A Reflective Hybrid Approach to Connecting Leadership Style and Stakeholder Perspective

Huw Jones

Keith O. Hunter
University of San Francisco, kohunter@usfca.edu

Follow this and additional works at: http://repository.usfca.edu/olc

Part of the Business Law, Public Responsibility, and Ethics Commons, Leadership Studies Commons, and the Organizational Behavior and Theory Commons

Recommended Citation
Leadership That Counts
Editors: Tom Brown and Gary Wagenheim

Tom Brown and Gary Wagenheim
Editorial
Leadership That Counts
page 930

Alice MacGillivray and Anne Litwin
Are We There Yet?
Are Perceptions of Results Shaped by Gender?
page 936

Huw Jones and Keith Hunter
A Reflective Hybrid Approach to Connecting Leadership Style and Stakeholder Perspective
page 950

Larry Green
The Metaphor as Stepping Stone: Navigating Postmodern Uncertainty
page 965

Leslie Varley
The Challenge of Indigenous Leadership within Mainstream Organizations
page 976

Heesoon Bai, David Chang, and Avraham Cohen
When the Immeasurable Leads: A Pedagogical Dialogue
page 988

Christian Stary
Handling the Intangible – An Introspective on Structural Pressure
page 999

2016 Volume 5, Issue 2

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 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.

COS-journal
Peer-reviewed
Journal “Challenging Organisations and Society . reflective hybrids® (COS)"

COS is the first journal to be dedicated to the rapidly growing requirements of reflective hybrids in our complex 21st-century organisations and society. Its international and multidisciplinary approaches balance theory and practice and show a wide range of perspectives in and between organisations and society. Being global and diverse in thinking and acting outside the box are the targets for its authors and readers in management, consulting and science.

Editor-in-Chief: Maria Spindler (AT)
email: m.spindler@cos-journal.com

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

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

Guest Editor: Tom Brown


Proofreading: Deborah Starkey

Layout: www.kronsteiner-lohmer.at

Terms of Publication: Before publication authors are requested to assign copyright to “Challenging Organisations and Society . reflective hybrids®”. Beginning one year after initial publication in “Challenging Organisations and Society . reflective hybrids®” authors have the right to reuse their papers in other publications. Authors are responsible for obtaining permission from copyright holders for reproducing any illustrations, figures, tables, etc. previously published elsewhere. Authors will receive an e-mailed proof of their articles and a copy of the final version.

Disclaimer: The authors, editors, and publisher take no legal responsibility for errors or omissions that may be made in this issue. The publisher makes no warranty, expressed or implied, regarding the material contained herein.

Copyright: COS . reflective hybrids®, Vienna 2016
Abstract
Using quantitative analysis and reflection techniques, we examine employee perception of leadership style and perceived results within organizations based in Whistler, Canada. We are primarily concerned with results in terms of organizational culture towards three key stakeholder groups: customers, community, and employees. The observed differences in results between transformational and transactional leadership provide a basis for enriching the mapping of leadership style to desired outcomes.

Keywords: Leadership, Organizational Stakeholder Performance, Corporate Social Responsibility

1 Introduction
Scholars and practitioners alike have struggled to fully explain how leaders affect organizational culture. This paper contributes insight to the debate surrounding the relationship between leadership style and certain outcomes in organizational culture. The study of organizational leadership styles is largely motivated by the belief that leadership makes differences in organizational outcomes (Zhu et al, 2005). With our particular interest in cultural outcomes, we tested hypotheses associated with two well-studied and contrasting leader types within the literature: transformational (Burns, 1978) and transactional (Burns, 1978; Bass, 1985).

Transactional leadership (TL) drives followers to achieve desired outcomes by controlling valued rewards and assuring the presence of essential resources (Bass, 1985; Zhu et al., 2005). By contrast, transformational leadership (TFL) emphasizes leader effect on follower values, beliefs and considerations...
of ideal future states (Burns, 1978). We came to a common position that, for considerations of performance results alone, we might usefully cast the difference between these two leadership styles, respectively, in terms of emphasis on measurable consequences in the case of transactional leadership and emphasis on self-awareness and alignment with a future identity in the case of transformational leadership. It is with these distinctions in mind that we developed the hypotheses and research design described below.

2 Hypotheses Development and Conceptual Framework

We compare the association of the stakeholder perspective of organizational performance with transformational and transactional leadership, respectively. As observed at the Challenging Organisations and Society (COS) dialogue, ‘What Matters’ in leadership and organizations is a point of contention, as participants vehemently disagreed. A famous simple view of what matters in business is the increase of profits (Friedman, 1970); we observed dialogue participants perhaps incorrectly associating the term ‘results’ with the Friedman doctrine. However, results need not be purely financial. Indeed, Kaplan and Norton (1992) exemplify this with their balanced score card (BSC) measure combining financial and non-financial results.

