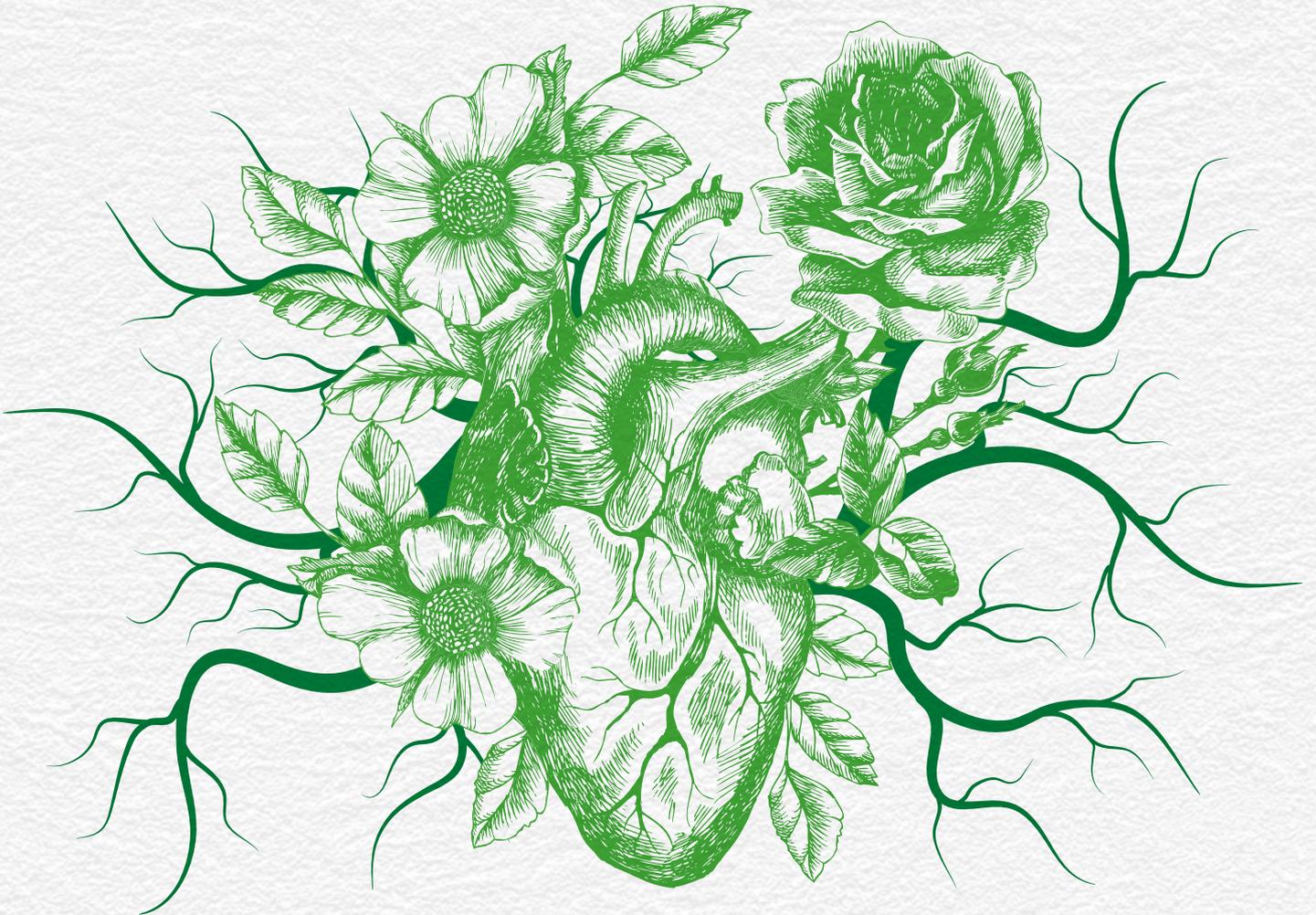


TASK AUTHORITY ORGANISATION

Studying the capillary, tentacular and rhizomatic in organisations



30 July – 12 August 2022 | Lane End Conference Centre

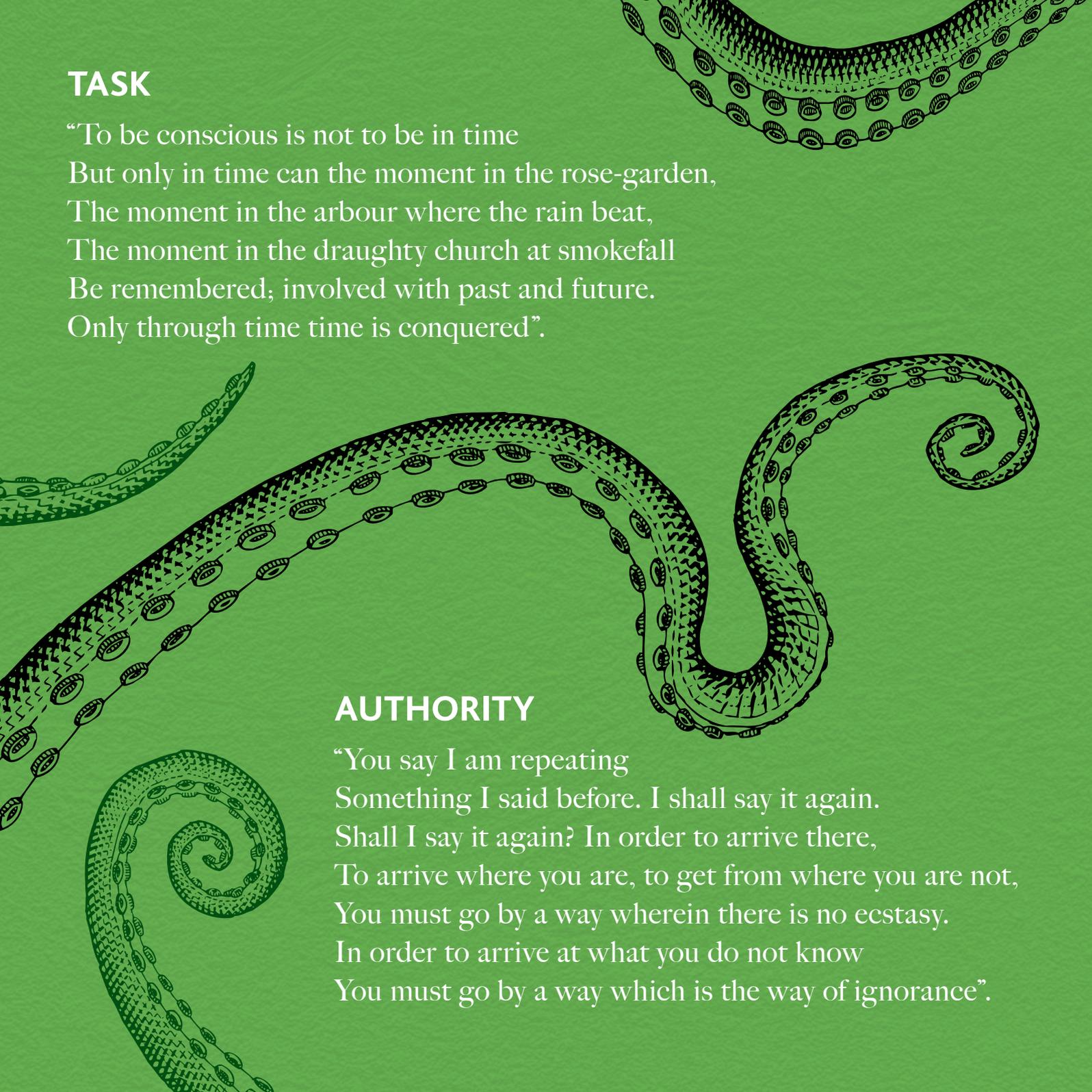
THE LEICESTER CONFERENCE

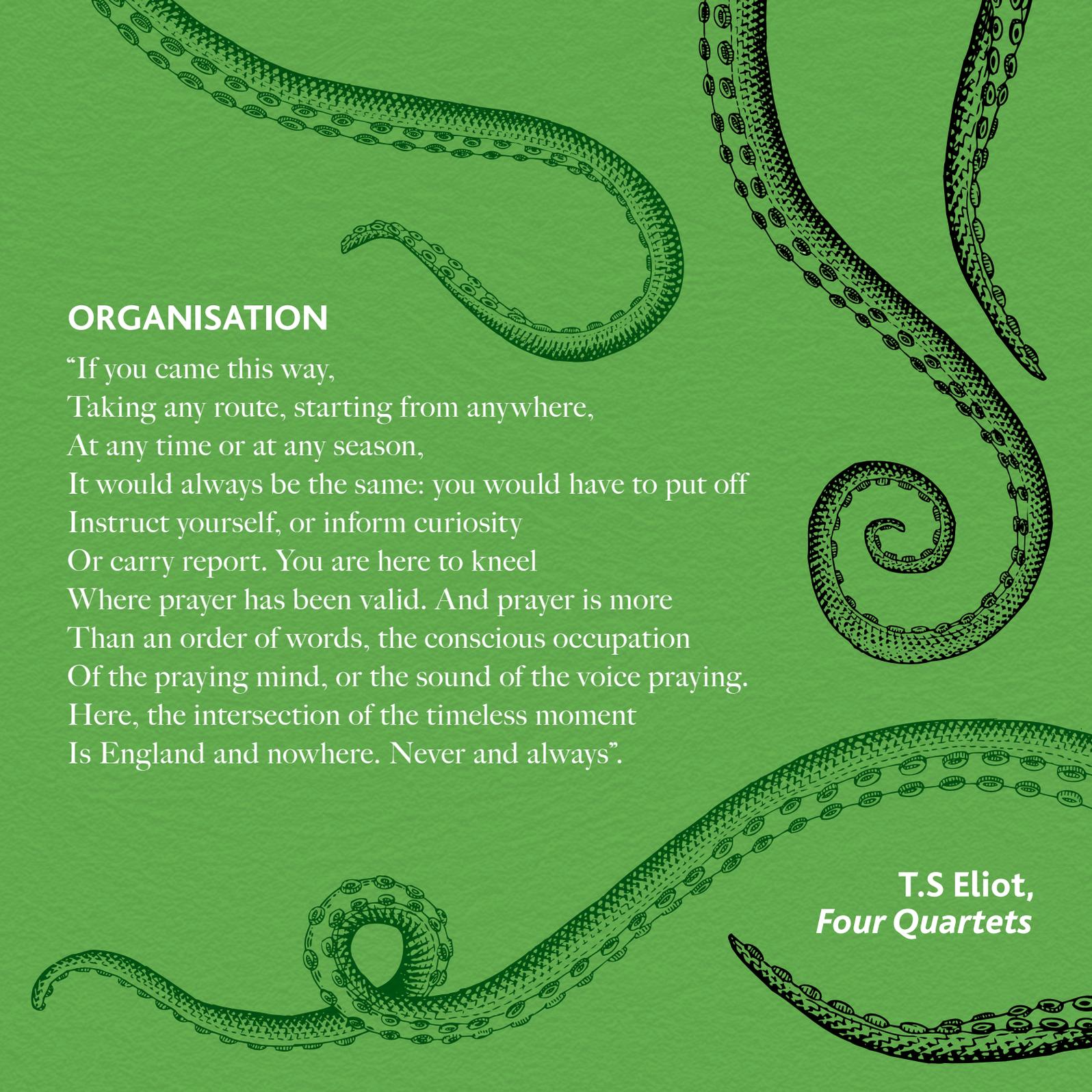
TASK

“To be conscious is not to be in time
But only in time can the moment in the rose-garden,
The moment in the arbour where the rain beat,
The moment in the draughty church at smokefall
Be remembered; involved with past and future.
Only through time time is conquered”.

AUTHORITY

“You say I am repeating
Something I said before. I shall say it again.
Shall I say it again? In order to arrive there,
To arrive where you are, to get from where you are not,
You must go by a way wherein there is no ecstasy.
In order to arrive at what you do not know
You must go by a way which is the way of ignorance”.





ORGANISATION

“If you came this way,
