



Organization Person Group

The Israeli Association for the Study of Group and Organizational Processes

[www.ofek-groups.org](http://www.ofek-groups.org)

in association with



The College of Management  
Academic Studies

MBA Management & Business  
Psychology Program  
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# Desire to Influence

Leadership and Change  
in Organisations and Communities

An experiential conference in the Tavistock tradition  
28th OFEK International Group Relations Conference

8-13 February, 2015

Kinar Hotel, Sea of Galilee

Look for us in  Ofek's International Group Relations Conferences



## Dear prospective member,

We all want to be influential and to influence. We want others to listen to our story at family and social gatherings. We want our ideas to be accepted; we want to touch and move others and to be meaningful to them. We also wish to be successful in influencing the society we live in: in our work roles, in our organisations, in our neighborhoods and communities and in the broader environment. However, we sometimes wonder to what extent do we succeed in influencing? How often do we find ourselves helpless in the face of group, organisational and political pressures, or in the face of our leaders' decisions?

Also, what influences us? What influences our ability to be influential?

This OFEK 2015 International conference mirrors our organisations and society and replicates different reality situations in them. Within the conference itself, it will be possible to examine the influence of individuals on groups, of groups on individuals and other influences in group and organisational settings.

Our working assumption is that groups and individuals influence each other mutually; that one type of influence cannot be seen in isolation from another type, and these influences consist of many elements that are invisible and sometimes unconscious.

When we think of leadership, we tend to think of an individual's

ability to influence the group, and the group's influence on its leader. What determines the ability of the individual to influence? To what extent is this a matter of an individual's personality traits and events in their past or in their present, or a matter of elements in the environment or the group in which they operate and live?

Our working assumption is that one cannot fully understand individuals, groups, organisations and societies without taking into account the unconscious elements in group culture - how group culture is formed by the individuals that constitute it, and how it unconsciously influences its members?

A group relations conference in the Tavistock tradition provides participants with learning in three main areas:

1. Learning **about oneself** - how one functions in groups, organisations and society – the formal and informal roles that one takes up, where one tends to “get stuck”, which patterns of behavior and feelings one exhibits, and why those patterns exist and persist.
2. **Improving skills in taking up leadership roles**, exercising **authority** and influencing others.
3. Learning about the **hidden, irrational and unconscious processes** that influence individuals, groups, organisations and society and acquiring new lenses that sharpen our perspective and observations on human phenomena.

I invite you to join us in this exciting work, be part of an international group of conference members and staff and create together a meaningful learning experience.

**Daphna Bahat**  
*Daphna Bahat*

Chairwoman, OFEK

Director, 28th OFEK International  
Group Relations Conference



## Why attend the Conference?

Participating will provide you with opportunities to:

- Practice and improve your ability to influence, manage and lead
- Examine the processes which affect you in your different roles
- Learn about formal and informal roles you take, their effectiveness and the cost of taking them up
- Improve understanding of why one tends to 'repeatedly get into the same places', the same habits and behavior patterns, and how to avoid being led by them
- Learn about hidden, irrational and unconscious processes in groups and organisations cultures and in society at large
- Examine the relationship between groups, organisations and communities and their cultural, social, political and economic environments

## Why now?

Self-improvement and self-learning are certainly always relevant, yet in our dynamic changing times these endeavors are especially crucial. In recent years, we have witnessed revolutions and protests. Social networks have provided new patterns of influence and have also flattened traditional social hierarchies. On the one hand, seemingly unauthorized people have led mass protests and change. On the other hand, appointed and elected leaders disappoint their constituents by failing to fulfill their hopes and dreams. Often, people from different parts of the social and economic spectrum may feel helpless about influencing events. Even those with influence realise that thinking rationally does not always help us achieve our goals.

When we try to make a change, to what extent are the changes we make like temporary 'band aids' and to what extent are the changes core and fundamental? To what extent is a deeper understanding necessary in order to make real and enduring changes?



## Why in Israel?

Israel and the Middle East have been a focus of conflict in the past year and that has been so for millennia. Different clans, tribes, communities, faiths, cultures and politics vie with each other for dominance. Israel is a microcosm and a fractal of a larger world dynamic picture that presents fascinating opportunities for study. A Group Relations conference in Israel is a favorable occasion to observe, participate and learn about some of humankind's most intractable conflicts and struggles, often unconscious, that result from conflicting impulses, desires and tendencies. Individual and group development occurs in larger cultural, community and social contexts. Israel is a relatively young society, still emerging and developing as an ongoing social 'melting pot'. This makes Israel a fruitful 'laboratory' to examine the links between the personal and the social.