We consider non-financial components of ‘what matters’ from ‘the stakeholder perspective of organizational performance’. This perspective entails how organizational culture orientates towards organizational stakeholders from a strategic viewpoint, a neglected area of research (Ding & Ma, 2014). ‘Results’ are how well organizations do this. Further, to examine ‘what matters’ in leadership, we measure the impacts of leadership type on these ‘results’ since leadership plays a pivotal role in shaping organizational strategies and practices (Du et al, 2013).

1 Dialogue on 21st century leadership August 2015 at the Segal Graduate School of Business, Vancouver, Canada
We measure results with a concise version of Ding and Ma’s (2014) organizational assessment model, which overlays the characteristics of organizational culture on the balance scorecard’s strategic perspectives: customer, internal process, learning and innovation. We apply three key measures of the BSC ‘customer’ perspective: customer orientation (CO), social responsibility (SR), and staff satisfaction (SS), each of which map to a different stakeholder. A more detailed view of these factors is provided in Table 3.3 of section 3.

We view leadership in terms of its influence on strategic organizational processes according to the paradigm of Du et al. (2013). Within this context, we examine transactional and transformational styles. Transactional emphasizes the exchange of rewards for performance (Bass, 1985; Zhu et al., 2005), whereas transformational emphasizes the leader’s effect on follower values, beliefs and considerations of ideal future states (Burns, 1978). Using the Multifactor Leadership Questionnaire developed by Bass and Avolio (2000), we follow the advice of Du et al. (2013) measuring transactional leadership using a key construct of Management by Exception Active (MBEA), where a leader actively monitors task execution and anticipates problem correction to maintain current performance levels, and a composite variable for transformational leadership comprised of Charisma (CHI) and Intellectual Stimulation (IS). Charisma refers to managers energizing employees through a sense of purpose, modeling ethical conduct, and building identity with employees. Intellectual stimulation describes the encouragement of employees to seek improvement through questioning familiar paradigms.

Our hypothesis development process was inspired and informed by the treatment of reflective hybrids in Brown et al. (2013). Our discussions first centered around the challenge of discerning just what differential results, as defined in this paper, should be expected of the two contrasting leadership styles examined. For example, one author felt that the shared nature of culture alone would make strong achievements along those lines difficult to obtain through transactional approaches because such an approach sustains employee focus on the reward, while the timing and the nature of the reward...
may tend to be imperfect across different individuals. This point was unclear to the other author, who felt that, even if the basis of the aforementioned argument is sound, this does not provide a reason that a transformational leadership style would necessarily result in greater performance within the broad definition of the stakeholder perspective.

Ultimately, the discussions driving our hypothesis development led us to the conjecture that transformational leadership should map more positively to the stakeholder perspective on organizational performance. By its very definition, transformational leadership directly addresses key elements of culture that underlie this perspective, including values, individually held purpose and meanings. To quote Bass (1985), transformational leaders “attempt and succeed in raising colleagues, subordinates, followers, clients, or constituencies to higher awareness about issues of consequence” (p.27). Furthermore, we felt that transactional leadership places a premium on the accuracy and appropriateness of a set of measures that can be very complex with respect to our stakeholder perspective. This suggested lower likelihood of transactional leadership displaying the stronger association with stakeholder perspectives. We consequently expect the direct effects of transformational leadership to more positively associate with all three stakeholder dimensions and Organizational Stakeholder Performance (OSP):

H1: Transformational Leadership has a stronger positive relationship with Customer Orientation than does Transactional Leadership

H2: Transformational Leadership has a stronger positive relationship with Social Responsibility than does Transactional Leadership

H3: Transformational Leadership has a stronger positive relationship with Staff Satisfaction than does Transactional Leadership

H4: Transformative Leadership has a stronger positive relationship with Organizational Stakeholder Performance than does Transactional Leadership
3 Method

3.1 Survey Methodology and Demographic Variables
Quantitative survey research targeted the working population of Whistler, Canada. Whistler is a global all-season resort town with a local population of approximately 10,000 (Statistics Canada, 2011) that hosts approximately 2.7 million visitors each year (Tourism Whistler, 2016). The sampling frame was formed of three ‘closed’ Whistler Facebook groups representing 3 key themes: social (4544 members), employment (2013 members), politics (602 members). 1 survey invitation and 1 reminder were posted on each group at different times of day 3 days apart, reaching an estimated 10.4% of members. Invitees were linked to the survey hosted on SurveyMonkey, with persons not working in Whistler or under age 18 screened out. N=151 useable responses were collected from n=718 invitations, representing a response rate of approximately 21%. Personal demographics included: gender (1 = male, 2 = female); age (1 = 18-24 years, 2 = 25-34 years, 3 = 35-44 years, 4 = 45-54 years, 5 = 55 years and older); years living in Whistler (1 = less than 1 year, 2 = 1-2 years, 3 = 3-5 years, 4 = 6-10 years, 5 = 10 or more years). (In respect to respondents’ current employer, we asked their tenure with their current employer (1 = less than 1 year, 2 = 1-2 years, 3 = 3-5 years, 4 = 6-10 years,
5 = 10 or more years); and organization size (1 = 5 employees or less, 2 = 6-10 employees, 3 = 11-20 employees, 4 = 21-50 employees, 5 = 50 or more employees).

