

## **Final Call for Papers and Deliberations Topics**

*ECCON 2007 Annual Meeting  
Hotel Nassau, Bergen aan Zee, The Netherlands  
Conference Dates: 19-21 October 2007*

### **ECCON 2007 ANNUAL MEETING**

# **“Phase Transitions in Organisations”**

© 18 September 2007

#### **Session Convenor: Dr. Frans M. van Eijnatten**

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#### **Important Dates**

*Deadline Abstracts: 15 May 2007  
Deadline Papers and Deliberation Topics: 20 September 2007  
Send Abstract/ Paper/ Topic to: Frans M. van Eijnatten*

*Deadline Registration: 1 June 2007  
Deadline Payments: 15 August 2007  
Send Registration to: Mrs. Bea van Asseldonk-Krekelberg*

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## Overview Statement

### Introduction

Thinking together about the idea of “*Phase Transitions in Organisations*” is the interactive process suggestion for the 2007 Annual Meeting of the European Chaos & Complexity in Organisations Network **ECCON**.

The network wishes to continue her collaborative inquiry into the concepts and methodologies of a Chaos & Complexity (C&C) inspired paradigm in organisation and management. **ECCON** explicitly stimulates research using the C&C lens, and also continue to create publication opportunities for its members.

### The Chaordic Lens

A chaordic perspective enables us to view organisations as complex, dynamical, nonlinear holonic systems. Organisations seen as ‘complex work holar-chies’ may advance through different phases, ranging from more orderly to more chaotic. In those phases we distinguish between different patterns or ‘attractors’. A consolidated ‘status-quo’ situation might represent instances of a dominant attractor characterised by both ‘old doing and old thinking’, while the desirable situation might represent some instances of a new attractor characterised by ‘new doing and new thinking’. A typical successful transformative change or ‘qualitative leap’ is defined as a transition from the old attractor into a new attractor which change might result rather instantaneously instead of

gradually. It also may result in temporary mal-adaptive, unstable patterns that paradoxically combine ‘old doing / new thinking’ or ‘new thinking / old doing’.

## An Short Introduction into This Year’s ECCON Theme

ECCON choose as its 2007 theme “*Phase Transitions in Organisations*”. The theme was inspired by Philip Ball’s (2004) popular book “*Critical Mass: How One Thing Leads to the Other.*” *Here is a glimpse of what that book is about:*

*“Ball (...) demonstrates how the application of the laws of modern physics to the social sciences can greatly enrich our understanding of the laws of human behavior: we can, he says, make predictions about society without negating the individual’s free will.”*

*Publishers Weekly, May 10, 2004*

*“Philip Ball describes his interest as ‘social physics’ and that’s a pretty apt description for a volume that examines the parallels between physical laws and the way our society operates. Such chemical phenomena as Phase Transitions (think of water suddenly reforming into ice...or steam) are akin to the way societal change can suddenly emerge: the massive and sudden adoption of the internet around 1995-1997 for example.”*

*Riderinfo.com, 2007*

Inspired by Ball, ECCON wants to examine some parallels between physics and the social sciences at its annual meeting. Its 2007 theme “*Phase Transitions in Organisations*” might stimulate its members to explore both reversible and irreversible phenomena in organisations, characterized by leaplike behaviour. More specifically, ECCON wants to explore what exactly will happen during phases of transition.

According to the Wikipedia Encyclopedia (2007) “the distinguishing characteristic of a [phase transition](#) is an abrupt sudden change in one or more physical properties. The different phases of a system may be represented using a [phase diagram](#),” see Figure 1.