Taking any route, starting from anywhere,
At any time or at any season,
It would always be the same: you would have to put off
Instruct yourself, or inform curiosity
Or carry report. You are here to kneel
Where prayer has been valid. And prayer is more
Than an order of words, the conscious occupation
Of the praying mind, or the sound of the voice praying.
Here, the intersection of the timeless moment
Is England and nowhere. Never and always”.

T.S Eliot,
Four Quartets

Past Productions

The Leicester conference has been held every year since 1957.

The last decade:

2021	Task Authority Organisation: Birthing, Learning, Leading in a Time of (post) Pandemic
2020	Task Authority Organisation: 4C's C-Change
2019	Task Authority Organisation: LOVE@Work
2018	Task Authority Organisation [<i>Enlightened Followership</i>]
2017	Task Authority Organisation: Presence in Absence: In & Out @ Work
2016	Task Authority Organisation: The Art of Role: TAO of Tavistock
2015	Authority & Role: Flighting and Fighting in Our Organisations
2014	Authority & Role: Living, Leading & Learning in Our Organisations
2013	Authority Role Organisation: Studying space, pace, purpose in hyper-turbulent times
2012	Authority Role Organisation: Coalition, Cooperation & Sustainable Society
2011	Authority Role Organisation: Leading, Risking & Designing for Sustainable Society

Welcome to this production of the much-loved Leicester Conference of the Tavistock Institute of Human Relations, celebrating 76 years in 2022. If you are a loyal Leicester Conference member, thank you for your ongoing commitment to learning and development. If this is your first time at one of our productions, we hope that you want to bring your experience to as wide an audience as possible to expand and deepen our collective learning about what it means to be human and in relation/s to others, our environment, our collective conscious and unconscious organisations and society.