### 3.2 Leadership Style

To measure transactional and transformational leaderships, respondents were asked to answer questions about “the mangers in your organization” on a 5-point scale (1=Never, 2=Rarely, 3=Sometimes, 4=Often, 5=Always) (Du et al, 2013). Subsequent Exploratory Factor Analysis (EFA) confirmed the appropriateness of each variable where loadings were all greater than the minimum acceptable loading of 0.5 and most greater than 0.7 (Malhotra, 2010, 734). In line with Bass and Avolio (2000) and Du et al (2013), we subsequently combined the 2 transformational factors into 1 overall measure of transformational leaderships (Cronbach’s Alpha of .958), transactional leadership was reliable at .793 (Malhotra, 2010, 319).

### Table 3.2: EFA Results for Leadership Styles

<table>
<thead>
<tr>
<th>Item</th>
<th>Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transactional leadership (TL)</strong></td>
<td></td>
</tr>
<tr>
<td><em>(Eigenvalue=3.29; var explained=16.5%)</em></td>
<td></td>
</tr>
<tr>
<td>Focus attention on irregularities, mistakes, exceptions, and deviations from standards</td>
<td>MBEA1</td>
</tr>
<tr>
<td>Concentrate their full attention on dealing with mistakes, complaints, and failures</td>
<td>MBEA2</td>
</tr>
<tr>
<td>Keep track of all mistakes</td>
<td>MBEA3</td>
</tr>
<tr>
<td>Direct their attention towards failure to meet standard</td>
<td>MBEA4</td>
</tr>
</tbody>
</table>
3.2 Organizational Stakeholder Performance
To measure the dimensions of organizational stakeholder performance (CO, SR, SS), respondents were asked to state the degree to which they agree or disagree with statements on a 5-point scale (1=Strongly disagree, 2=Disagree,
3=Neither disagree nor agree, 4=Agree, 5=Strongly agree) (Ding and Ma, 2014). All factor loadings were greater than the minimum acceptable loading of 0.5 and most greater than 0.7. The Cronbach’s alphas for the subsequent dimensions were: Customer Orientation, .840; Social Responsibility, .820; Staff Satisfaction, .883; Stakeholders composite variable, .924.

**Table 3.3: EFA Results for Organizational Stakeholder Performance Dimensions**

<table>
<thead>
<tr>
<th>Item</th>
<th>Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Orientation (CO)</strong> (Eigenvalue=3.97; var explained=20.4%)</td>
<td></td>
</tr>
<tr>
<td>Have an in-depth knowledge of customer needs</td>
<td>CO1</td>
</tr>
<tr>
<td>Customer interests are considered first when we make decisions</td>
<td>CO2</td>
</tr>
<tr>
<td>The development and improvement of new products are mainly based on information feedback from customers and the market</td>
<td>CO3</td>
</tr>
<tr>
<td>There is an assessment system for customer service level</td>
<td>CO4</td>
</tr>
<tr>
<td>The company has a speedy response to customer feedback or complaints</td>
<td>CO5</td>
</tr>
<tr>
<td>Be able to get quick feedback about information of market change and get problem-solving measures</td>
<td>CO6</td>
</tr>
<tr>
<td><strong>Social Responsibility (SR)</strong> (Eigenvalue=3.10; var explained=16.5%)</td>
<td></td>
</tr>
<tr>
<td>The company is actively involved in social charity events</td>
<td>SR1</td>
</tr>
<tr>
<td>The company encourages and organizes staff to volunteer in charitable activities</td>
<td>SR2</td>
</tr>
<tr>
<td>The company complies with government requirements and legal regulations</td>
<td>SR3</td>
</tr>
<tr>
<td>Item</td>
<td>Loading</td>
</tr>
<tr>
<td>------</td>
<td>---------</td>
</tr>
<tr>
<td>The company abides by social norms and moral rules</td>
<td>SR4</td>
</tr>
<tr>
<td>The company actively involves in solving social problems</td>
<td>SR5</td>
</tr>
<tr>
<td><strong>Staff Satisfaction (SS)</strong>&lt;br&gt;(Eigenvalue=4.47; var explained=20.5%)&lt;br&gt;You like your present job very much</td>
<td>SS1</td>
</tr>
<tr>
<td>The company is greatly concerned about its staff (Whether the company cares about your personal problems or difficulties)</td>
<td>SS2</td>
</tr>
<tr>
<td>I have a happy mood every day when at work</td>
<td>SS3</td>
</tr>
<tr>
<td>Staff promotion is based on personal ability and performance</td>
<td>SS4</td>
</tr>
<tr>
<td>I am very satisfied with my income level</td>
<td>SS5</td>
</tr>
<tr>
<td>I think the company’s assessment system is fair to me</td>
<td>SS6</td>
</tr>
<tr>
<td>The company provides me with good development space and chances</td>
<td>SS7</td>
</tr>
<tr>
<td>The working environment makes me feel comfortable and safe</td>
<td>SS8</td>
</tr>
</tbody>
</table>

