WHAT IS
A GROUP RELATIONS CONFERENCE?

THE LEICESTER CONFERENCE:
Task Authority Role Organisation

Perhaps you are seeking inspiration, new perspectives, challenges – an opportunity for making real and lasting change in the life of your organisation. Maybe you want to learn. You want to develop your skills and your potential. You are curious and seek new experiences – and seek to inspire others. Come to the Leicester conference to learn through rather than learning about leadership, to talk about what is usually unspoken and difficult to say and to make real change and transformation come about.

A Group Relations conference is an educational event which is based on learning through experience – the design has been developed by pioneers from the Tavistock Institute of Human Relations (TIHR) and other Group Relations organisations around the world, for over 70 years. The strategic and structural dynamics of organisations can be studied and understood and the knowledge acquired and then applied by working through the conscious and unconscious dynamics of leadership and management in organisations. These methodologies are now part of Masters programmes from the top business schools around the world.

We believe that Group Relations promotes the integration of intellectual capacity and emotional intelligence so producing leaders who have creative visionary potential, enabling them to work more effectively at helping themselves and their employees / colleagues / clients to adapt to and take on future roles.

The conference is an accelerated immersive learning experience. It is designed to enable you to understand, in greater depth, the factors behind the exercise of effective leadership and followership and to develop further your own leadership capacities and the leadership potential of others, by generating management goodwill and employee “buy-in” and understanding and working with your own and your organisation’s resistance to change.

It is a ‘real time’ learning laboratory in the form of a series of reflective spaces where you can analyse your leadership style(s) and experiment creatively in expanding your repertoire of leadership skills. Together with your fellow participants and conference staff, you examine different models of organisational functioning and appraise your own and others’ leadership performance.

“Far better than conventional training for actually changing and improving leadership ability”

Director of Strategy
teliasoner.com, Sweden

“It was such a privilege and a powerful experience being part of the conference. Enlightening and full of new experiences that stimulate change”

Business Development, Al Munajem
Group, Saudi Arabia
WHO IS THE CONFERENCE FOR? Are you:

- wanting long-term inspiration, stimulation, motivation?
- a change agent needing a space to reflect and challenge yourself in a world-class learning environment?
- wanting, considering or taking a promotion?
- feeling constrained or lacklustre in your role?
- newly appointed?
- wondering which path to take?

For anyone who is interested in how they and their groups / teams / organisations can work better:

Participants are business professionals, team leaders, entrepreneurs, managers, executives, CEOs, MBA alumni, researchers, administrators, HR professionals, activists, academics, students, consultants, coaches, facilitators, therapists, trainers, clinicians, service providers, story-tellers, decision-makers etc.

From the worlds of business, government and local authorities, public services, the arts, law, media, consultancy and the armed forces, emergency services, education, finance and politics, NGOs, co-operatives, health services and social care, justice, religious orders, community groups, lobby groups, agenda-based activism, trade unions, associations and environmental organisations, etc.

Participants come from all sectors, levels, career stages and backgrounds, and are from all over the world (see lists further on).

WHY ATTEND?

What differentiates Tavistock approaches from others is the emphasis we place on unconscious dynamics, including defences against anxiety. That is, to go beneath the surface of tensions and conflicts in order that our deeper fears and aspirations are worked through and participants feel that they are adding value to and having more ownership of the groups they work with, their organisations and the wider communities that they serve.

We believe that this is key to what makes Group Relations conferences influential and unique in the world of leadership training and this is what people say they come to us for.

BENEFITS FOR ORGANISATIONS

Paying attention to the potential of the minds of staff gives an organisation that extra competitive edge needed to survive and thrive in today’s turbulent economic climate, including:

- improved strategic thinking across all strata of the organisation;
- more effective management based on understanding people as individuals, as members of groups, organisations and the wider society ie in a context;
- increasing capacity to lead, innovate and influence change in an evolving context; and
- a fast-track into effective leadership.
THE PRIMARY TASK

To study the development and exercise of authority, role and organisation, through the inter-personal, inter-group and institutional relations that develop within the conference and its wider context.

HOW? THE METHOD

- The conference uses experiential learning (learning through experience) on the grounds that learning is more substantial and lasts longer if all your senses and faculties are involved: through embodying the conference member role. This learning is based on proven Tavistock and other theories.

- It highlights the emotional engagement that comes about through active participation in the events of the conference – finding your passion whilst encouraging subsequent intellectual study.

