

Challenging Organisations and Society

reflective hybrids®

Mental Leaps into Challenging Organisations and Society

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Challenging Organisations and Society . reflective hybrids®

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 organisations and society of the 21st century. Its international and multidisciplinary approaches balance theory and practice and show a wide range of perspectives organised in and between organisations and society. Being global, diverse in thinking and acting outside the box are the targets for its authors and readers in management, consulting and science.

www.cos-journal.com

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This Is the Birth of the Journal Challenging Organisations and Society

Challenging Organisations and Society. *reflective hybrids*[®] is designed to initiate discourse and provide orientation that will increase activity toward value-oriented development of organizations and society. The line of attack is to direct our attention to differentiations, borders, possibilities and conflict zones, critically highlighting them and pointing out their characteristics and dynamics. This is a process of formulating, of bringing into conformity challenges, paradoxes, critical questions and possible answers for organizations in interplay with society.

Global, diverse and outside the box

This journal is intended as a global platform. Its authors speak from various perspectives; it follows neither fashion nor the mainstream, but questions both. My wish is that this journal may provide an appreciative and critical home for those who fit neither the norms of their disciplines nor the norms of different theories and practices, for those who like to look behind the scenes of routines and standards, for those who dare to act and reflect, for those who dare to fail and learn from it.

Language, thinking and experience are inextricably linked. English is widely acknowledged as *the* world language for business and science in intercultural contexts. Different first languages and contexts create a separate global, diverse form of English that connects 'local and global', resulting in English as a lingua franca. This global form of English allows movement

from international to local English and back again. English measured in accordance with native-speakers' norms is not always the main requisite to work on a global level. English as a lingua franca is common property and serves interdisciplinary and intercultural communication.

This construction also embraces content. *Challenging Organisations and Society . reflective hybrids®* does not aim to follow the mainstream. Out of the ordinary, a fit and a misfit in the academic world and in practice, it does not desire to follow one scientific or one writing style. Instead it provides a framework for diversity in dealing with the scientific approach, quotations, literature use, examples, etc. It is meant over time to create its own "globalish" culture for our discourses in hard copy and online. The collaboration within this journal might challenge our cultural mind-sets. It might push us out of our comfort zones in order to get rid of rigid thinking loops and lead us to embrace different learning perspectives.

The goal is to make the journal interesting and readable for reflective hybrids, people and organizations who act as practitioners in the field and the academic world, and thus to provide alternative perspectives and new questions for reflection in the form of:

- A contradictory diversity which can provide orientation for perception and action and which questions embedded thinking patterns;
- An upright but unquestioned, brashly courageous, seriously profound and humorously light-footed glance behind out-moded scenes;
- A glance which throws open curtains without any moralistic, condescending finger-pointing, instead struggling with perspectives and solutions, knowing all the while that there is no one perfect solution.

My hypothesis is that this shift of perspectives and approaches irritates and challenges us to forge ahead with our learning experience. This call to awareness of learning challenges requires

an increased ability to reflect on our roles as both individuals and as members of social systems (teams, organizations, society). This awakening to awareness is an essential condition for the attainment of the ability to learn and act as an active form of participation in the social formation of contradictions in the sense of an inter-independent and human coexistence. Through this increased ability to reflect and criticise, we break open unquestioned norms.

Thus the long-term perspective of *Challenging Organisations and Society . reflective hybrids*[®] is to embrace the following questions:

- What are the future challenges in the interplay between organizations and society?
- How can we think and move forward along the borders of conflict between organization and society, sustainability and democratisation?
- How do internationality and interculturalism influence organizations in their relationship with society? Which approaches support perception and collaboration to cope with this challenge?
- Which theoretical concepts and leadership actions are needed in order for us to grasp the relationship between organization and society as a unit with all its differences?
- How can we explain dilemmas that affect individual, organizational and societal development? Which organizational and meta-concepts support or hinder our grasp of the interplay of individuals, organizations and society?
- What demands does collaboration place on organizations and institutions of politics, economics, science, (higher) education, NPOs, etc. in order for them to act in terms of a societal whole?
- What can we achieve with buzzwords like sustainability? What should be sustained? Why? Or corporate social responsibility, resilience, transformation, etc. for organizations and society? Who has an advantage? Where are the limits? What are the wins and losses, and for whom?