Measures were assessed for normality, skewness and kurtosis between -1 and +1 (Hair et al, 1995). Skewness was acceptable, 3 measures exceeded the kurtosis range: SR_3 (1.372), Tenure_whistler (-1.008), and Tenure_employer (-1.123). No treatment was applied, and this is acknowledged. Nevertheless, the generally high validity of constructs makes for suitable analyses in this study.

### 4 Analysis and Results

#### 4.1 Descriptive Statistics

The following page displays descriptive statistics for the key variables.
Challenging Organisations and Society

Table 4.1 Descriptive Statistics, Correlations, and Cronbach’s Alphas for the key variables

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Tenure</th>
<th>Org Size</th>
<th>TFL</th>
<th>TL</th>
<th>CO</th>
<th>SR</th>
<th>SS</th>
<th>OSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.7</td>
<td>12</td>
<td>-0.08</td>
<td>0.96</td>
<td>3.36</td>
<td>2.91</td>
<td>3.32</td>
<td>3.85</td>
<td>3.37</td>
<td>3.22</td>
</tr>
<tr>
<td>0.3</td>
<td>11</td>
<td>0.88</td>
<td>1.33</td>
<td>0.00</td>
<td>0.00</td>
<td>0.68</td>
<td>0.77</td>
<td>0.77</td>
<td>0.82</td>
</tr>
<tr>
<td>0.05</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>0.01</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Cronbach’s Alphas detailed diagonally in bold

* 0.05 sig (two-tailed)  ** 0.01 sig (two-tailed)
4.2 Regression Analysis

Four regression models examined transformational and transactional leaderships towards the stakeholder construct and each stakeholder dimension: customer orientation, social responsibility, staff satisfaction. In model 1, control variables were regressed to the dependent variables. In subsequent models, control variables and dependent variables were entered in step 1 followed by the independent variable(s) in step 2. Specifically, model 2 added only transformational in step 2, model 3 added only transactional in step 2, and model 4 was the full model adding both transformational and transactional leaderships in step 2.

<table>
<thead>
<tr>
<th>Table 4.2 Regression Analysis Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 4.2 Regression Analysis Results</td>
</tr>
<tr>
<td>Model 1. Covariates</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>.294***</td>
</tr>
<tr>
<td>.347***</td>
</tr>
<tr>
<td>.380***</td>
</tr>
<tr>
<td>.402***</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>.020</td>
</tr>
<tr>
<td>-.019</td>
</tr>
<tr>
<td>-.092</td>
</tr>
<tr>
<td>-.048</td>
</tr>
<tr>
<td>Tenure in Whistler</td>
</tr>
<tr>
<td>-.477</td>
</tr>
<tr>
<td>-.225</td>
</tr>
<tr>
<td>-.128</td>
</tr>
<tr>
<td>-.301</td>
</tr>
<tr>
<td>Tenure in Organization</td>
</tr>
<tr>
<td>.244**</td>
</tr>
<tr>
<td>.108</td>
</tr>
<tr>
<td>.137</td>
</tr>
<tr>
<td>.187*</td>
</tr>
<tr>
<td>Organization Size</td>
</tr>
<tr>
<td>.084</td>
</tr>
<tr>
<td>.115</td>
</tr>
<tr>
<td>-.062</td>
</tr>
<tr>
<td>.019</td>
</tr>
<tr>
<td>R^2</td>
</tr>
<tr>
<td>.161***</td>
</tr>
<tr>
<td>.121***</td>
</tr>
<tr>
<td>.124***</td>
</tr>
<tr>
<td>.165***</td>
</tr>
<tr>
<td>Model 2</td>
</tr>
<tr>
<td>Transformational leadership</td>
</tr>
<tr>
<td>.489***</td>
</tr>
<tr>
<td>.461***</td>
</tr>
<tr>
<td>.618***</td>
</tr>
<tr>
<td>.619***</td>
</tr>
<tr>
<td>R^2</td>
</tr>
<tr>
<td>.353***</td>
</tr>
<tr>
<td>.290***</td>
</tr>
<tr>
<td>.433***</td>
</tr>
<tr>
<td>.458***</td>
</tr>
</tbody>
</table>
We expected transformational leadership to more positively associate with all 3 stakeholder dimensions and organizational stakeholder performance. Transformational leadership was positively related to customer orientation, social responsibility, staff satisfaction, and organizational stakeholder performance (model 2, p<.001). Whereas transactional was positively related to social responsibility, staff satisfaction, and organizational stakeholder performance (model 3, p<.001), there was a nonsignificant relationship with customer orientation. In Model 4, which included both leadership variables, transformational remained significantly and positively related to all four stakeholder dependent variables (p<.001) while transactional remained only significantly related to social responsibility (p<.001). Further, transformational leadership displayed stronger relationships with all dependent variables as all beta coefficients were greater and all $R^2$ changes were greater.