- It is designed to provide opportunities for learning. By examining, interpreting, reflecting and making sense of experiences in the conference and its events, you develop deeper understanding of your organisation and your role(s) within it.

- You are invited to take up your own authority to accept what proves useful learning and reject what is not. Through this process, you are able to reconsider the way that collaboration is achieved or not, how power is gained or lost and how your authority is exercised or undermined in the various systems.

- The conference helps you link technology and teams to bring out the best in people, mobilising co-operative inter-dependency and creating collaborative sustainability.

- It always deals with a dilemma: how to build organisations and ensure that all the different views are heard. It helps you to explore the creative tension between taking risks and being accountable.

- The conference is concerned with issues of structure and task, and also with the need for participants to use an understanding of themselves in relation to others. Such understanding involves developing a disciplined attention to your own experience, openness to the experience of others, tolerance of uncertainty, understanding and managing resistance to change in yourself and others, and the readiness to interpret what is happening.

- It is intensive and allows you to examine and question the nature of your multiple roles as leader / influential follower and the place of your organisation in its evolving context.

- It aims to produce leaders with creative visionary potential, who are also sensitive to the personal and career ambitions of their managers and employees. It demonstrates how to enable staff/employees to work towards the same vision, modelling leadership, making the theory live.

- The conference facilitates integration of intellectual capacity and emotional intelligence, two major areas of human functioning, thereby enabling leaders to work more efficiently. It provides learning opportunities for a new generation of leaders and managers who seek to improve your skills in developing a vision and fostering creativity in new kinds of collaborative networks.

“I am finding, in my own experience and in those of my clients, the power of authorising the self….”
Director, Cresca Consulting Singapore

“…The conference and my learning from the experience remain at the front of my mind giving me inspiration, encouragement, insight and joy”
Archdeacon of Leicester UK
“a fascinating and truly provoking event, conducted by the Tavistock Institute team of consultants which engaged me fully with my thoughts and feelings about my organisation, my role and how I exercise my authority; and what needs to be addressed in my senior management team. Your accumulated knowledge and experience was so evident, I never for a moment doubted that we have the very best consultation available to us”

CEO in Public Housing
UK

“I found the power of intention and action. I found my voice”

Sales Area Manager,
Swedbank, Lithuania

“...at the end of the Conference I regretted finding it so late in my life / career though I reflect that I behaved at Leicester as that younger me…. I feel richer emotionally and professionally”

Managing Director, Accadence
Singapore

“I learned that tensions are inevitable in organisations and certain group behaviours, eg the tendency to form silos, seem to exacerbate these tensions. Encouragement by conference staff to reach out across boundaries and be curious about what was happening in other silos, was a useful way of improving understanding and relationships”

Detective Chief Superintendent,
Metropolitan Police, UK

“Overall the conference was the most significant personal professional event I have attended”

Vice President, HR
Volvo Car Corporation, Sweden

“...It was fascinating to observe how groups were unwittingly affected by their environments, despite their best efforts to prevent that”

Manager, University Customised Programmes
Australia

“The conference helped me to express myself in plain words, instead of professional language, as an extremely powerful tool of communication”

Nurse, NHS, UK
“Leicester has made me think a lot more about what [organisational life] means ... and how we all respond to this and create this atmosphere – **what is externally induced and what comes from us** and how people exercise their leadership and authority including of course myself”

*Deputy Chief Executive, NHS, UK*

“Managing Partner
Williams O’Connell Associates
Canada”

“I love the organisation of the conference and the physical space .....the buildings and the gardens are fabulous! I think so much of the work of learning relies on re/memoring new experiences, their physicality and re/calling their sensory-ness”

*Managing Partner
Williams O’Connell Associates
Canada*

“The quality of the staff and the dynamic combination of groups – with different tasks within the conference as a temporary organisation – **provided great scope for concrete and direct learning**... I especially valued the opportunity to discover emotional links between professional and personal life experiences”

*Head of Unit, Directorate
General Education and Culture
European Commission, Brussels*

“I have never learned as much about organisations as whole systems as I did at the Leicester conference”

*Director
Corporate Business Development, USA*

“I would like to acknowledge the wonderful design that is the Leicester Conference, its tried and tested history ... providing containment and modelling authority as I and all of us experimented and grappled with ours. I certainly gained enormously and learned almost at a cellular level. I also had a whole lot of fun with other mischief makers!”