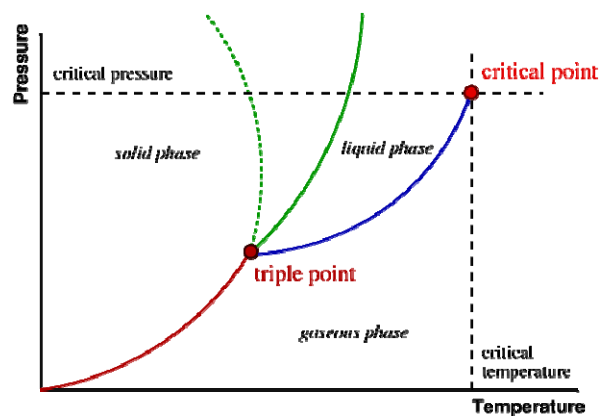


Figure 1 A Phase Diagram

*Source: Wikipedia Encyclopedia, 2007*

According to the Wikipedia Encyclopedia (2007) “the axes of the diagrams are the relevant thermodynamic variables. For simple mechanical systems, generally pressure and temperature are used. The markings on the phase diagram show the points where the free energy is non-analytic. The open spaces, where the free energy is analytic, correspond to the phases. The phases are separated by lines of non-analyticity, where phase transitions occur, which are called [phase boundaries](#).”

In the diagram, the phase boundary between liquid and gas does not continue indefinitely. Instead, it terminates at a point on the phase diagram called the **critical point**. At temperatures and pressure above the critical point, the physical property differences that differentiate the liquid phase from the gas phase become less defined.”

For **ECCON**, the interesting question is how the concept of ‘**phase transitions**’ might be applied to organisations. How can familiar, observable phenomena in organisations be parsimoniously explained using this concept? A more advanced question is what exactly is happening in the four quadrants of the so-called ‘**Eye in the Chaos**’, the unstable zone in which the level of complexity is starting to change, see Figure 2.

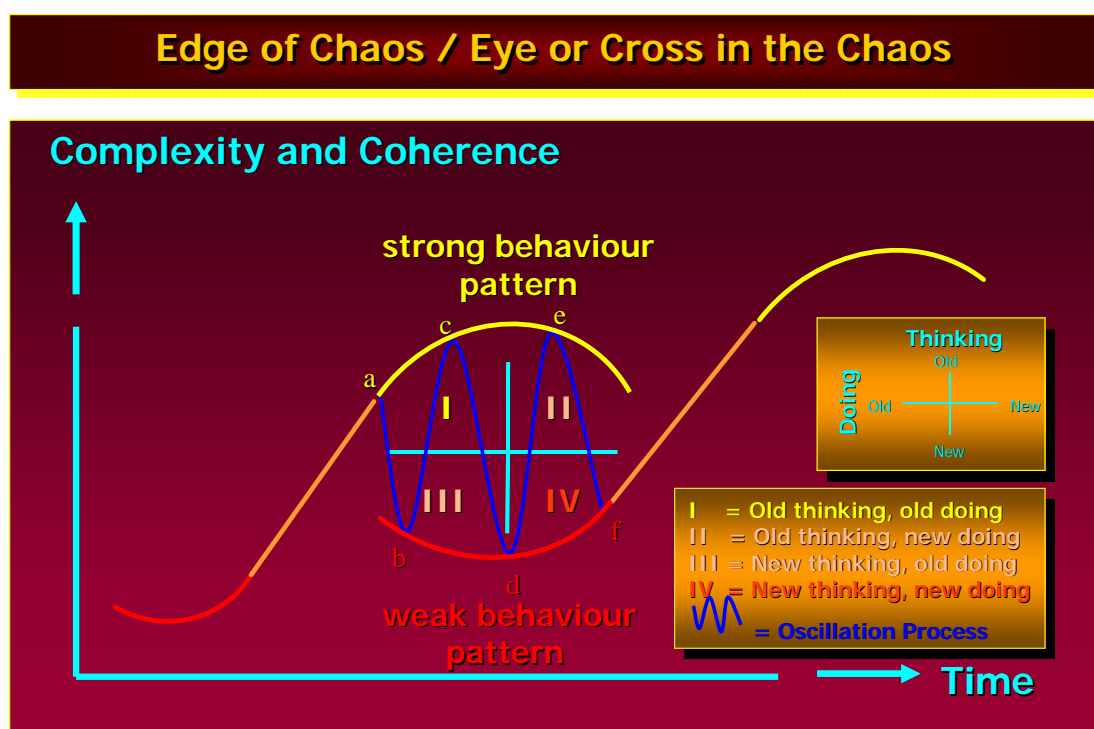


Figure 2 The Edge of Chaos / Eye or Cross in the Chaos  
After: Peters & Wetzels (1998 / 2003)

**ECCON** invites its members to come up with **papers and deliberation topics** in which the concept of ‘**phase transitions**’ is used to describe and measure observable phenomena in organisations, with the explicit goal to develop more in-depth understanding, and to go beyond metaphor. The reference list contains some additional literature references and links for triggering ideas.