## Who would benefit from attending the conference?

- Leaders and managers, actual and aspiring
- People in social, public or private sector organisations
- Those at career crossroads
- People who are leading change in their organisations or in society
- Those who are interested in learning more about underlying dynamic processes in society, groups, organisations and the individual
- Professionals in marketing and advertising, economics, consultants and researchers, human resources professionals, health and psychotherapy professionals, teachers, educators, and academics, etc.

## What is a 'Tavistock' Conference?

The Group Relations conference in the Tavistock tradition can be regarded as a temporary learning organisation that mirrors other functioning systems like organisations and societies. Conference participants will work in various groups, each with different characteristics and tasks, all with consultancy available. The conference combines learning from experience in the 'here-and-now' with processing and implementing this learning in the participants' back-home situations. Participants do not require any previous knowledge or experience of Group Relations methodology. All they need is the desire to learn. Nevertheless, the conference design differentiates between participants for whom this is the first experience of a Group Relations conference (Sub-conference A) and those who have been to such a conference before (Sub-conference B). More detailed information about the structure of the conference will be provided to participants before and during the conference.

## Language

The working language of the conference is English. On occasions, when all participants in a group are Hebrew-speaking, Hebrew can also serve as a working language.

PLEASE NOTE: We suggest that if you are living through particular personal difficulties that you consider postponing your attendance to next year as the conference is designed as a learning environment and is not a substitute for personal psychotherapy.



## Conference Staff:

All Conference Staff members take roles of consultancy, in addition to other roles

## Conference Management:

### Director of the Conference and Director of Sub-Conference A

**Daphna Bahat, MA**, Senior Clinical Psychologist and Supervisor; Private Practice, Tel-Aviv; Organisational Consultant and Coach; Teaches group facilitating and organisational processes; Instructor of workshops for empowering women through dance; Member, OPUS (Organisation for Promoting Understanding of Society); Member and Chairwoman, OFEK; Israel.



### Associate Director and Director of Sub-Conference B

**Mannie Sher**, PhD, TQAP, FBAP, Director, Group Relations Programme and Principal Researcher & Consultant, The Tavistock Institute of Human Relations; Fellow, British Association of Psychotherapists; Member, International Society for the Psychoanalytic Study of Organisations (ISPSO); Member, OFEK; Israel; UK.

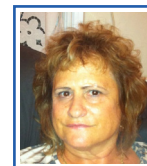


## Administrators:

**Iris Perach**, MA, MPhil, Licensed clinical psychologist; Private Practice Tel Aviv; Developed Psychological Process Model for Hostage Negotiation in collaboration with Chief Negotiator of NYPD and Harvard Program on Negotiation; Member, OFEK; Israel.



**Leah Yacobi**, MA, Professor at Oranim College, where she teaches MEd school counselors; Group facilitator; organizational consultant; supervisor of educational counselors and at-risk youth guides; Hydrotherapist; Member, OFEK; Israel.



## Consultants:

**Moshe Bergstein**, PhD Social work; MSc Chemistry and life sciences; Psychotherapist and psychoanalyst; Private practice, Ramat-Hasharon; Teaches in psychotherapy programs of Tel-Aviv University, Magid and Halfaba; Member, OFEK; Israel.



**Shmuel Bernstein**, MA, Supervising clinical psychologist; Supervising Analyst (Analytical Psychology) ISAP, IAAP; Private clinic: psychotherapy, supervision and consultation; Past-director, adolescent in-patients unit, Summit Institute, Jerusalem; Member, OFEK; Israel.



**Ronit Kark**, Ronit Kark, PhD, Organizational psychologist; Senior Tenured Lecturer and researcher of Leadership, the Department of Psychology, Bar-Ilan University; Founder and first Academic Director of 'Gender in the field: Linking theory, practice and social action'; Group facilitator and senior management consultant; Member of the editorial boards of AMR, LQ and IJMR; Board member, OFEK; Israel.



**Mary B. McRae**, EdD, Associate Professor, Department of Applied Psychology, New York University Steinhardt School of Culture, Education and Human Development. Private Practice, Organizational Consultant.



Member, New York Center for the Study of Groups, Organizations, and Social Systems, Affiliates of AKRI; Fellow, A.K. Rice Institute for the Study of Social Systems (AKRI); USA.

**Hüseyin Özdemir**, Dr., Dipl. Oec, Director; oezpa GmbH, Academy & Consulting; Program Director oezpa Group Relations Conferences; Senior Coach ICF, DBVC, SIETAR; Senior Lecturer: Fresenius University, ESMT; Cooperating Partner Tavistock Institute; Director ILAC (International Leadership Academy); Germany.



**Iris Segal**, MSc, Behavioral & Management Science, Executive Organizational consultant and supervisor; Psychotherapist & Group Facilitator; Former Head of the Organizational Development Branch in the IDF; Member, IPPA; Board Member, OFEK; Israel.



