sense-making and harvesting were essential activities during every part of the conference. Participants took notes of their personal experiences in diaries and on small sticky notes, shared them in small groups using drawings and flip charts. Insights and conclusions were collected in plenary and harvested on large overviews on the walls. The harvest during the conference consisted of both intangible and tangible results.

Intangible results: Developing relationships and a sense of interconnectedness

Many participants expressed how touched and surprised they were by the intimacy in the large group. The deeply felt sense of human interconnectedness

bridged common splits between ‘good guys’ and ‘bad guys’, feminine and masculine, young and old, army and civilians, aggressors and victims. There was a palpable shared field with the qualities of exploring from a place of ‘not knowing’, of love and radical acceptance and of finding complex and intricate beauty in who we are together.

“If the conference ends now, after this first afternoon, it is already a success for me.”

(Participant)

People connected to themselves, to one another and to our shared task. Partnerships arose, and friendships were made, connecting strangers and weaving a ‘network of networks’. A sense of belonging and safety grew stronger every day, supporting openly-sharing of experiences and emotions, and enabling the birth of collective wisdom.

Tangible results: Heuristics for what to do when we don’t know what to do

Insights and patterns regarding ‘what to do when we don’t know what to do’, which we called ‘heuristics’, were converged to graphic elements on a landscape map 8 meters wide and 2.5 meters high (See figure 3). A ‘heuristic’ can be seen as a rule of thumb, an educated guess, intuitive judgment, common sense. Heuristics form strategies for problem solving, learning or discovery that use a practical method, not guaranteed to be optimal or perfect, sufficient for the immediate goals (Wikipedia, 2017). We will share the main heuristics, realizing that they show some overlap:



Figure 3: Emergence of patterns and heuristics on the landscape map

1. Accept the negative feelings and look for the opportunity in them

Not knowing what to do is a painful process. It brings negative feelings, such as frustration, being lost, anger, hatred, confusion, shock, fear, being stupid; it is an ‘Oh, shit’ moment. When you start to see ‘not knowing’ as an opportunity for growth and deal with your fears, positive things can emerge. Some ‘heuristics’ we developed:

- Accept that ‘not knowing’ is both scary and a creative force: It is almost like giving birth, a bloody painful process; when it is over you feel good about yourself, it brings relief.

- See 'not knowing' as progress: The more we know, the more we do not know.
- Practice: You cannot control the waves, but you can learn how to surf.

2. 'Not knowing' is a loss of connection:

Not knowing is a loss of connection with yourself, with others, with the situation. So try to connect. Then again, remember that we always are connected, only we do not realize it sometimes. See the next three items.

3. Connect to self:

Inner work is more important than focusing on external factors.

- Take your time: Rest, stop and reflect, not pushing for answers, take your time.
- Trust yourself and the process: Trust your instincts, let your intuition help you.
- Acceptance and letting go: When you don't admit that you don't know, you are not open to asking for help or trying something else.
- You can only go with the flow if you don't hold the border.

4. Connect to others:

- Ask for help, making yourself vulnerable.
- The more diversity you bring, the more innovation you get.
- Co-create conditions for people to diagnose, think, plan, act collectively.
- Live your commitment to staying together, practice we-ness in a collective.

5. Connect to the situation through experimentation:

- Small steps matter. Keep moving/acting and make the path while walking.
- Play with uncertainty, enjoy.

- Use applied hope, not blind hope.
- Listen deeper! What don't we see down deep?
- Look for the easiest road.

After the conference

Results: available productions and work in progress

A number of people started projects producing tangible products. What we know as of now is the following:

- **An experience report book** that serves both as a remainder to the experience and the learning and can be used as a detailed planning guide for such conferences. The full color book is available as eBook and can be ordered as hard cover on <https://www.cos-collective.com/cos-conferences/cos-conference-2017-experience-report/>; designed and coordinated by Jacqueline Janssen.
- **A special issue of COS Journal, October 2018**, with articles about the 2017 conference, connecting practice and theory; initiated and edited by Andrea Schüller and Nancy Wallis.
- **Student's activities.** Students reported that this conference was one of the best experiences in their life so far. Furthermore, they initiated and facilitated mini-workshops for faculty and students at Avans University of Applied Sciences, offering a taste of what participatory learning process can look like; coordinated by Justin Hensen.
- **A one-day workshop**, for what to do when we don't know what to do, allowing different content/tasks groups to explore and gather wisdom; developed by Dana Liberman.
- **Videos of the TED-like talks**, of Sandra Janoff, Michel van Dartel, Doris Gottlieb, Peggy Holman, Monika Lindner, and Amos Dotan.

See all videos on <https://www.cos-collective.com/cos-conferences/cos-conference-2017/cos-conference-2017-videos-talks/>; edited by David van Brakel.

- **A story book of lived experiences**, an editorial with personal stories of participants, sharing valuable insights for what to do when we don't know what to do; work in progress, edited by Tova Averbuch and Tonnie van der Zouwen.