The Leicester conference can be thought of as an ensemble production or a metaphorical play – not a play that you sit and watch, rather it is an immersive experience. The cast is made up of a number of skilled players, invited by the Directors. You, as a member of the conference, become part of the ensemble. You have no script to follow, but like an

improvisational actor, you will create your role(s) in relation to other role holders and their overall relationship to the Conference Primary Task and the Directors who represent the custodians of the Primary Task. The Direction is found in the construction of the acts.

If you are a leader in an organisation or an actor in a play, the instrument is you. Your mind, body, voice and emotions. To the extent that you can master your mind, body, voice and emotions in service of the task of the organisation, or the text of the play, you can be said to be in role.

The idea of Role is a complex one, and the role holder as a part of a group, is a further complexity. Finding, making and taking a role is an art. The art of role taking is best engaged with in a group relations conference. Welcome to the mothership, the First Group Relations Conference, the Tavistock Institute of Human Relations' Leicester Conference.

The Play is 14 days long, each day contains a number of scenes, groups of various sizes, breaks and mealtimes. The Play has two Acts, separated by a 36-hour intermission on day 7.

THE PRIMARY TASK OF THE CONFERENCE IS:

To study the exercise of authority in the taking up of roles through the interpersonal, inter-group and institutional relations that develop within the conference as an organisation within its wider context

What the Directors say about The Leicester Conference



ELIAT V ARAM, PhD

is the CEO of the Tavistock Institute of Human Relations and has directed 10 Leicester conferences (2007–2021) and many conferences all over the world.

Q: What makes the Leicester Conference unique?

It is a true international gathering, regularly including around 30 different nationalities and languages spoken. People meet at the conference who would not have met in any other context in the world; neighbouring enemy countries, huge geographical spread, different ages and professions. It spans over two weeks in a secluded location where you can really immerse yourself in an exploration of self and others and everything that runs between.

Q: Two weeks?? seriously? what about life-work balance?

There is nothing like this conference in the world. It is an opportunity to go into the depth of one's psyche with an intensity that, because of the luxury of time and space, is not overwhelming but is life-changing and profound. Someone told me that perhaps work-life balance is found when we find our love at, and for,

work and life. I now unashamedly think this might just be so. The Leicester conference is a conference for the workaholic. No apologies.

Q: It seems you place much weight on the space. Can you say more?

How we locate ourselves physically and psychically is a very interesting line of inquiry in our increasingly complex world. Perhaps the Group Relations contribution to our understanding of the interconnectedness of man and his context is about to have a resurgence, as we require new models to contemplate our ways of living, being, and working in an embodied way in our digital world.



LB 1010

LB 1011

LB 1012



LB 1013

LB 1014 - Version 2

LB 1015



LB 1016 - Version 2

LB 1017

LB 1018

LESLIE B BRISSETT, PhD

is the Group Relations Programme Director at the Tavistock Institute, has directed 5 Leicester Conferences (2016–2020) and has contributed as Director and Associate Director and Staff member to dozens of other Group Relations Conferences internationally.

Q: Why is this Conference important at this time?

We are shifting to a digital realm. How we lead and follow will also need to shift – now is the time to prepare. Since its early days, the Tavistock Institute has taken the widest sense of “social sciences”, and the foundation of anthropology runs deep in the work of AK Rice and Eric Miller, both former Directors of the Leicester conference. What the anthropologist brings is the capacity to make the familiar strange and the strange familiar. Likewise, the work of Gregory Bateson and the pioneers at Lindisfarne Association thought about the possibility of the interconnectedness of the human as the ecological only made sense through experience of the body. How we locate ourselves in the social world will require the capacity to find ourselves strange in our embodied selves, rooted in our context as an integral part of all that is.

Q: What are the benefits of taking up an ensemble role at the Leicester Conference?

You get to touch with the mystery of living. Some still question what it means to be a human being. Are we divine entities living a human experience or animal bodies advancing upwards to a higher order of thinking

capacity? Both polarities of being human speak to the heart of the Group Relations Conference learning experience. Whether it is Aristotelian hexis, or Bourdieu-an habitus, the experience of being embodied, and the meanings attributed to different bodies in different roles and contexts, is open to exploration and inquiry. Our assumptions about which bodies are capable of being seen as legitimate in leadership becomes more fore/backgrounded as the digital era arrives more centrally in working and social life.

Q: What are the organisational take aways from the Ensemble Role at the Leicester Conference?

How do we find and encounter a new paradigm of “learning for leadership”? The Group Relations conference opens the door to education as Socrates envisioned it, a drawing out of what is within. The conference creates the conditions for experience of ourselves in new ways. As my fellow Director, Eliat says, the learning is profound. My hypothesis is that once you experience yourself taking roles in the conference, your discovery is universally applicable. The “Tao of Tavistock: the ART of Role” unleashes your capacity for effortless appropriate activity in all contexts, there is no risk of forgetting what you know.