- How can we lead our various disciplines, concepts, methodological approaches and mind-sets in an interdisciplinary fashion so that the organizations of our global society can serve the development of humanity and ecologisation?
- How can we better understand the change of perspective in connection with learning? How can we change our own thinking and acting through these evolving perceptions and invite each other to do likewise?
- Which designs, procedures and methods are helpful in cultivating perspectives and abilities that conform to our complex and contradictory challenges?
- In practice, which methods and approaches for development that have grown out of experience have showed which form of learning motives and possibilities?
- Which learning and development concepts and practical models cultivate thinking and joyful acting which can include the collaborative learning of organizations, leadership systems and society?
- How can we interweave theory and practise in terms of reflective, future-oriented acting (action research) for a sustainable and reciprocal cooperation between organization and society?

Multidimensional, profound, appealing for theory and practise

My thesis is that this multi-layered topic requires a multidimensional approach which is, on the one hand, interdisciplinary and, on the other hand, linked to theory and practise, making the various truths and perspectives mutually useful: the use of practical and scientific knowledge to research immanent questions in as integrated a fashion as possible. The result is the generation of an interwoven knowledge that is easily accessible for theory and practise and, in its turn, generates profound, integrated questions and creative answers.

Based on practical questions and problems, practical knowledge and scientific knowledge will be linked. This starting point

within practise can provide both practise and theory with orientation toward themselves and each other. Through multidimensional, critical questioning, light can be brought into shadowy, neglected areas, light for the development of the expansion of action for people and systems. By generating multidisciplinary knowledge, we can comprehend ‘life-worlds’ in their connections and contradictions.

This multi-perspectivity has high methodological demands; we want to give space and time to the mutual development of our specific learning culture so that the journal can:

- Make the knowledge easily accessible for the individual people (authors and readers),
- Permit profound insights,
- Lend impact to linked observations,
- Be inviting, ingeniously witty, way-out, creatively playful and full of relish.

Reflective hybrids as editors, authors and readers

As Editor in Chief it is important to me that the Editorial Board members, the Authors and Readers can build bridges for themselves between the journal and their own identities and backgrounds. Only in this way can the journal succeed in creating a critical-reflective momentum for change in the direction of more awareness of society, organizations, leadership systems and individuals as living and complex systems.

Target Group Editorial Board: The criterion of diversity was important in the selection of the members of the Editorial Board. They have all moved outside their “home” disciplines and achieved insights by interweaving various disciplines from theoretical and practical perspectives. They have different backgrounds – science, consulting and management – and they have worked professionally in at least two of these fields, and they come from different countries, continents and cultures.

Target Group Authors: These are people who regularly move in an interdisciplinary fashion between theory and practise, au-

thors who search for integrated solutions along their clients' organizational and societal needs; who develop theory for practise and who refine their practise so that it is of scientific interest for both the scientific community and other practitioners in similar situations, and also further afield.

Target Group Readers: As is appropriate to our distinctiveness, our focus is on hybrids: managers, consultants and scientists who (want to) move beyond their limits to search for long-term and integrated solutions for the interplay between organizations and society, and who want to find these solutions together with us. The readers should not be thought of as pure consumers (objects) but as co-producers, participants in a discourse in which they potentially might also take the role of authors and editors.

Feel free to become a part of our movement. Follow what happens in hard copy and online.

A huge thank-you to all who helped to launch this journal and risked a leap into the unknown to grow and learn with us!

Yours

Maria Spindler

Founding Editor in Chief



This was
a pleasure – it was my
pleasure. It seems to be the nature of a
dialog that there is no end; it is a living system that
can be continued from each point. We started our
conversation in Helsinki on a beautiful summer day sitting
on a stone at the seaside, gazing at the horizon, and contin-
ued it via Skype and e-mail in Irvine (US) and Vienna (EU)
and in virtual space.