<table>
<thead>
<tr>
<th></th>
<th>Customer Orientation</th>
<th>Social Responsibility</th>
<th>Staff Satisfaction</th>
<th>Organizational Stakeholder Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Model 3</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transactional leadership</td>
<td>.176</td>
<td>.385***</td>
<td>.267***</td>
<td>.310***</td>
</tr>
<tr>
<td>$R^2$</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.186**</td>
<td>.258***</td>
<td>.188***</td>
<td>.260***</td>
</tr>
<tr>
<td><strong>Model 4</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>.499***</td>
<td>.347***</td>
<td>.604***</td>
<td>.581***</td>
</tr>
<tr>
<td>Transactional leadership</td>
<td>-.020</td>
<td>.248***</td>
<td>.029</td>
<td>.081</td>
</tr>
<tr>
<td>$R^2$</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.349***</td>
<td>.335***</td>
<td>.430***</td>
<td>.463***</td>
</tr>
</tbody>
</table>

* p < 0.05, ** p < 0.01, *** p < .001. Covariate results for models 2 to 4 not shown.
5 Conclusions, Implications, and Discussion

We provide compelling evidence that resort town-based organizations aiming to strategically align towards stakeholders both inside and outside the organization would benefit most from the use of a transformational leadership style focusing on intellectual stimulation and charisma.

However, we do not suggest complete dismissal of transactional leadership as an approach to influencing stakeholder perspective results. We found an intriguing and unexpected relationship between transactional leadership and the stakeholder dimension of ‘social responsibility’. Our expectation was that transactional leadership would have the least impact on social responsibility, but we found otherwise. One author noted that, since the literature varies considerably on both definition and measurement of the concept (Parmar et al, 2010), we have cause for concern over this variable’s veracity. The other author acknowledges this, but argues that this particular result for transactional leadership may be due to a weaker-felt context of ‘society’ relative to ‘customer’ or ‘staff.’ This argument centers around the notion that transformational leadership appeals to the positive effects of social identity on job performance (Herman & Chiu, 2014). The author making this argument held that identity with coworkers and customers is far more available for managers to foster in their organizations than solidarity or identity with more distant stakeholders would tend to be. Hence, transformational leadership effects may tend to be weaker than expected drivers of social responsibility in the presence of rewards and incentives for measurable behaviors held to be consistent with social responsibility. Through their shared reflection, the authors came to agreement that the social responsibility construct measured by Ding and Ma (2014) chiefly measures ‘checkbook CSR’ and ‘adherence’, to which a transactional approach would be highly relevant. If organizations simply want to ‘account’ for ‘social responsibility’, transactional qualities may be suitable yet inferior for driving deeper commitment. However, if organizations wish to inspire and create a culture of socially responsible employees and business practices, transformational leadership qualities...
remain superior. To examine this further, we subsequently recommend the effect of leadership style on multiple measures of CSR be examined in future research.

References


About the Authors

Heesoon Bai, Ph.D. is Professor of Philosophy of Education in the Faculty of Education at Simon Fraser University in Canada. She researches and writes in the intersections of ethics, ecological worldviews, contemplative ways, and Asian philosophies. She is also a practicing psychotherapist. You can find Professor Bai’s published works at http://summit.sfu.ca/collection/204. Her faculty profile at SFU can be found at http://www.sfu.ca/education/faculty-profiles/hbai.html.

Contact: hbai@sfu.ca

Tom Brown holds an MBA and a Doctorate in Educational Leadership from Simon Fraser University. He has an academic and practical background in communications, program development and instructional design. His research interests are located at the intersection of university teaching and business ethics with a particular interest in online education. Since 1998 he has held a variety of senior administrative positions in the Beedie School of Business at Simon Fraser University. Currently he teaches business ethics and serves as Academic Director of the Part Time MBA and the online Graduate Diploma in Business Administration.