**Yael Shenhav Sharoni**, MA, Senior Clinical Psychologist, Supervisor and Organizational Consultant, Tel-Aviv; Member, in training, Tel-Aviv Institute Of Contemporary Psychoanalysis; Member and former Board member, OFEK; Israel.



**Mike Teplitz**, PhD, Senior Educational Psychologist; Director, Psychological Service of the Upper Galilee; Head of the Psychotherapy Program Zefat Academic College / Rivka Ziv Hospital; Private practice for psychotherapy, supervision and consultancy to social organizations; Member, OFEK; Israel.



\*Conference consultant staff will be drawn from the above list





## The Host Organisation:

### OFEK - The Israeli Association for the Study of Group and Organisational Processes

OFEK (Horizon in Hebrew and abbreviation of Organisation, Individual, Group) was founded in 1986 and is a company for the benefit of the public with the objective of studying relations in groups, in organisations and in society, while applying the unique observing and study method of Tavistock tradition of Groups Relations. This paradigm enables an understanding of the organisation as an open system, and underlies the hidden, irrational, emotional and unconscious elements that are part of group, organisational and social processes. OFEK's fundamental assumption is that avoiding these elements disturbs the efficiency of groups and of individuals that take roles in organisations, and that acquiring skills in identification of unconscious processes in the group may benefit taking roles out of authority, responsibility and creativity.

Since its establishment OFEK has organised international Group Relations conferences in association with The Tavistock Institute of Human Relations, London. OFEK also runs Hebrew conferences, adapted conferences for themes or organisations, scientific meetings and other activities for members and for the public.

OFEK website:  
[www.ofek-groups.org](http://www.ofek-groups.org)

## Sponsoring Organisations:

### The Tavistock Institute of Human Relations:

The Tavistock Institute of Human Relations applies social science to contemporary issues and problems. It was formally founded as a registered charity in 1947. The Institute is engaged in evaluation and action research, organisational development and change consultancy, executive coaching and professional development, all of which support sustainable change and ongoing learning. The work of the Tavistock Institute was developed in many countries including Israel. The work of the Tavistock Institute is noted for its innovation, for working across boundaries and in difficult situations. The Tavistock Institute combines research and analytical skills with practical help in devising solutions and in following through to implementation, and is particularly known for its capacity to work with issues that are otherwise hidden, and sometimes unconscious. The Tavistock Institute has been a sponsoring organisation since OFEK's inception.

Website: [www.tavinstitute.org](http://www.tavinstitute.org)

### The MBA Management & Business Psychology Program - The College of Management in Rishon Le-Zion

The Business Psychology Program combines traditional business administration studies with an in-depth psychological understanding of management and business. It aims to equip the modern manager with up-to-date knowledge and managerial skills in various spheres necessary in today's culture of change and uncertainty.

The program is professionally affiliated with OFEK, and has contributed professionally, financially, and logistically, to international and Israeli Group Relations conferences.

Website: [www.freud.co.il](http://www.freud.co.il)

## Registration

### When, where, and how might one register?

**When?** The Conference will begin on Sunday, February 8th 2015, at 13:30, and will end on Friday, February 13th, 2015, at 12:00.

**Where?** The conference will take place at the Kinar Galilee Hotel, Sea of Galilee. Conference Participants will stay at this hotel for the entirety of the conference.

Hotel website: <http://www.kinar.co.il/en/>

**Price:** Includes tuition, accommodation and full board (three meals a day and light snacks throughout the day).

**Note:** it is best to register early in order to benefit from reduced pricing





Date of registration	Double Occupancy*	Single Occupancy
Those who register on or before December 14, 2014	4,400 NIS	5,900 NIS
Those who register from December 15, 2014 to January 11, 2015	4,750 NIS	6,250 NIS
Those who register from January 12, to February 1, 2015	5,100 NIS	6,600 NIS

\* Help in finding a roommate may be provided in the event that double occupancy is requested.



## Organisational discount

For two members from the same organisation there will be a 300 NIS discount each, for three or more there will be a discount of 400 each.

## Bursaries

A limited number of partial bursaries will be available. To apply for a bursary, please send a reasoned request with the registration form, until January 4th, 2015.

## Method of registration and payment of fees

**Registration form:** The Registration form can be downloaded from OFEK's website. The completed form can be delivered to OFEK electronically to email: [ofek-opg@actcom.co.il](mailto:ofek-opg@actcom.co.il) or by post.

**Payment:** can be made by credit card, bank transfer or checks.

For those paying by **credit card** (up to 10 payments) or **bank transfer**, and for any other information, please contact Mr. Roni Gerbi, the preconference administrator at tel: +972-9-9581515, +972-50-5640022, or by email: [ofek-opg@actcom.co.il](mailto:ofek-opg@actcom.co.il)

Those paying by **check** drawn on an Israeli bank, fee may be divided into three equal payments, dated: 1. Upon registration, 2. Till January 4, 2015 3. Till February 8, 2015.