## **ECCON**

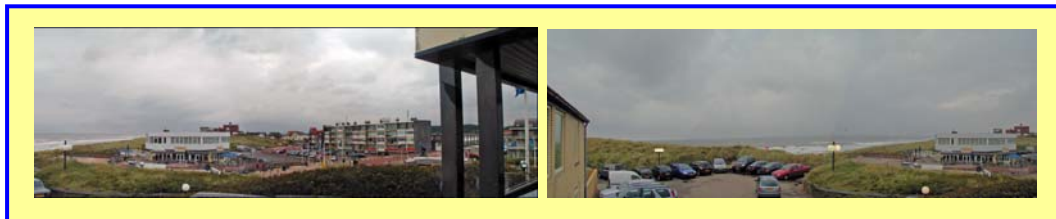
**ECCON** is an emerged European Network on Chaos & Complexity Research and Management Practice that aims to connect social scientists of various academic disciplines that wish to develop, execute and review research that is exploring the Chaos and Complexity lenses. The network is structured as a

virtual organisation with nodes to other Chaos & Complexity initiatives both in Europe and elsewhere.

**ECCON** wants to connect researchers who are inspired by Chaos & Complexity theory, to exchange experiences and learnings, and to develop new methods and techniques for chaordic thinking. The network is focused on the fields of Chaos & Complexity in organisations. Because the European Chaos & Complexity in Organisations Network is a scientific network, all individual members should be affiliated with universities, or can show past performances in publishing in the above-mentioned fields.

**ECCON's** annual meeting is open to scholars and reflective practitioners who are studying organisational development and change from a Chaos & Complexity perspective. Both theoretical and empirical papers are invited about individual and organisational development, ranging from individual psychology to management science and policy-making; Improved versions of previous papers are especially encouraged. However, during the meeting detailed dialogue about research problems and questions is the prime mode of communication. Therefore, presentations have to be kept to an absolute minimum.

***The ECCON 2007 Meeting will be held at  
Hotel Nassau, Bergen aan Zee, The Netherlands***



**Potential Meeting Arrangements  
ECCON 2007 Participants**

**!!! Attention: All Alternative Price Indications are Per Person !!!**

- **Alternative T (€ 780)**: Arriving Thursday evening, October 18; departure Monday morning, October 22: **4 Nights** in a **single room** with breakfast included on Friday, Saturday, Sunday and Monday, coffee and tea included on Friday, Saturday and Sunday, lunch included on Friday, Saturday, and Sunday, dinner included on Thursday, Friday, Saturday and Sunday;
- **Alternative TT (€ 710 x 2)**: Arriving Thursday evening, October 18; departure Monday morning, October 22: **4 Nights** in a **double room** with breakfast included on Friday, Saturday, Sunday and Monday, coffee and tea included on Friday, Saturday and Sunday, lunch included on Friday, Saturday, and Sunday, dinner included on Thursday, Friday, Saturday and Sunday (**Please note that the total for a couple is twice the amount, i.e., € 1420; for accompanying persons please subtract € 200**);
- **Alternative A (€ 655)**: Arriving Thursday evening, October 18; departure Sunday afternoon, October 21: **3 Nights** in a **single room** with breakfast, coffee and tea included on Friday, Saturday, and Sunday, lunch included on

Friday, Saturday, and Sunday, dinner included on Thursday, Friday, and Saturday;