David Chang is a doctoral student in the Faculty of Education at Simon Fraser University. His research looks at ecological ethics, contemplative practice and sustainable communities. David has worked as a teacher and teacher educator in both secondary and post-secondary institutions.

Contact: dchangh@sfu.ca

Avraham Cohen, Ph.D., R.C.C., C.C.C. is Professor at City University of Seattle in Vancouver BC, Canada and serves as the Associate-Director for the Master in Counselling program. Since 1987 he has conducted a private psychotherapy practice in Vancouver BC. His recent book publications are Becoming Fully Human Within Educational Environments: Inner Life,
Relationship, and Learning, and Speaking of Learning: Recollections, Revelations, and Realizations.

Contact: acohen@cityu.edu

Larry Green is a psychotherapist in private practice and an Associate Professor at City University of Seattle, Canada. His doctoral dissertation (Simon Fraser University) explored the relationship between the prereflective (intuitive) self and the reflective mind. He believes that the prereflective self is more adept than the latter for registering one’s immediate situation. The reflective mind often fails to recognize any phenomena that can’t be integrated into its pre-existing conceptual categories. Given this orientation, Green’s teaching and therapeutic approach emphasizes attending to one’s immediate situation and then developing a symbol, image or metaphor that communicates an understanding of the team’s situated challenges.

Contact: genero@telus.net

Keith Hunter is an Assistant Professor in the Department of Organization, Leadership and Communication at the University of San Francisco’s School of Management. A veteran of the US Navy, he earned his PhD in Organizational Behavior and Management at Carnegie Mellon University in 2011. His primary research interests involve leadership, organizational culture and social network dynamics. Dr. Hunter’s teaching spans both the graduate and undergraduate levels, featuring courses in management, leadership, team dynamics and power and influence. A modeling and simulation enthusiast, Dr. Hunter also holds BS and MS degrees in computer science from the University of Central Florida.

Contact: keith.o.hunter@gmail.com or kohunter@usfca.edu

Huw Jones is a business and social research consultant and registered casual academic at the University of Newcastle (UON). Dr. Jones earned his Doctor of Business Administration at UON in 2014; his doctoral thesis examined the relationships between authentic corporate social responsibility
and organizational commitment in Australia. Dr. Jones’ primary academic research interests include corporate social responsibility, organizational performance, and management accounting. In practice, Dr. Jones consults in business analytics, market research, and social research.

Contact: huwj001@gmail.com

Anne Litwin, PhD, is an organization development consultant, educator, researcher and executive coach. Anne has been a professional researcher and statistician, the CEO of her family retail business and is past-Chair of the Board of Directors of NTL Institute of Applied Behavioral Science. She is co-editor of the book Managing in the Age of Change and author of the recent book New Rules for Women: Revolutionizing the Way Women Work Together (2014), along with numerous journal articles. Anne received her PhD from Fielding Graduate University in Human and Organizational Systems in 2008. She lives in Boston.

Contact: www.annelitwin.com or annelitwin@earthlink.net

Alice MacGillivray is an independent consultant specializing in leadership and knowledge strategy. She began her formal education in the natural sciences and principles from nature continue to inform her work. Alice is also an Associate Faculty member with Royal Roads University and a Fellow with the Institute for Social Innovation at Fielding Graduate University. She has Master’s degrees in Leadership and in Human Development and a PhD in Human and Organizational Systems. Alice lives on Gabriola Island on Canada’s west coast.

Contact: www.4KM.net or Alice@4KM.net

Christian Stary received his Diploma degree in computer science from the Vienna University of Technology, Austria, in 1984, his Ph.D. degree in usability engineering, and also his Habilitation degree from the Vienna University of Technology, Austria, in 1988 and 1993, respectively. He is currently full Professor of Business Information Systems with the University of Linz.
His current research interests include the area of interactive distributed systems, with a strong focus on method-driven learning and explication technologies for personal capacity building and organizational development.

**Leslie Varley**, a member of the Killer Whale clan of the Nisga’a Nation, is a social justice advocate. She recently became the Executive Director of British Columbia Association of Aboriginal Friendship Centres. Previously Leslie held the Indigenous health portfolio at Provincial Health Services Authority where she co-lead the development of San’yas Indigenous Cultural Safety Training, a facilitated, online decolonizing anti-racism training program offered to the health and social justice sectors in three Canadian provinces. Leslie’s community work has focused on ending violence against Indigenous women and girls. She holds a Master’s in Business Administration from Simon Fraser University.