*CEO, Southside Partnership
Ireland*

“People & Change Leader
PwC and President, SOLE
Italy”

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*CEO, Southside Partnership
Ireland*
Some of the ROLES which participants have in their organisations:

AHRC Fellow Wimbledon College of Art, UK; Archdeacon The Diocese of Leicester, UK; Architect Emcon AS, Denmark; Assistant Director Roffey Park Institute, UK; Assistant Programmes Manager Sir Ratan Tata Trust, India; Associate Director of Development NHS Tayside, UK; Associate Professor of Management EDHEC Business School, France; Attorney Abourezk Law Firm, USA; Author books, plays, tv scripts, Sweden; Between jobs Independent, UK; Bishop of Leicester, UK; Business Consultant The Netherlands; Board Member Aega Saneamento, Brazil; Change Manager GlaxoSmithKline, Singapore; Chief Department of Behavioural Health, Blanchfield Hospital, USA; Chief Editor and Programs Director IDC Radio, EDC Herzliya, Israel; Chief People Officer ABP News Network Pte, India; Clinical Psychologist InTraining, Argentina; Coach and Facilitator Bridge & Enrich, The Netherlands; Co-Director Group Analytic Practice, self-employed, Ireland; Commercial Manager CHEP (a Brambles company), Spain Consultant Psychiatrist King Khalid University Hospital, Saudi Arabia; Corporate Controller TNO, The Netherlands; Chief Director Business Performance Coaching Pty Ltd, Australia; Chief Diversity & Inclusion Officer Amherst College, USA; Chief Executive NHS Education for Scotland, UK; Chief Scientist U4EA Technologies Ltd, UK; Dance Artist & Facilitator freelance, Scotland; Dean of Studies Beijing University, China; Deputy Chief Executive, Nurse NHS, UK; Detective Superintendent, Operations Commander Queensland Police Service, Australia; Deputy Director Centre for Development Innovation, Wageningen UR, The Netherlands; Director Maersk Drilling, Denmark; Director of Press / Media Relations Diocese of Ely, UK; Doctoral Candidate The George Washington University, USA; Educational Consultant HR, Center for Competency Development, Denmark; Executive Director Mountview Academy of Theatre Arts, UK; Finance Analyst Viacom Media Networks, UK; Founder / CEO, ADHD Foundation of Trinidad and Tobago; Freelance Consultant Israel; General Manager Big Land Company SRL, Romania; Gestalt Therapist SARL WeyZe Advisors, France; Global Executive Coach INSearch Consult, Singapore; General Practitioner Yare Valley Medical Practice, UK; Headmaster Instituto Ballester Deutsche Schule, Argentina; Head of Activity County Council of Jämtland, Sweden; Head of Business Development DACH Hub, Zurich Gruppe, Germany; Head of Force Leadership Directorate, Chief Constable, Deputy Chief Constable, Staff Officer Devon & Cornwall Constabulary, UK; Head of HR Swedbank, Lithuania; Head of Regulatory Compliance Barclays Africa, UAE; Head of Special Collections and Research The Wellcome Trust, UK; HR Director Pernod Ricard, S Korea; IDEAS Programme Director Welsh Assembly Government, UK; Industry Sales Manager Europe Novozyymes, France; Intervention Scientist and Researcher UAS BFI Vienna, Austria; International Climate Campaigner Friends of the Earth, UK; Law Student University of Baltimore, USA, Lean Academy Manager H Lundbeck A/S, Denmark; Managing Director Accadence, Singapore; Marketing Manager Grupo Supermercados Wong, Peru; Member of Parliament Ukraine; Methodologist, Ustredie prace, socialnych veci a rodiny, Slovakia; Network Coordinator/Trainer De Professionele Mens, The Netherlands; Organisational Development Consultant Investec Specialist Bank, UK; Pilates Teacher & Group Facilitator Recess College, UK; Professor IMD, Switzerland; Professor for Organizational Behaviour University of Applied Science, School of Business, Switzerland; Programme Director Institute for Interdisciplinary Studies, University of Amsterdam, The Netherlands; Programme Leader, Recess College, UK; Program Manager Ashoka, Germany; Project Manager, Leadership Centre for Local Government, UK; Research Fellow School of Arts & Aesthetics, Jawaharlal Nehru University, India; Regional Director The National Trust, UK; Retired USA; Senior Manager Deloitte Learning, South Africa; Senior Vice President Learning & Performance, Nomura Bank, UK; South West Area Lead for Offending Behaviour Programmes, HM Prison Service, UK; Senior Speech & Language Therapist Lucena Clinic, Ireland; Staff Chaplain Ministry of Defence, The Netherlands; Student Universidad Peruana de Ciencias, Peru; Talent Officer Vivaki India; Teacher Summerhill School, UK; Transition Manager Alliander NV, The Netherlands; Unemployed South Africa; Vicar Holy Trinity, UK; Vice President St Vincent De Paul Society, Palestine; Vice President for Academic Affairs (Registrar) Dublin City University, Ireland; Volunteer International Arts Manager Escape Artists, UK; Zonal Secretary Total/Pengassan, Nigeria...
Some of the ORGANISATIONS from which participants have come:

Greenpeace, India; Visa Europe, UK; Curtin University of Technology, Australia; Management Development, Switzerland; Ankerhus A/S, Denmark; Financial Management Service Foundation, India; Portiuncula Hospital, County Galway, Eire; London Borough of Hounslow, UK; Lambeth PCT, UK; Austen Riggs Center, USA; Work AITC; Italy; Metropolitan Police, UK; Harvard University, USA; Mind, UK; Manchester Art Gallery, UK; The Development Center, USA; Roskilde University, Denmark, Fincantieri SpA, Italy; VECU, The Netherlands; Hackney Learning Trust, UK; The Children’s Society, UK; ABN AMRO Bank, The Netherlands; Swiss Re, Switzerland; St Columban’s Missionary Society, Ireland; Aalborg University, Denmark; Central Manchester Children’s Hospitals NHS Trust, UK; UK; York Refrigeration, Denmark; Max Delbrück Centre for Molecular Medicine. Germany; Vilnius University, Lithuania; King’s Fund, UK; National University, Ireland; TCG Digital Solutions, India; University of Quebec, Canada; University of Cape Town, South Africa; Tavistock and Portman NHS Trust, UK; NCVO, UK; Danish Ministry of Foreign Affairs, Vietnam; Twizler / PB Group, UK; Arhus Amt, Denmark; Zurich RE, Switzerland; DaimlerChrysler, Germany; Community Health Sheffield NHS Trust, UK; Jyske Bank, Denmark; Vejle County, Denmark; London Borough of Islington Social Services, UK; Fyns Amt, Denmark; City of Vantaa, Finland; SLAM NHS Trust, UK; Schering AG, Germany; Students Exploring Marriage Trust, UK; Tel Aviv University, Israel; Institut Catala de la Salut, DAP L'Hospitalet, Spain; New York University, USA; Clinica Psichiatrica Universita Di Catania, Italy; IMD International, Switzerland; Bulgarian Institute of Human Relations, Bulgaria; Royal Free Hospital, UK; University of South Africa; CMMG Telecommunications, Ireland; MODUL Service AB (IKEA), Sweden; Karolinska Institutet, Sweden; Post Danmark, Denmark; INSEAD, France; C/O/N/E/C/T/A, Austria; Pfizer Ltd, UK; RHR International, Hungary; Rijkswaterstaat, The Netherlands; Shell Oil International, The Netherlands; TESI Spa, Italy; Al-Mada Assoc. for Arts Based Community Development, Palestine; The Guardian Newspaper, UK; EDF Energy, Ireland; Ernst & Young, The Netherlands; Familiecentret, Denmark; Holzhauser & Partner, Germany; Sc gfa-ro consultanta impex SRL, Romania; Suffolk County Council, UK; RMIT – Royal Melbourne Institute of Technology, Australia; Seattle University, USA; Emcon AS, Denmark; Prism Softech Pvt Ltd; Ustredie prace, socianlych veci a rodiny, Slovakia; India; Foster Care Associates, Scotland; Hebrew University of Jerusalem, Israel; Metso Minerals (Tampere) Oy, Finland; SAKSHI Human Rights Watch, India; Deloitte Consulting, Chile; Nuon, The Netherlands; Glasgow Council for the Voluntary Sector, UK; Novozyymes, France; Institute of Management Development and Research (IMDR), India; Humber Mental Health NHS Teaching Trust, UK; AFF at The Norwegian School of Economics, Norway; Dr. Ingrids Hospital, Greenland; Welsh Assembly Government, Wales; T.E.A.M. bvba, Belgium; Nat. Area-based Development Program, Columbia University, USA; Ministry of Rural Rehabilitation & Development, Afghanistan; UAB Sanofi-Aventis Lietuva, Lithuania; Rigshospitalet, Copenhagen University Hospital, Denmark; Prison Services, Israel; Roskilde University, Denmark; Tampere University of Technology, Finland; TAKS (Tax/Custom Authorities), Faroe Islands; Economic Development Board, Singapore; Zain, Kuwait; GTZ (German Agency for Technical Cooperation), Mali; Royal Hobart Hospital, Tasmania; University of Pretoria, South Africa; INSEAD, United Arab Emirates; Wide Eye Pictures Ltd, UK; Barclays Africa; Escape Artists, UK; Ministry of Defence, The Netherlands; National Campaign for Dalit Human Rights, India; Healthcare Commission, UK; Investec Specialist Bank, UK; IKEA, France; GlaxoSmithKline, Singapore; Devon and Cornwall Constabulary, UK; Center of Psychological and Sociological Research, Cuba; Universidad Peruana de Ciencias, Peru; Apple Computer Inc, Ireland; IBM, USA; Leadership Centre for Local Government, UK; Dr Hauschka Skin Care Inc, USA; University of Nicosia, Cyprus; Leviosa Business School, India; Maersk Drilling, Denmark; Solaris Nutrition, Brazil; Beijing University; China; B&K Change, Argentina; Covenant University, Nigeria; Academy of Child & Adolescent Psychiatry, Iran; Centre for Development Innovation, The Netherlands; City University of Hong Kong; King Khalid University Hospital, Saudi Arabia; The ADHD Foundation of Trinidad & Tobago; Pernod Ricard, S Korea; Glia Leadership Consulting, Malaysia; National Parliament, Ukraine...
### AN EXAMPLE OF A LEICESTER CONFERENCE PROGRAMME