- [Alternative AA \(€ 600 x 2\)](#): Arriving Thursday evening, October 18; departure Sunday afternoon, October 21: **3 Nights** in a **double room** with breakfast, coffee and tea included on Friday, Saturday and Sunday, lunch included on Friday, Saturday and Sunday, dinner included on Thursday, Friday and Saturday (Please note that the total for a couple is twice the amount, i.e., € 1200; for accompanying persons please subtract € 200);
- [Alternative B \(€ 530\)](#): Arriving Friday morning, October 19; departure Sunday afternoon, October 21: **2 Nights** in a **single room** with breakfast included on Saturday and Sunday, coffee and tea included on Friday, Saturday, and Sunday, lunch included on Friday, Saturday and Sunday, dinner included on Friday and Saturday;
- [Alternative BB \(€ 490 x 2\)](#): Arriving Friday morning, October 19; departure Sunday afternoon, October 21: **2 Nights** in a **double room** with breakfast included on Saturday and Sunday, coffee and tea included on Friday, Saturday and Sunday, lunch included on Friday, Saturday and Sunday, dinner included on Friday and Saturday (Please note that the total for a couple is twice the amount, i.e., € 980; for accompanying persons please subtract € 200);
- [Alternative C1 \(€ 270\)](#): Arriving Friday morning October 19; leaving on Friday afternoon October 19, lunch, coffee and tea included, no accommodation, no dinner.
- [Alternative C2 \(€ 270\)](#): Arriving Saturday morning October 20; leaving on Saturday afternoon October 20, lunch, coffee and tea included, no accommodation, no dinner.
- [Alternative C3 \(€ 270\)](#): Arriving Sunday morning October 21; leaving on Sunday afternoon October 21, lunch, coffee and tea included, no accommodation, no dinner.
- [Alternative C1 + C2 \(€ 340\)](#): Arriving both Friday morning October 19 and Saturday morning October 20; leaving both Friday afternoon and Saturday afternoon, lunch, coffee and tea included on Friday and Saturday, no accommodation, no dinner.
- [Alternative C2 + C3 \(€ 340\)](#): Arriving both Saturday morning October 20 and Sunday morning October 21; leaving both Saturday afternoon and Sunday afternoon, lunch, coffee and tea included on Saturday and Sunday, no accommodation, no dinner.
- [Alternative C1 + C2 + C3 \(€ 400\)](#): Arriving both Friday morning October 19, Saturday morning October 20, and Sunday morning October 21; leaving both Friday afternoon, Saturday afternoon, and Sunday afternoon, lunch, coffee and tea included on Friday, Saturday, and Sunday, no accommodation, no dinner.

Participants will be charged by the **ECCON 2007 Conference Secretariat**. This includes the conference fee, the accommodation in 'Hotel Nassau', and food and beverages.

**!!! Attention: Please Respect the Registration and Payment Deadlines !!!**

1. Participants who **register after June 1<sup>st</sup> 2007** will be charged with € 50 extra, see also 2 for late-payment charge.
2. Participants who **pay after August 15<sup>th</sup> 2007** will be charged with € 50 extra, see also 1 for late-registration charge.
3. **Last Minute Participants** for whom the first two deadlines have passed, will be charged with € 150 extra.

A detailed overview of all individual costs that make up the above-mentioned ECCON 2007 Meeting Arrangements Alternatives, are listed in *Table 1*.

*Table 1: ECCON 2007 Meeting Arrangements Alternatives*

ECCON 2007 Arrangements	Conf Fee	3 days arr 1pp room	3 days arr 2pp room	8h arr	B&B Thu 1pp	B&B Sun 1pp	B&B Thu 2pp	B&B Sun 2pp	Dinner Thu	Dinner Sun	<b>Total</b>
Alternative T	200	330			85	85			40	40	<b>780</b>
Alternative TT *)	200		290				70	70	40	40	<b>710</b>
Alternative A	200	330			85				40		<b>655</b>
Alternative AA *)	200		290				70		40		<b>600</b>
Alternative B	200	330									<b>530</b>
Alternative BB *)	200		290								<b>490</b>
Alternative C1	200			70							<b>270</b>
Alternative C2	200			70							<b>270</b>
Alternative C3	200			70							<b>270</b>
Alternative C1+C2	200			140							<b>340</b>
Alternative C2+C3	200			140							<b>340</b>
Alternative C1+C2+C3	200			200							<b>400</b>

\*) Accompanying Persons will get separate billing. Of course they pay no conference fee, so you can subtract Euro 200 from the above alternative price indications totals (in bold).