Contact: larvarley@gmail.com

**Gary Wagenheim** is adjunct management professor at the Beedie School of Business at Simon Fraser University and Aalto University Executive Education and former professor of organizational leadership at the School of Technology at Purdue University. His research and teaching interests are reflective practice, leadership, and organizational behavior. He owns and operates Wagenheim Advisory Group that provides corporate training, coaching, and organizational development programs. Dr. Wagenheim received a Ph.D. and a M.A. in Human and Organizational Systems from Fielding Graduate University, and a M.B.A. in Organizational Behavior/ Organizational Change and Development from Syracuse University. He lives in Vancouver, Canada.

Contact: wagenhei@sfu.ca
Next New Action
(3d)
Assess your creative potential for leadership and consulting
dates 2018 forthcoming

Group in collective flow
(5d)
Deep dive generative group dynamics
Venice, 20.-24.3.2017

COS Conference active participation
(2,5d)
Engage on stage, show your intention and action for organisations & society
Venice, 19.-21.10.2017

COS Curriculum
Creators for organisations & Society
25 days & 1d/8h coaching for master’s piece

Flow peer group
(3 x 1d)
Your homebase for orientation, integration & individual learning

Flow in collective flow
(3 x 1d)
Your homebase for orientation, integration & individual learning

Integrating somatic intelligence in high performance teams
(4d)
Awaken somatic intelligence for generative change
Vienna, 25.-28.5.2017

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!
tbd. with participants

Whole System:
Co-Creating new structures for collaboration
(2,5d)
Futuring, working with large groups and networks for transformational change
Berlin, 27.-29.4.2017

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!
tbd. with participants

Next New Action
(3d)
Assess your creative potential for leadership and consulting
dates 2018 forthcoming

Group in collective flow
(5d)
Deep dive generative group dynamics
Venice, 20.-24.3.2017

COS Conference active participation
(2,5d)
Engage on stage, show your intention and action for organisations & society
Venice, 19.-21.10.2017

COS Curriculum
Creators for organisations & Society
25 days & 1d/8h coaching for master’s piece

Flow peer group
(3 x 1d)
Your homebase for orientation, integration & individual learning

Flow in collective flow
(3 x 1d)
Your homebase for orientation, integration & individual learning

Integrating somatic intelligence in high performance teams
(4d)
Awaken somatic intelligence for generative change
Vienna, 25.-28.5.2017

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!
tbd. with participants

Whole System:
Co-Creating new structures for collaboration
(2,5d)
Futuring, working with large groups and networks for transformational change
Berlin, 27.-29.4.2017

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!
tbd. with participants
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: a.schueller@cos-journal.com
Dr. Maria Spindler: m.spindler@cos-journal.com

Costs approx.: € 5,600,00 + VAT
We are happy to announce:  
**Fresh COS-Creations in 2017!**

**The Group in Collective Flow. A Course in Group Dynamics.**  
March 20 – 24 2017, Venice, Italy

Dr. Andrea Schueller, Dr. Liselotte Zvacek, Prof. Bernadette Brinkmann

In a five days intense joint learning journey you look behind the curtain of co-creating meaningful systems while being an active, sensing and reflective part of this process. You experience highly practical and real-time learning while deepening the connection to your Self and the collective wisdom of the group as it emerges Here and Now. Accessing your conscious and unconscious mind you widen your repertoire for recognizing and changing patterns on a personal, interpersonal and systemic level - and inbetween. Surfing and crashing waves, understanding and moving with and against the currents, you and the collective become more: clear, fluent and (personally) experienced in co-creating (from) collective flow.

**Integrating Somatic Intelligence in High Performance Teams.**  
May 25 – 28 2017, Vienna, Austria

Dr. Steven Gilligan & Team: Dr. Andrea Schueller, Dr. Maria Spindler, Eva Wieprecht, Dr. Liselotte Zvacek

Growing as a team and in team performance through only cognitive action is like swimming without water: it gets very dry...! You deepen your understanding and somatic practice to maintain and regain high levels of creativity nurtured from a state of multiple positive connections beyond ego state. At the heart of this process is attention to a person’s and a team’s state as the core difference that makes a difference; that is, the creative outcomes are only as good as the underlying state. Through cutting edge methodology, integrating Generative Change Work, Somatics and Generative Group Dynamics, you go on an experiential learning journey at the intersection of individual and collective self.
Anticipating the future with the Whole System: Co-creating new structures for collaboration.
April 27 – 29 2017, Berlin, Germany

Dr. Tonnie van der Zouwen, MCM

In this two-and-a-half days interactive training workshop, you explore and seriously play with a unique mix of practical theory and mindful practice: You will get familiar and “cook” with the principles of co-creation for enabling an organization or community to anticipate the future by creating new structures for collaboration. You become familiar with various methods and techniques for facilitating productive meetings with large groups of stakeholders (20 -> 1000 participants). Working with your own cases you start with planning and designing the process, learn how to work with a diverse planning group, opening up for and allowing distributed leadership.

Read more: www.cos-journal.com
Become a Friend & Member of COS!