Comprising the production directorates are

Leah and Matt, the Administrative team, join the Directors in forming the production directorate.



LEAH ASHTON-HURST

is the Operations & Editorial Manager at The Tavistock Institute and is delighted to be a part of the Administrative Team for this Leicester Conference. As her first experience of a Group Relations conference, Leah is

interested to see the role of group dynamics at play and to explore this further in a professional and personal capacity. Leah studied Sociology & Criminology at Cardiff University and has an interest in social interactions and social theory.



MATTHEW GIEVE MSc, MBPsS. Senior Researcher and Consultant, The Tavistock Institute of Human Relations, UK

Matthew works as a researcher and consultant at the Tavistock institute, undertaking evaluations in the fields of social care and mental health.

Drawing on his background in psychology and psychoanalysis, he has increasingly focused on group and organisational dynamics within his research and has taken up staff and teaching roles within Institute's Group Relations programme. Matthew continues to be interested in the opportunities to learn that Leicester provides due to its duration and the diversity of its membership and staff.



ANTONIO SAMA

University lecturer and organisational consultant.

Professional Partner of The Tavistock Institute of Human Relations. His interests include the role of system psychodynamic in university education, action research and complexity, and the process of change in the third sector. He holds roles in Italian and British universities.



MARY FULLERTON EMBA

Organizational Consultant and Accredited Leadership

Coach Partner: Caribbean Group Relations Consulting Ltd – supporting organizations and leaders to overcome transformation challenges. The exploration of Task Authority **Organisation: Studying the capillary, tentacular and rhizomatic in organisations during this transitory time, post Covid19 pandemic, is compelling** and I am delighted to represent the Caribbean on Staff and share in this learning experience.

Cast will be drawn from



GREG COOK

is a psychologist and organisational consultant, based in Melbourne, Australia.

He has been a director of Centre for Leadership and Management (CLM) for the past twenty-five years. CLM provides consulting, executive coaching, and leadership programs for organisations. Greg previously led internal consulting in a large government Department and also holds professional qualifications as a teacher and social worker. He has worked in schools, prisons, higher education and in clinical roles in community mental health, acute psychiatry, and private practice. He is a member of Group Relations Australia. Greg is particularly interested in rhizomatic / parallel processes between groups and individuals within organisations and how these unconsciously shape the shared experience of boundary, authority and task. A staff role at LC22 offers a unique opportunity to experience, seek to understand and work with these dynamics.



RACHEL KELLY

is a Group Relations and Organisational Development Consultant at the

Tavistock Institute and has extensive experience of Leicester conferences and international Group Relations conferences. She is a teacher of the Alexander Technique since 2006. She is delighted to be joining the staff for 2022 – this conference seems even more relevant and crucial for the times we are living in.



HARITHA SARMA, M.Sc.

in Earth Sciences:
Certified Organisation Development Practitioner, Gender

and organisational strategy specialist, Human Process consultant, Member Group Relations India. I look forward to being part of the Leicester conference to experience and contribute to the diversity of participation and opportunities for learning.



WINNIE FEI, PhD. CEO

Tavistock Institute China. Doctor of Psychology of Religion, Peking University

Master of Divinity, Trinity Theological College, Singapore. Master of Chinese Language and Literature, Nanjing University. Tavistock Practitioner Certificate for Consultancy and Change, UK. Certified interpersonal interaction group therapists, supervisors from Yalom Institute. She is committed to apply Tavistock system dynamics and methodology to organizational development, health education and other fields in China. Associate director of the first and second Tavistock China Group Relations Conference in 2017 and 2019, Director of third TIC eGRC on February 2022 It's my honour to be invited to be the staff for Leicester Conference, because it is the birthplace of group relations conference and the beginning of in-depth exploration and understanding of humanity, especially in this moment of worldwide, I would like to come together with my esteemed mentors and colleagues to work as a team shoulder to shoulder.



**DAVID LAWLOR, PhD,
MSc, DipAppl Beh, Sc,
CQSW CQSW**

David is a Professional Partner at the Tavistock Institute of Human Relations. At the TIHR he specialises in research and consultancy. He was formerly a Consultant Social Worker at the Tavistock & Portman NHS Trust where he was the Head of the Social Work Discipline and member of the Senior Management Team. David trained in organisational consultancy and psychoanalytic psychotherapy at the Tavistock Clinic. He works as an organisational consultant and coach. He works with the technical and emotional challenges involved in implementing change. He is the co-author with Dr Mannie Sher of the recently published *An Introduction to Systems Psychodynamics Consultancy Research and Training* which is an introduction to systems psychodynamic theory and its application to organisational consultancy, research and training, outlining systems dynamics methods and their historical and theoretical developments.