ECCON 2007 Arrangements	Total	Register after 1 June	Pay after 15-aug	R&P Last Minute
Alternative T	780	830	830	930
Alternative TT *)	710	760	760	860
Alternative A	655	705	705	805
Alternative AA *)	600	650	650	750
Alternative B	530	580	580	680
Alternative BB *)	490	540	540	640
Alternative C1	270	320	320	420
Alternative C2	270	320	320	420
Alternative C3	270	320	320	420
Alternative C1+C2	340	390	390	490
Alternative C2+C3	340	390	390	490
Alternative C1+C2+C3	400	450	450	550

**Unfortunately, we can not retribute any payed but unused accomodation or un-consumed F&B due to annulation commitments with the conference hotel.**

## Registration and Payments

Registration is open from 15 April 2007. Please fill as out the **Registration Form** at the end of this convocation, and send it to the conference secretariat. We are sorry not to be able to accept any pay cheques. Please pay by bank transfer or cash. All payments should be done – preferably electronically – to:

Stichting ECCON - ECCON Foundation  
 Account no: ABN AMRO Bank 56.89.16.808  
 IBAN No: NL11ABNA0568916808  
 BIC No: ABNANL2A  
 Bank Address: ABN AMRO Bank NV  
 Office Address: Vestdijk 18  
 5611 CC Eindhoven, The Netherlands  
 Postal Address: P.O.- Box 515  
 5600 AM Eindhoven, The Netherlands  
 Voice: + 31 40 237 91 44  
 Fax: + 31 40 237 94 47

## Final Call for Abstracts and Deliberation Topics for the 2007 Annual Meeting of ECCON

Extended abstracts of papers should be sent not later than **20 September 2007** to the session convenor Dr. Frans M. van Eijnatten, Institute for Business Engi-neering and Technology Application, Eindhoven University of Technology, Department of Technology Management, Pav.U10-HPM, P.O.-Box 513, 5600 MB Eindhoven, The Netherlands, Voice: +31 40 247 24 69, Fax: +31 40 243 71 61, Mobile: +31 616 066 140, E-mail: [F.M.v.Eijnatten@tue.nl](mailto:F.M.v.Eijnatten@tue.nl).

### ECCON Plans for 2007

**ECCON** will be transformed into a platform for scholars and reflective practitioners who want to prepare, discuss, and provide opportunities for dissemination i.e., publication of articles in ISI-ranked journals about new aspects of Chaos and Complexity in Organisations, in 2007.

**ECCON** will transform into an independent foundation, not associated any more with the Dutch Chaosforum.com foundation, in 2007.

**ECCON** will install its own secretariat based in The Netherlands, led by Mrs. Bea van Asseldonk-Krekelberg, in 2007.

**ECCON** will design and operate its own website, and will use the following registered domain name for that purpose **ecconnetwork.eu** in 2007.

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- Wikipedia Encyclopedia (2007). *Phase diagrams*. World Wide Web: [http://en.wikipedia.org/wiki/Phase\\_\(matter\)](http://en.wikipedia.org/wiki/Phase_(matter)).

## Detailed ECCON Links

ECCON website (old website, new one ready for use at the 2007 meeting):  
<http://www.chaosforum.com/nieuws/econstart.html>.

ECCON Members:  
<http://www.chaosforum.com/nieuws/econmembers.html>.

ECCON 2006 Proceedings:  
<http://www.chaosforum.com/nieuws/econ2006proceedings.pdf>.

ECCON 2005 Proceedings:  
<http://www.chaosforum.com/nieuws/econ2005proceedings.pdf>.

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## Publications by Members of the ECCON Network

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# “Phase Transitions in Organisations”

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