Join the COS movement and become a Friend & Member of COS! COS is a home for reflective hybrids and a growing platform for co-creation of meaningful, innovative forms of working & living in and for organizations and society, between and beyond theory and practice. We invite you to become an active member of COS.

Being a part of COS you have access to our products and happenings. As a Friend & Member, you carry forward the COS intention of co-creating generative systems through mindful, fresh mind-body action. Let’s connect in and for novel ways around the globe!

Access points for your participation & future contribution are:

- Mutual inspiration & support at the COS-Conference
- Development & transformation at COS-Creations Seminars
- Creative scientific publishing & reading between and beyond theory and practice
- COS LinkedIn Virtual Community
- And more …

The Friend & Membership fee is € 200.– + 20% VAT for 18 months. Why 18 months? We synchronize the Friend & Membership cycle with the COS-conference rhythm and 3 COS journal editions.

Your 18 month COS Friend & Membership includes:

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

Send your application for membership to office@cos-journal.com
Join COS, a Home for Reflective Hybrids

The future is an unknown garment that invites us to weave our lives into it. How these garments will fit, cover, colour, connect and suit us lies in our (collective) hands. Many garments from the past have become too tight, too grey, too something…and the call for new shapes and textures is acknowledged by many. Yet changing clothes leaves one naked, half dressed in between. Let’s connect in this creative, vulnerable space and cut, weave and stitch together.

Our target group is reflective hybrids – leaders, scientists, consultants, and researchers from all over the world who dare to be and act complex. Multi-layered topics require multidimensional approaches that are, on the one hand, interdisciplinary and, on the other hand, linked to theory and practice, making the various truths and perspectives mutually useful.

If you feel you are a reflective hybrid you are very welcome to join our COS movement, for instance by:

• Visiting our website: www.cos-journal.com


• Following our COS-Conference online: www.cos-journal.com/conference2016

• Subscribing to our newsletter: see www.cos-journal.com/newsletter

• Subscribing to the COS Journal: see www.cos-journal.com/buy-subscribe

• Ordering single articles from the COS Journal: www.cos-journal.com/buy-articles-pdf

• Becoming a member of our LinkedIn group: go to www.linkedin.com and type in “Challenging Organisations and Society.reflective hybrids” or contact Tonnie van der Zouwen on t.vanderzouwen@cos-journal.com
Order COS Journals and COS Articles
Challenging Organisations and Society. reflective hybrids®

Mental Leaps into Challenging Organisations and Society
Volume 1, Issue 1, October 2012
Editor: Maria Spindler (A)

Reflective Hybrids in Management and Consulting
Volume 2, Issue 1, May 2013
Editors: Maria Spindler (A), Gary Wagenheim (CA)

Involving Stakeholders to Develop Change Capacity for More Effective Collaboration and Continuous Change
Volume 2, Issue 2, October 2013
Editor: Tonnie van der Zouwen (NL)

Different Culture, Different Rhythms
Volume 3, Issue 1, May 2014
Editor: Karin Lackner (DE)

On the Move: Patterns, Power, Politics
Volume 3, Issue 2, October 2014
Editors: Maria Spindler (A) and Tonnie van der Zouwen (NL)

Positive Deviance Dynamics in Social Systems
Volume 4, Issue 1, May 2015
Editors: Maria Spindler (A) and Gary Wagenheim (CA)

Elaborating the Theory – Practice Space: Professional Competence in Science, Therapy, Consulting and Education
Volume 4, Issue 2, October 2015
Editors: Ilse Schrittesser (A) and Maria Spindler (A)

Change in Flow: How Critical Incidents Transform Organisations
Volume 5, Issue 1, May 2016
Editors: Nancy Wallis (US) & Maria Spindler (A)

Leadership That Counts
Volume 5, Issue 2, October 2016
Editors: Tom Brown (CA), Gary Wagenheim (CA)
each € 28.– plus shipping costs

Subscription of the COS Journal
The journal is published semi-annually (May and October). The price of an annual subscription is € 50.– plus shipping costs (two issues each year).

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

Order the COS Journal
for € 10,– per article at www.cos-journal.com
www.cos-journal.com/buy-articles-pdf

Order and subscribe the COS Journal at www.cos-journal.com
www.cos-journal.com/buy-subscribe/
or mail us to sales@cos-journal.com

Challenging Organisations and Society. reflective hybrids®
SAVE THE DATE
3rd COS Conference
19. – 21. October 2017
In Venice, Italy

ANNOUNCEMENT – MAY 2017
Challenging Organisations and Society . reflective hybrids®
Volume 6, Issue 1
Title: Inner Outer Spaces
Editors: Maria Spindler (A), Christian Stary (A)
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.

www.cos-journal.com
ISSN 2225-1774