Reflection on the conference

Personal reflections from Tova and Tonnie

Looking from a 'ten months later' perspective we realize that before and during the conference a magical field was created. Eco-Corridors were created and distances bridged between people who never knew one another, resulting in alliances that gave birth to new creations, and supposedly more to come (we are not yet aware of). The core is held now by a smaller circle, yet still sprouting. What helped create this 'magical' field of grace, connection and co-creation? We will share our reflections because we think they might be of use as guiding principles, heuristics, for designing and conducting an emergent conference. We will start with some personal reflections on what happened, as captured by Andrea Schüller in a preparing interview for this article.

1. Intentional connecting to self and others in the facilitation role

Tova: "Especially when I was challenged in the moment, both live: in the conference with all participants in the room, or 'backstage', with the evening meeting of the design team...., I held on to my values. I allowed my vulnerability to show and my strength to shine and tried my best to speak truth and listen to the truth of others. Practicing that, I learned new ways of holding polarities, staying with the tension in the room until we reached a new place of clarity. This resulted in reaching a new place - somewhere I didn't

see before. Trusting the process and being ‘alive’, fully present, in it helps to reframe what’s going on now and hold on until a new dimension opens up and changes the game.”

2. Exceeded expectations, unexpected moments

Tova: “Unexpected for me was the amount of army people and civil servants participating. It really surprised and rejoiced me - and this definitely exceeded my expectations - that the boundary between ‘them’ and ‘us’ collapsed. ‘Them’ were ‘us’. ‘Them’ – the army killers, are ‘us’ who are spared from army service. The differences between good, bad, victim, aggressor, savior etc. dissolved and the whole field moved to a space beyond ‘right doing and wrong doing’. It was a climax moment in this one slot on Saturday when we were sitting in the plenary space with genuine vulnerability in the room. We kind of held it in a very ‘humankind’ way - both ‘human’ and ‘kind’! As if a shared space opened up which was both surprising and healing in its intensity”

3. Venue and staff that support the principles of the conference

Tonnie: “To have all that happen, the location was important. The atmosphere of the venue, the staff, the abundance of rooms in all sizes. The staff of the hotel was very well prepared for emergent processes. Without them as hosts, it wouldn’t have worked out. I felt genuinely supported by them. This gave me freedom and peace amidst of the density of it all.”

4. Have young people there, bring them in

Tonnie: “The students’ participation and their resonance within the large group was amazing. I know and followed this law of life: Have young people there, bring them in! They want to innovate, it’s crazy! My heart opened up when I sensed in which way the students’ contribution came to life in Noordwijk. How the ‘elderly’ were enlivened by the presence of the young ones, and the learning exchange between the generations. What surprised me even more was the reactions of the students after the conference. They

reported that this was one of the best experiences in their educational life so far. I was deeply touched!”

Insights and understandings

1. Seeing the conference as part of a larger process enables the creation of a strong field.

The conference is a peak event in a larger process that started nine months earlier and is still active and productive, we still hold a role of communicating the products and the ripples it has made.

2. Clear intention, commitment of the leaders is life-giving since it gives people an example, inspiration and a sense of being wanted and welcomed.

As initiators we held a clear intention: “we are calling a gathering that is a network of networks”. We experienced a deep commitment to the task and to one another and we invested a year’s work before the conference and even more time after the conference.

3. Conduct of initiators/facilitators that reflects embodiment of the not-knowing theme and operating principles opens the field for diverse and engaged players.

From the beginning, Tonnie, Tova and all involved committed to embody “not knowing” in doing and making of the conference, letting it emerge. Throughout the conference Tova and Tonnie embodied informal authentic presence, by connecting personally, holding on-going invitation for engagement and participation, welcoming initiatives of all sorts, opening space for shared leadership and co-creation, and containing their anxiety in stressful moments.

“Inviting people personally is a secret magical spice, the invitation process created an energetic field of positive anticipation.”

4. Strong alliance between initiators/organizers, reaching out to each other is the key for wading through the unexpected difficulties.

From the beginning we formed a strong alliance by genuinely committing to this work. Even though we never did such a project together before, we held a strong sense of “us” that became wider and included more and more people every day. We talked everything through, whether trivial or difficult. We achieved that through openness and truthful sharing. We really honored each other in our strangeness and made the effort to stretch out to each other, listen, accept the others’ truth - and also sense and voice our own truth. We built on the base of our shared values and intention and acknowledged the bigger process, life, around us. It fueled us with support but also tension. It was a continuous learning edge to change tension into creative tension.

5. A powerful generative question serves as an attractor that draws people to engage with passion.

6. Design principles for interaction, ownership and co-creation are important to create genuine contact and engagement (Van de Zouwen, 2011)

- Sense-making with engaging methods, inviting the whole of human qualities: mind, heart, hands, spirit and soul.
- Shifting roles, shared leadership: no keynote speaker, all participants were equally invited to offer TED- like talks, workshops, or other forms of leadership and inspiration.
- Participatory and engaging for action learning at all times: people were part of preparing the space, revealing personal knowledge, making meaning, harvesting patterns, designing, et cetera.