And now we invite you – the readers of this dialog
– to join us on this journal's website:

www.cos-journal.com

ABOUT THE AUTHORS

Ann Feyerherm is the Chair of the Management Department at the Graziadio Business School of Pepperdine University. In addition to serving in academic administration, she enjoys teaching. In 2009, she was awarded the university's highest teaching honor, the Howard A. White teaching excellence award. She has a strong belief in increasing human capacity through strength-based approaches. In addition, she studied mediation and negotiation of environmental issues and in inter-organizational collaboration across government, business and environmental communities as they promote sustainability. Her work has been published in journals and as book chapters. She regularly presents at the Academy of Management (AOM) and served in the leadership of the Organization Development and Change Division. Dr. Feyerherm spent many years as a manager of organization development at Procter & Gamble, where she was involved in employee relations, organization design and corporate downsizing. As a consultant, she has worked on projects improving multifunctional teams, creating learning organizations, developing leaders and managing change.

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Tonnie van der Zouwen (1956) studied Ecology and Change Management. After a career as researcher, teacher, environmental consultant and organizational consultant she now works as an independent organizational consultant. She guides organizations and networks in developing their change capacities. She does this by introducing interactive change methods, bringing people together beyond the boundaries of organizations and disciplines. She writes informative handbooks and articles on these methods and educates professionals on how to apply them. She wrote a doctoral thesis on a framework for effectiveness and evaluation of sustainable change with Large Scale Interventions.

For further information and contact see www.tonnievanderzouwen.com and www.LargeScaleInterventions.com

INVITATION FOR AUTHORS FOR THE JOURNAL

“Challenging Organisations and Society . reflective hybrids®”

For Volume 2 Issue 2, appears October 2013

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

Editor: Tonnie van der Zouwen (NL)

Topics: Participative approaches for organisational change, such as Large Scale Interventions. Working together across boundaries of organizations and disciplines, looking for new meanings and actions for a desirable future. Making better use of available social capital by inviting stakeholders. Finding arrangements and follow up structures to continue the change process.

Questions for orientation:

1. Inviting stakeholders implies sharing some power and knowledge. How do leaders and consultants perceive participative approaches and what helps them to make better use of available capacities of stakeholders?
2. What is known from theory and practice about a good match between the context of the issue at stake and the change strategy, i.e. when is a participative approach the right one, when is top-down better?
3. How do participative change processes contribute to democracy? What are issues in selection of stakeholders and representation of groups? What makes a good stakeholders analysis?
4. Often a participative change process ends soon after the consultants/facilitators leave. What helps in a fast changing world to keep the participative change process going on?
5. What role can participative change processes play, such as Large Scale Interventions, in innovations regarding challenges of organizations and society?

Format for the article:

Length of one article: 22.000 – 30.000 Characters (without spaces, without Abstract, including References)

Writing style: We would encourage authors to write in the first person to better express the nature of the reflective hybrid relationship rather than the anonymous and neutral third person.

An abstract of approximately 150 words should show the connection of your topic to the title of the journal (*Challenging Organisations and Society, reflective hybrids*[®]).

Please use footnotes for quotations and provide a short “bibliography” and information “about the author” at the end.

Timeline for Volume 2 (scope and criteria)

1. Sent the topics (title, question and key words) by the end of December 2012 (maximum 50 words) to Tonnie van der Zouwen,
E-Mail: info@tonnievanderzouwen.nl
2. First drafts of contributions by end of February 2013:
maximum 22.000 – 30.000 Characters (without spaces, without Abstract and References)
3. Two Feedback/Reviews on the drafts by 15 March 2013
4. Completed articles by 30 May 2013, 22.000 – 30.000 Characters
(without spaces, without Abstract and References).
5. Volume 2 Issue 2 will appear in October 2013.

We are looking forward to your submissions,
Tonnie van der Zouwen

For more information about the Journal see: www.cos-journal.at

ANNOUNCEMENT

“Challenging Organisations and Society . reflective hybrids®”

Volume 2 Issue 1, appears May 2013

Title: Reflective Hybrids in Management and Consulting

Editors: Maria Spindler (AT), 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 organisations and society of the 21st century. Its international and multidisciplinary approaches balance theory and practice and show a wide range of perspectives organised in and between organisations and society. Being global, diverse in thinking and acting outside the box are the targets for its authors and readers in management, consulting and science.