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<tr>
<th>Day</th>
<th>Day 1</th>
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<td>Farewell</td>
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<td>1.15 - 2.45</td>
<td>Welcome Lunch</td>
<td>IGE Plenary</td>
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<td>Plenary before the break</td>
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*See KEY on next page*
The conference opens and closes in plenary sessions involving all parts of the conference. The plenaries further the process of crossing the boundary into and out of the conference and each event. The final conference closing plenaries also allow for studying the process of ending relationships.

**Plenaries:**

Each Small Study Group consists of up to 12 participants working with 1 consultant. Its primary task is to learn about the dynamics of small groups and the formation of leadership and followership relationships as they happen in the group. It is an experiential ‘here-and-now’ event in which the behaviour of the group is placed under a high resolution microscope and the group has the opportunity to study its own behaviour as it happens, with the help of consultancy. The rationale for this is that learning, understanding and knowledge lead to change.

**SSG:**
Small Study Groups

The Large Study Group comprises the whole conference membership working together with 2-4 consultants. The primary task of this event is to provide opportunities for studying the dynamics of large groups and the processes of cohesion and fragmentation, myth-making and reality-testing as they happen in the group, through the exploration of the myths, beliefs, assumptions, identities and dreams that emerge. This is an experiential ‘here-and-now’ event in which the group has the opportunity to study its own behaviour as it happens.

**LSG:**
Large Study Group

The Embodying Role Event involves all parts of the conference and is an experiential ‘here and now’ event where everyone collectively can develop mindfulness: an awareness of internal states and feelings, allowing them to have greater access to embody their creative, intellectual and emotional selves. It is an opportunity to experience how mind / body / spirit are interwoven and how calm energy can be generated to feel and think more clearly.

**ERE:**
Embodying Role Event

The Inter-Group Event is an opportunity for participants to learn about the processes and relationships that form between different groups when they are engaged on a common task. Especially relevant will be learning how to take up representative roles and negotiating and carrying authority on behalf of others. This is an event that combines experiential ‘here-and-now’ learning with action learning, ie the putting into action, within the conference, sets of relationships between groups that derive from the experiential learning of the conference.

**IGE:**
Inter-Group Event

The Whole System Event involves all parts of the conference – groups formed by the participants and groups formed by the staff - in learning about relationships between parts and wholes; managing differentials of power and influence; how to keep the whole system in mind when one is working in part of it, especially when the system is large and complex and often unknowable. The event involves ‘here-and-now’ experiential learning.

**WSE:**
Whole System Event

Review and Application Groups provide opportunities for participants to review and reflect on their experiences of the day and how they are taking up their different roles in the conference. In the latter half of the conference, these sessions will focus on application - how participants hope to transfer their conference learning into their back-home organisations. This is a bridging exercise between the individual’s conference learning and post-conference organisational behavioural practice and has ‘here-and-now’ and ‘now-and-then’ aspects to it. The focal question is: what are we learning in the conference (‘here-and-now’) that can be applied to our roles in our organisations (‘now-and-then’)?

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