7. Diverse group of participants

Participants were hand-picked from our networks for their qualities and diversity. We were extremely lucky to have amongst us a student team of six HR students from Avans University of Applied Sciences.

“We noticed that we think less limited than people who have been working in the business sector for some time.” (one of the students)

8. Structural aspects that made a difference

- **Enough time.** Full attendance for four to five conference days created prolonged engagement, inviting commitment for a collective journey with enough time for 75 people to really connect and explore and co-create.
- **Supportive territory.** As home territory for Tonnie, the venue offered a supporting space and location; it felt important that place and language be native to at least one of the organizers. Moreover, the seaside is exciting, and represents a boundary place.
- **A mix of highly structured and loosely structured days.** The first two days were highly structured, the next two days were self-organized and the fifth day was totally emergent. This enabled participants to be in or out of a comfort zone at different times for different people.
- **The rhythm of alternating Individual - small group - large group work configurations** throughout the five days enabled breathing and served as levels of home, neighborhood/local and global levels of exploration and digestion.
- **The rhythm of being passive, active, interactive:** combining doing and knowing.
- **Opening and closing ceremonies,** anchor community.
- **A daily open design team meeting served as a built-in self-correcting mechanism.** This form was a direct manifestation and embodied practice of a stance of ‘not knowing’, co-creation and emergence.

Some lessons learned

Tonnie: “Of course it was not all roses in the garden. There are things I would do different next time. Now I think of it, for me these things concern being clear about what I need and ask for help. I could have asked for assistance regarding the financial aspects to make a good business case. And for help from my university in organizing and preparing materials.”

Tova: “At the beginning the conference did not make any real progress for two months. We could not find a place and had difficulties creating a web site. I was frustrated and worried. Tonnie and I took upon ourselves a challenging task that was new to COS and to us. People were interested and we were not ready. Then we made two moves of commitment that made a major shift and put the conference on track: Tonnie came to Israel and we worked closely for five days: bonding and figuring out the essential operating principles and moving the conference location from Austria to Noordwijk in the Netherlands. Our insight was that feeling at home in the location of the conference is a key factor for hosting emergence.

For connecting the dots three month before the conference, I flew to the Netherlands for five days’ work with Tonnie. Nothing could have replaced these meetings and the change of location. These acts, both symbolic and actual, were acts of taking ownership, showing personal and team responsibility for our dream. That made a great difference.”

Concluding remarks

By initiating and conducting this COS conference we tried to co-create value for the people who were personally engaged in the conference, for COS as an organization and for the community at large. We feel we did so by providing an experience that created a magical field of grace and deep learning that

enabled connecting in a meaningful way and also with the wealth of productions and knowledge that emerged.

We thank all participants, co-designers and co-facilitators Peggy Holman and Yves Susskind, the management of COS Collective, and everyone else who made this conference and the whole process possible. We especially thank Andrea Schüller for initiating this COS issue and for triggering the writing of this article through her interview with us.

We urge you to use the heuristics and at the same time remember they are rules of thumb, generalizations. Take them as offerings yet hold them lightly, do not get attached, experiment all along and find what is working for you, in your specific situation. Please contact us if you need more detail. If you try some of them out, please share your new findings in this trail. Contact tova.averbuch@gmail.com or info@tonnievanderzouwen.nl.



Figure 4: Design and facilitator team with (from left to right) Yve Susskind, Tonnie van der Zouwen, Tova Averbuch and Peggy Holman © Andrea Schüller

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

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

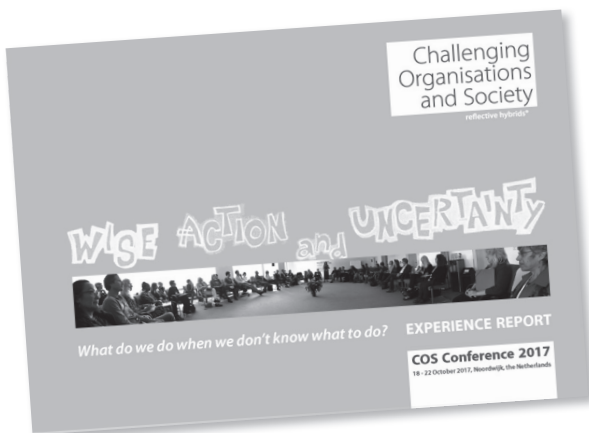
www.tonnievanderzouwen.com.

Get your COS-Conference Experience Report

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.

Visit our webpage for ordering your hard copy: www.cos-collective.com or send your order to office@cos-collective.com.

For downloading the digital version visit: <https://www.cos-collective.com/cos-conferences/cos-conference-2017-experience-report/>



“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
Design Thinkers
Consultants
Artists
Inquirers
Professionals
Learners
Explorers
Researchers
Mindful leaders

Collaborate experiences designed by

COS-Collective



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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 homebase 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.