**IRINA
PONOMARCHUK**

is an Executive and Leadership coach for Business schools in Russia and Europe. She is a Director and co-founder of Group Relations Russia which works in partnership with Tavistock. She holds Master degree in Psychoanalytical psychotherapy and psychoanalysis from High School of Economics (Moscow) and uses psychodynamical approach in group work. Irina has a passion for people and systems development and her interests include reading, nature and art. She was born and lives in Moscow, holds double citizenship, studies and works internationally. She feels honored to be the part of international consultancy team as she is attracted to group relations conference method both professionally and emotionally. She is very curious how the conference's system may unfold and germinate in natural, unconscious, philosophical and other ways after the long pandemic time and how it may be interconnected with organisations systems.



**TERTTU MALO, MA
in BESC, MA in AOC.**

Executive Coach (Cert TIHR Coaching) experience in HR and HRD. Training consultants and managers, consulting to organizational change processes. Terttu Malo is an experienced Organizational and Management Consultant and Coach with working history from private sector in HR and HRD. She trains consultants and managers for both public and private sectors. Her areas of expertise are development processes focusing on organizational culture changes and conflict resolution.



DR SARAH WYINICK,
(she/her) is the
Head of Child and
Adolescent Psychiatry

at the Tavistock Clinic and runs the only psychotherapy training for child psychiatrists in the UK. She is a BPC registered couple psychoanalytic psychotherapist. She has been involved in working with organisations via consultation, group relations work and teaching, for the past three decades. Now more than ever we need to understand what goes on in our society between groups of people; and what better way to explore that than at Leicester.