The check should be made out to OFEK and sent with the registration form to OFEK – the International Conference 2015, P.O.B. 671, Herzelia, 4610601, ISRAEL.

Payment can be made in either shekels or foreign currency according to the exchange rate on the day of payment.

The last day of registration is Sunday, February 1, 2015.

## Cancellation Policy

Notice of cancellation given by the following dates will allow a refund minus cancellation fee:

To January 4th 2015 a 350 NIS cancellation fee.

Between January 5th and January 18th 2015 a 600 NIS Cancellation fee.

Between January 19th and February 7th 2015 a 900 NIS Cancellation fee.

Cancellation from February 8th no fees will be reimbursed

## Further Information

For any additional information or assistance please contact:

Mr. Roni Gerbi, the pre-conference Administrator:

Email: [ofek-opg@actcom.co.il](mailto:ofek-opg@actcom.co.il)

Office: +972-9-9581515

Mobile: +972-50-5640022

Address: OFEK – the International Conference 2015, P.O.B.671, Herzelia, 4610601, ISRAEL

## Registration form

# Desire to Influence

## Leadership and Change in Organisations and Communities

Experiential conference in the Tavistock tradition

### 28th OFEK International Group Relations Conference 8-13 February, 2015

Kinar Hotel, Sea of Galilee

Registration form can be downloaded from OFEK's website:  
www.ofek-groups.org and sent by mail to ofek-opg@actcom.co.il

First Name\* \_\_\_\_\_

Last Name\* \_\_\_\_\_

Title\* \_\_\_\_\_ Gender\*: f / m Age \_\_\_\_\_

Home address: Street \_\_\_\_\_ no. \_\_\_\_\_ City \_\_\_\_\_

Postal code \_\_\_\_\_ Country\* \_\_\_\_\_

Phone \_\_\_\_\_ Mobile \_\_\_\_\_

E-mail \_\_\_\_\_

Work address: Street \_\_\_\_\_ no. \_\_\_\_\_ City \_\_\_\_\_

Postal code \_\_\_\_\_ Phone \_\_\_\_\_

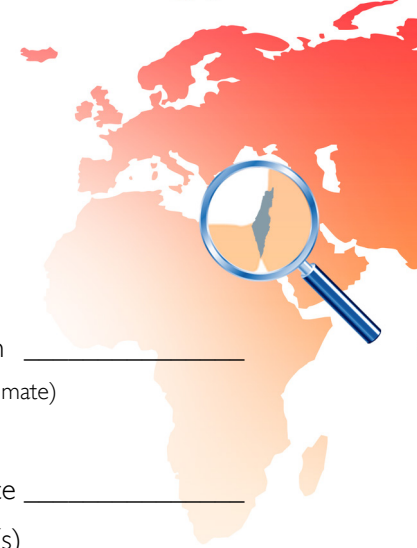
E-mail \_\_\_\_\_

Present place of work (Name of organisation)\* \_\_\_\_\_

Title/Role\* \_\_\_\_\_

Main roles and responsibilities at work \_\_\_\_\_

\* These details will be included in the list that will be given to participants



I would like a single room \_\_\_\_ shared occupancy \_\_\_\_ with \_\_\_\_\_  
(if no preference is given, the conference administration will assign a roommate)

Group Relations experience

1. This is my first attendance at a Group Relations Conference \_\_\_\_\_

2. I have participated in (a) full Group Relations Conference(s) \_\_\_\_\_

Title of conference: \_\_\_\_\_

Year \_\_\_\_\_

Duration \_\_\_\_\_ Place \_\_\_\_\_

Sponsoring organisations (if known) \_\_\_\_\_

Title of conference: \_\_\_\_\_

Year \_\_\_\_\_

Duration \_\_\_\_\_ Place \_\_\_\_\_

Sponsoring organisations (if known) \_\_\_\_\_

Topics that you would like to work on in this conference

\_\_\_\_\_  
\_\_\_\_\_

How did you learn about the conference?

Web \_\_\_\_ Email \_\_\_\_ Facebook \_\_\_\_ Postcard \_\_\_\_ Colleague \_\_\_\_ Other \_\_\_\_

**Checks** for registration should be made out to OFEK and sent to:

OFEK, International Conference 2015, P.O.B 671, Herzlia 4610601, ISRAEL

For payment by **credit card** or **bank transfer**, please contact Mr. Roni Gerbi at tel:  
+972-9-9581515, +972-50-5640022, or by email: ofek-opg@actcom.co.il