

## Style Guide for Authors

This guide is intended to cover the major questions about preparing articles for the journal *Challenging Organisations and Society*. *reflective hybrids*®. We ask you to follow those guidelines.

### 1. Length, Font and Language

The length of an article should not exceed

→ 22.000 Characters (including spaces, abstract, references)

→ The entire articles should be word processed in a 10-point font (preferably Arial), with 1-inch/2.54 centimeter margins.

All texts have to be in English. As we are a global journal we consider English as lingua franca.

Nevertheless: please make sure that your English follows one style throughout your article - either British English or American English. As only exception to this rule we accept "direct citations" within inverted commas "....."

### 2. Abstract

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*®".

Provide a short "bibliography" and information "about the author" at the end (max.110 words).

Each article should contain the title of the article, the authors' names, complete address and an email address and keywords. Please provide 5 – 8 keywords for the article.

### 3. Tables, Figures and Graphs

Text in tables, figures and graphs is to be Arial or a similar sans serif typeface.

Number all tables and figures consecutively (one series for tables; one for figures).

#### Tables:

Pure tables (these are tables containing only text) must be built in MS Word.

Authors must provide the publisher with a separate JPEG-, PDF- or PowerPoint file of mixed tables (these are tables containing text, figures and/or graphs).

#### Graphs and Figures:

Authors must provide the publisher with a separate JPEG, PDF- or PowerPoint file of graphs and figures. Graphs and figures must not exceed the size of 100 mm (width) and 160 mm (height), because the journal will be published in A5.

#### **4. Writing style**

We would encourage authors to write in the first person ("I" or "we") to better express the nature of the reflective hybrid relationship rather than the anonymous and neutral third person.

#### **5. Headings**

Please use the following headings in the article:

##### **Main Headings**

Main headings should be used to designate the major sections of the article. They should be typed flush with the left margin in bold face, with major words beginning in capitals.

- 1 Introduction
- 2 Transformational Systemic Leadership

##### **Secondary Headings**

Secondary headings should be typed flush with the left margin in bold face, with major words beginning in capitals.

- 2.1 Recursive Learning

##### **Third-order Headings**

Third-order headings should also be typed flush with the left margin in bold face, with major words beginning in capitals.

- 3.1.1 Experiential Learning – Leadership and Team Learning in Nature

Please note that when a section of text is divided by a heading, there should be at least two subsections.

#### **6. Citations**

##### Style 1

Citations in the text by enclosing the cited authors' names and year of the work cited in parentheses as follows:

Reflection is a constructionist view of reality in which individuals consciously reflect upon, reconsider, construct, or make sense of their experience to understand its meaning (Dewey, 1933; Schön, 1983, 1987; Weick, 1995).

Citations for a direct quote must also include the page number or numbers as follows: Adams (1998, pp. 3-4) has suggested that consultants face "an arduous task when they intervene in ..."

## Style 2

Citations could also be made by footnote by enclosing the cited title, authors' names and the year of the work cited in parentheses as follows:

This article demonstrates how I use my theoretical insights in my work as a consultant for organizations and leaders: how I translate the concept that organizations transform societal complexity and uncertainty<sup>1</sup> into intervention, and how I help create awareness that organizations drive the dynamics of society and are driven by them.

### Concerning both Styles:

Please note for both styles the alphabetical order and use of ampersands; also two or more works by the same author in the same year are distinguished by "a," "b," etc. after the year. If a work has two authors, please cite both names every time the work is cited; for three or more authors only include all the names for the first cite, using the first author and "et al" after that:

Please make sure you follow one style of citation (style 1 or style 2) throughout the entire article.

## **7. References**

Include an alphabetically ordered list (using the last name of the first author or editor) of all the works cited in the paper at the end of the article. If a citation does not have an individual author or editor, please refer to the corporate author (e.g., U.S. Department of State) or periodical (e.g., *Le Monde*).

### Books:

Author(s)' or editor(s)' last name(s), Initials. (Year), Title of book – Subtitle. Publisher, City of Publication.

Spindler, M. / Steger, M. (2010), *Zwischen Universität und Unternehmen – Kultur-, sozial und wirtschaftsorientierte Forschung im Spannungsfeld von theoretischen Ansprüchen und praktischen Interessen*. Verlagshaus Hernalts, Wien.

### Periodicals:

Author(s)' last name(s), Initials. (Year), Title of article, *Name of Periodical*, volume number (issue number if relevant), page numbers.

Kneer, G. (2001), *Organisation und Gesellschaft*, *Zeitschrift für Soziologie*, Jg. 30, Heft 6, p. 407–428.

Schneider, S. C. (1987), *Managing Boundaries in Organizations*, *Political Psychology*, Vol.8, No.3, p. 100–120.

### Chapters in Books:

Author(s)' last name(s), Initials. (Year), Title of article. In Editors' Last Name, Initials (Eds.), Title of book – Subtitle (if present) (page numbers). Publisher, City of Publication.

Wierdsma, A. (2004), *Beyond Implementation. Co-creation in Change and Development*. In Boonstra, J.J. (Ed.), *Dynamics of Organizational Change and Learning* (p. 227–257). Wiley, Chichester.

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<sup>1</sup> See also "Risk Society" by Beck (1986), Baecker (2007), Luhmann (2006).

Unpublished working papers, dissertations, conference papers and Internet sites:

Author(s)' last name(s), Initials. (Year), Title. Working paper no. 01-01. University and/or College, City.

Author's last name, Initials. (Year), Title. Unpublished doctoral dissertation, University, City.

Author(s)' last name(s), Initials. (Year), Title. Paper presented at the Conference, City, (Month).

Author(s)' last name(s), Initials. (Year), Title. <<http://www.complete web address>> (Accessed date).

## **8. Biographical Sketch**

Include a biographical sketch of approximately 100 words for each author. The sketch should indicate where the highest degree was earned, present affiliation and position, and current research and/or consulting interests. If desired it could also include contact details.

Example:

Maria Spindler has been an organizational consultant for twenty years in economics (mainly banking and production) and at NGOs (mainly universities and foundations). Her consulting topics are strategy development, creating and changing organizations and structures, leadership culture and organizational learning. She is a lecturer at various universities on corporate culture, organization and management, and group dynamics. Her book publications deal with organizational learning, innovation, leadership, group dynamics, consulting and research. She has been qualified to train the trainer for the ÖGGÖ (Austrian Association for Group Dynamics & Organization Consulting) and served as board member. She holds a doctorate degree in philosophy and group dynamics.

For further information see [www.maria-spindler.at](http://www.maria-spindler.at).