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# A Reflective Hybrid Approach to Connecting Leadership Style and Stakeholder Perspective

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*Huw Jones and Keith Hunter*

# **A Reflective Hybrid Approach to Connecting Leadership Style and Stakeholder Perspective**

## **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)<sup>1</sup> 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).

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<sup>1</sup> Dialogue on 21<sup>st</sup> 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 transformative 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, transformative 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

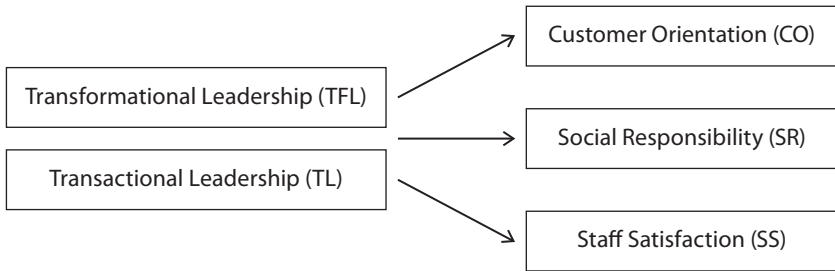


Figure 2.1: Leadership Type and Organizational Performance Dimensions

### 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 managers 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**

	Item	Loading
<b>Transactional leadership (TL)</b> (Eigenvalue=3.29; var explained=16.5%)		
Focus attention on irregularities, mistakes, exceptions, and deviations from standards	MBEA1	.859
Concentrate their full attention on dealing with mistakes, complaints, and failures	MBEA2	.852
Keep track of all mistakes	MBEA3	.634
Direct their attention towards failure to meet standard	MBEA4	.737

	Item	Loading
<b>Transformational leadership (TFL)</b> (Eigenvalue=9.4; var explained=46.7%)		
Re-examine critical assumptions to question whether these are appropriate	IS1	.873
Seek differing perspectives when solving problems	IS2	.908
Get others to look at problems from many different angles	IS3	.868
Suggest new ways of looking at how to complete assignments	IS4	.922
Talk about their most important values and beliefs	CHI1	.756
Specify the importance of having a strong sense of purpose	CHI2	.751
Consider the moral and ethical consequences of decisions	CHI3	.806
Emphasize the importance of having a collective sense of mission	CHI4	.763
Talk optimistically about the future	CHI5	.766
Talk enthusiastically about what needs to be accomplished	CHI6	.803
Articulate a compelling vision of the future	CHI7	.827
Express confidence that goals will be achieved	CHI8	.814
Instill pride in others for being associated with them	CHI9	.806
Go beyond self-interest for the good of the group	CHI10	.790
Act in ways that build others' respect for me	CHI11	.812
Display a sense of power and confidence	CHI12	.548

### 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**

	Item	Loading
<b>Customer Orientation (CO)</b> (Eigenvalue=3.97; var explained=20.4%)		
Have an in-depth knowledge of customer needs	CO1	.768
Customer interests are considered first when we make decisions	CO2	.831
The development and improvement of new products are mainly based on information feedback from customers and the market	CO3	.785
There is an assessment system for customer service level	CO4	.654
The company has a speedy response to customer feedback or complaints	CO5	.643
Be able to get quick feedback about information of market change and get problem-solving measures	CO6	.749
<b>Social Responsibility (SR)</b> (Eigenvalue=3.10; var explained=16.5%)		
The company is actively involved in social charity events	SR1	.646
The company encourages and organizes staff to volunteer in charitable activities	SR2	.710
The company complies with government requirements and legal regulations	SR3	.787

	Item	Loading
The company abides by social norms and moral rules	SR4	.739
The company actively involves in solving social problems	SR5	.825
<b>Staff Satisfaction (SS)</b> (Eigenvalue=4.47; var explained=20.5%)		
You like your present job very much	SS1	.649
The company is greatly concerned about its staff (Whether the company cares about your personal problems or difficulties)	SS2	.741
I have a happy mood every day when at work	SS3	.694
Staff promotion is based on personal ability and performance	SS4	.715
I am very satisfied with my income level	SS5	.673
I think the company's assessment system is fair to me	SS6	.762
The company provides me with good development space and chances	SS7	.805
The working environment makes me feel comfortable and safe	SS8	.773

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.