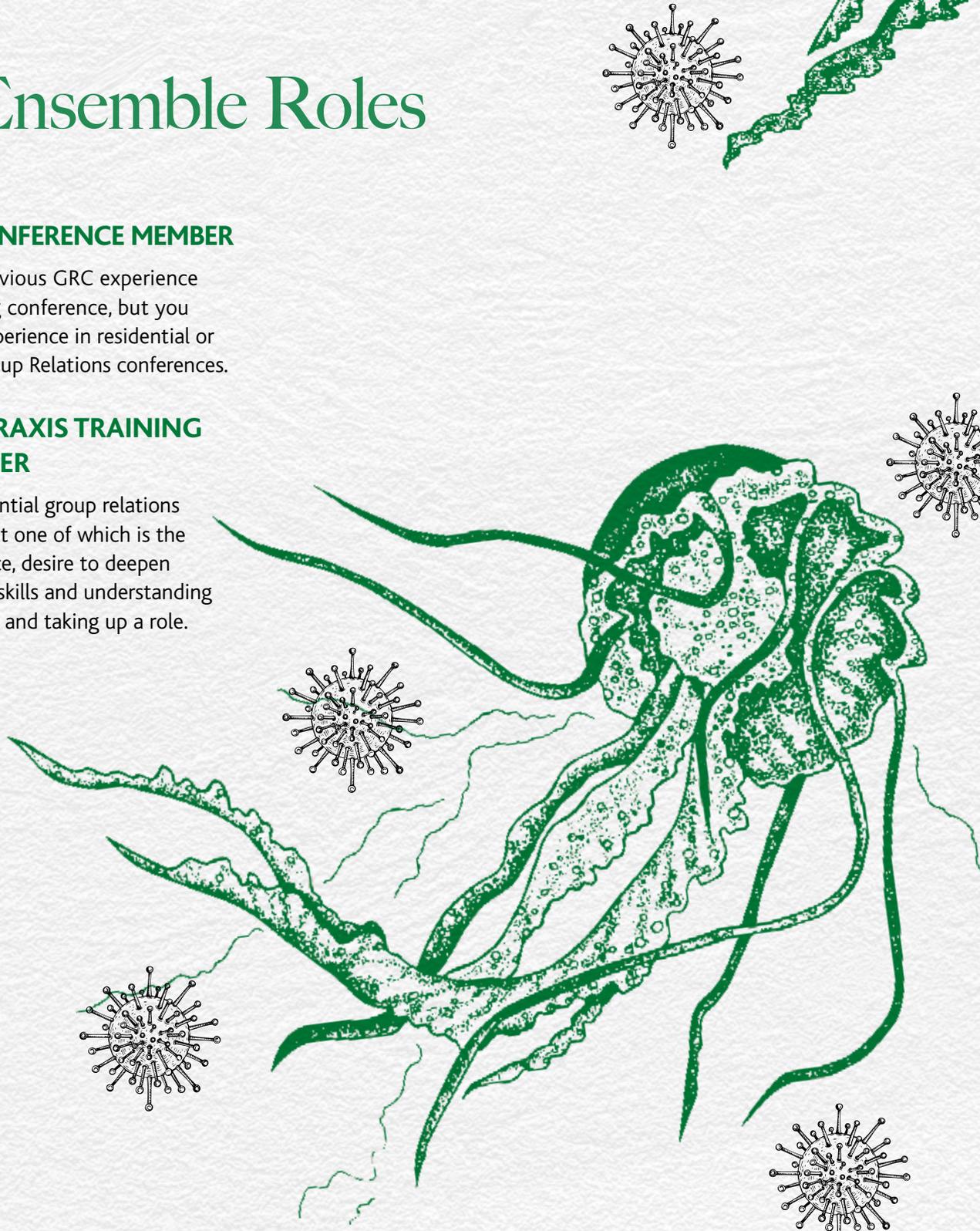
The Ensemble Roles

WORKING CONFERENCE MEMBER

You don't need previous GRC experience to join the working conference, but you may have some experience in residential or non-residential Group Relations conferences.

DEEPENING PRACTIS TRAINING GROUP MEMBER

Two or more residential group relations conferences, at least one of which is the Leicester Conference, desire to deepen process consulting skills and understanding the finding, making and taking up a role.



Ticket information

Registration opens at 12pm on Saturday, 30 July. Conference closes on Friday, 12 August at 12pm.

Intermission from early evening 4 August to the morning of 6 August.

FEE

includes all accommodation and meals throughout

£5,200 – Working Conference:

£5,950 – Deepening Praxis Training Group

DISCOUNTS

Early Bird discount of £600 for applications received before 1 May 2022

Organisational discounts:

£100 discount each for two applicants from the same organisation

£250 discount each for 3+ applicants from the same organisation

Alumni discount: £450 discount if you have participated in one of our modular programmes in the last 5 years

Partial bursaries are available on request

Please see Terms & Conditions.

HOW DO I APPLY?

Fill in the application form online. All applications for the reservation of a place at the conference should be accompanied by the booking fee of £700. Acceptance to the conference is not automatic and places are limited.

CLOSING DATE FOR APPLICATIONS

Monday 11 July 2022

CONTACT

Leah Ashton-Hurst
l.ashton-hurst@tavinstitute.org
with any queries or questions.
Tel: +44 (0)20 7457 3926



The Place where we Create our production

Lane End Conference Centre, Church Rd, Lane End, High Wycombe, HP14 3HH,
30 minutes from central London and 30 minutes from Heathrow airport.

Voices of our Sponsors

THE
TAVISTOCK
INSTITUTE®

WILFRED BION, 1961:

[Learning in a group is powerful because] “it is almost as if human beings were aware of the painful and often fatal consequences of having to act without an adequate grasp of reality, and therefore were aware of the need for truth as a criterion in the evaluation of their findings.”

Sigmund Freud, 1923:

“And, finally, groups have never thirsted after truth. They demand illusions, and cannot do without them. They constantly give what is unreal precedence over what is real; they are almost as strongly influenced by what is untrue as by what is true. They have an evident tendency not to distinguish between the two.”

Gordon Lawrence, 2000: “[group relations is] the most potent of methodologies because it enables one to distinguish between phantasy and reality. It also enables one, among other things, to judge between truth and the lie; to come to grips between projection and Introjection, transference and countertransference, which are the basic “stuff” of human relations”.

WESLEY CARR, 2002: “What we need is people who can do the next level of thinking, which is how to apply this thinking in various institutions...bringing about some sort of change.”

Pierre Turquet, 1974: “He opened up the whole field of small group behaviour for us by a radical change in optic, his ability to view the group as a whole and not merely as just a collection of individuals. His teaching has enabled us to concentrate not on one individual but to think of the group as an entity, as an organisation sui generis. Phenomena can therefore no longer be reduced to questions of individual psychology.”

MELANIE KLEIN, 1963: “Enjoyment is always bound up with gratitude; if this gratitude is deeply felt it includes the wish to return goodness received and is thus the basis of generosity. There is always a close connexion between being able to accept and to give, and both are part of the relation to the good object and therefore counteract loneliness. Furthermore, the feeling of generosity underlies creativeness, and this applies to the infants most primitive constructive activities as well as to the creativeness of the adult.”

KURT LEWIN, 1947: “There is no more magic behind the fact that groups have properties of their own, which are different from the properties of their sub-groups or their individual members, than behind the fact that molecules have properties which are different from the properties of the atoms or ions of which they are composed ... In the social as in the physical field the structural properties of a dynamic whole are different from the structural properties of sub-parts. Both sets of properties have to be investigated”.