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

	Mean	Std	1	2	3	4	5	6	7	8	9	10	11	
1	Gender	1.33	.47											
2	Age	2.66	.88	.12										
3	Tenure Whis- tler	3.59	1.28	.16*	.55**									
4	Tenure Org	2.88	1.37	.07	.48**	.68**								
5	Org Size	3.85	1.37	.00	-.08	.03	.11							
6	TFL	3.36	1.05	.32**	-.15	-.22**	-.07	-.04	0.96					
7	TL	2.91	.77	.16*	-.05	.04	.10	.11	.37**	0.79				
8	CO	3.31	.72	.28**	-.07	-.23**	-.03	.02	.55**	.14	0.84			
9	SR	3.25	.77	.35**	-.09	-.12	-.05	.06	.57**	.38**	.58**	0.82		
10	SS	3.09	.70	.33**	-.05	-.02	.01	-.08	.67**	.30**	.61**	.68**	0.88	
11	OSP	3.22	.63	.37**	-.08	-.14	-.03	-.00	.69**	.31**	.84**	.87**	.89**	0.92

\* 0.05 sig (two-tailed) \*\* 0.01 sig (two-tailed)  
Cronbach's Alphas detailed diagonally in bold

### 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 4.2 Regression Analysis Results**

	Customer Orientation	Social Responsibility	Staff Satisfaction	Organizational Stakeholder Performance
<b>Model 1. Covariates</b>				
Gender	.294***	.347***	.380***	.402***
Age	.020	-.019	-.092	-.048
Tenure in Whistler	-.477	-.225	-.128	-.301
Tenure in Organization	.244**	.108	.137	.187*
Organization Size	.084	.115	-.062	.019
R <sup>2</sup>	.161***	.121***	.124***	.165***
<b>Model 2</b>				
Transformational leadership	.489***	.461***	.618***	.619***
R <sup>2</sup>	.353***	.290***	.433***	.458***

	Customer Orientation	Social Responsibility	Staff Satisfaction	Organizational Stakeholder Performance
<b>Model 3</b>				
Transactional leadership	.176	.385***	.267***	.310***
<i>R</i> <sup>2</sup>	.186**	.258***	.188***	.260***
<b>Model 4</b>				
Transformational leadership	.499***	.347***	.604***	.581***
Transactional leadership	-.020	.248***	.029	.081
<i>R</i> <sup>2</sup>	.349***	.335***	.430***	.463***

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < .001$ . Covariate results for models 2 to 4 not shown.

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.

### ***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.

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**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.

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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.

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**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.

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## Next New Action

(3d)

*Assess your creative potential for leadership and consulting*

dates 2018 forthcoming

## COS Curriculum

# Creators for Organisations & Society

25 days & 1d/8h coaching for master's piece

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## Group in collective flow

(5d)

*Deep dive generative group dynamics*

Venice, 20.-24.3.2017

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## COS Conference active participation

(2,5d)

*Engage on stage, show your intention and action for organisations & society*

Venice, 19.-21.10.2017

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## Flow peer group

(3 x 1d)

*Your homebase for orientation, integration & individual learning*

Vienna, 3.12.2016

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## Integrating somatic intelligence in high performance teams

(4d)

*Awaken somatic intelligence for generative change*

Vienna, 25.-28.5.2017

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## 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

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## 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

## 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](mailto:a.schueller@cos-journal.com)

Dr. Maria Spindler: [m.spindler@cos-journal.com](mailto: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 Wiprecht, 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](http://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.

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Send your application for membership to [office@cos-journal.com](mailto: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](http://www.cos-journal.com)
- Getting in touch with COS-Creations. A space for personal & collective development, transformation and learning. Visit our website: [www.cos-journal.com/cos-creations/](http://www.cos-journal.com/cos-creations/)
- Following our COS-Conference online: [www.cos-journal.com/conference2016](http://www.cos-journal.com/conference2016)
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**SAVE THE DATE**  
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**Challenging Organisations and Society . reflective hybrids®**

**Volume 6, Issue 1**

**Title: Inner Outer Spaces**

**Editors: Maria Spindler (A), Christian Stary (A)**

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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.