ERIC J MILLER, 1989: "the [Leicester] model has proved effective in addressing an inherent feature of the human condition – the tension between individuation and incorporation – which in most 20th century cultures at least is a lifelong tension, never fully resolved. The model confronts us with that dilemma and with the precariousness of a notion of individuality and autonomy that we may have taken for granted. It does so, however, within a structure designed to be relatively containing and within a conference culture whose values promote the idea – perhaps the hope – that through seeing how we get involved in unconscious group processes we can become less vulnerable to them and more effectively self-managing".

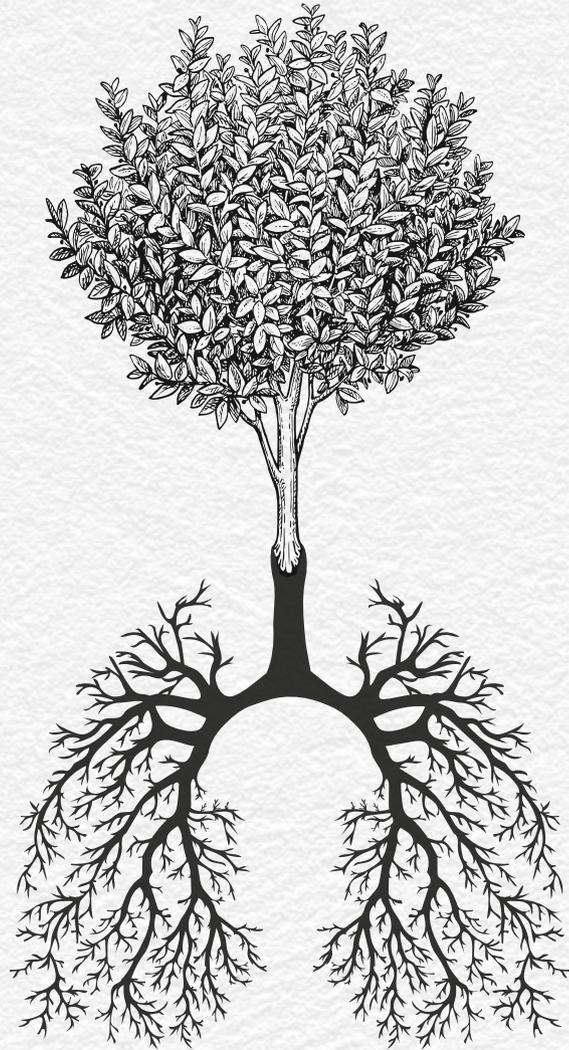
Olya Khaleelee, 2006: "...I had begun to understand the concept of systems thinking, was very taken by the idea of the unconscious at group and organisational levels and had located my own authority. I was raring to use it! Thus going to the Leicester conference in 1976 was an exhilarating experience of testing myself out and exercising my authority. I had a wonderful time, learned an enormous amount about my own capacities and resilience, and came away feeling completely omnipotent."

A. Kenneth Rice 1967: "the ego-function has [therefore] to control not only transactions across the individual / environment boundary but also between role and person. When the ego-function fails to locate boundaries precisely and fails to control transactions across those boundaries, confusion is inevitable – confusion in roles and in the authorities exercised in roles. Authority and responsibility appropriate in one role are used inappropriately in other roles to be continuously confused about the role person boundaries or completely unable to define and maintain boundaries is to be mentally sick."

ISABEL MENZIES LYTH, 1978: "in the institutional setting it is not only the unconscious thoughts and feelings one needs to understand, but also the implicit; what is not being said. Thoughts conscious in some people, or even shared in twos and threes are not openly shared with everyone in a work situation where they could be realistically and constructively used. The ability to see behind what is being said or done to what is unconscious or implicit to understand it, to open it up and explore it with the client is a focal skill for the institutional consultant."

Mannie Sher, 2010: "The Leicester conferences deal with the boundary between therapy and learning by interpreting group-as-a-whole phenomena via which it is hoped individuals will acquire insight and understanding of the groups of which they are members and their individual behaviour in groups via their active participation in the life of the group. The uniqueness of Tavistock group relations work lies in consultant staff attending to group dynamics and to the dynamics of the system of which the group is a part, and the multiplicity of transference processes that arise between group members themselves and between group members and consultant staff".

Anton Obholzer, 2019: "In order for any organisation to function at its most effective, certain guidelines, based on group relations understanding and sound management principles, need to be laid down. Central to the learning process is the repeated discovery of the presence of irrational and unconscious processes that interfere with attempts to manage oneself, the group, task and roles in a conscious and rational way. Such insights, when experienced in the pure culture of a training event, make for powerful learning from experience."



www.tavinstitute.org

The Tavistock Institute of Human Relations is engaged with evaluation and action research, organisational development and change consultancy, executive coaching and professional development, all in service of supporting sustainable development and maintaining its impact as a UK Charity