



# Working with Others: leadership, risk and trust

Three-day non-residential  
Group Relations Conference

---

Friday 4 – Sunday 6 November 2011

---

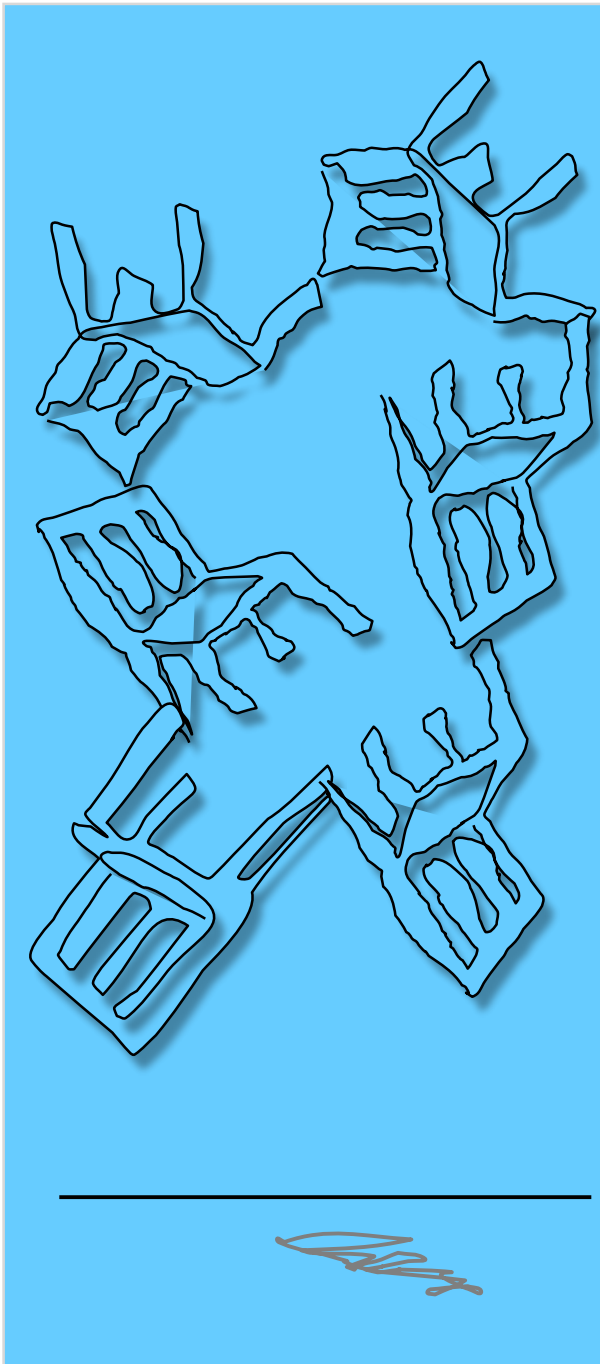
**British Association of  
Psychotherapists**

Mapesbury House  
37 Mapesbury Road  
London NW2 4HJ

---

[www.bap-psychotherapy.org](http://www.bap-psychotherapy.org)





The Conference is an intensive experiential event (there are no lectures or seminars) intended for anyone who is working in and with organizations, wishing to develop and fulfil their roles in their professional life. The Conference activities explore issues such as task, authority, accountability and leadership, considering the meaning, limitations and creative potential of taking up a role in the process of working with others. There will be a maximum of 40 participants.

The overall aim is to assist participants to explore and understand more fully the complexity of organizational processes. Insights can then be usefully applied both to the realm of work and to the social world.

The duration of the Conference is three full days and a certificate of attendance is issued on completion.

**Please note that participants are expected to attend the whole programme:**

- Friday 4 November 9.45 am – 7.30 pm
- Saturday 5 November 9.00 am – 7.30 pm
- Sunday 6 November 9.00 am – 4.30 pm

Full lunch prepared by Leon Lewis Vegetarian Catering is provided on all three days.

## **Context**

The world is a constantly evolving environment in its physical, technological and human dimensions. The speed of change is augmented by the ongoing depletion of resources and the search for new markets, and competition seems to be the main stimulant to development. How can we work effectively under such conditions? How can we challenge what we take to be the norms of organizational life, think clearly while under pressure, and discover the potential for trust and creative engagement with others in our separate and joint tasks, recognizing and valuing our differences and commonalities?

## **Purpose**

This Conference is designed to provide opportunities for understanding both conscious and unconscious processes, rational and irrational, that both assist and hinder the work of individuals and groups.

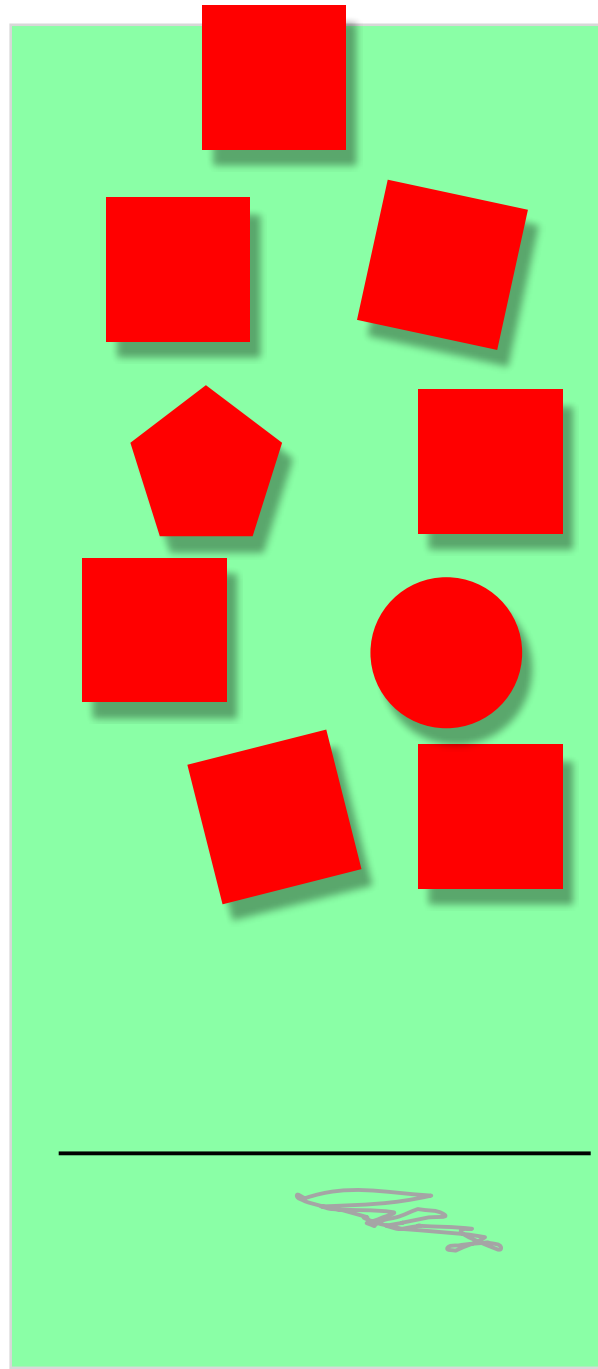
The primary task of the Conference is:

**To experience and examine conscious and unconscious processes of group dynamics as they happen, in the exercise of role, authority and leadership.**

## Opportunities

Conference participants will be able to:

- examine ways in which certainties and uncertainties may paralyse their thinking;
- learn how groups jointly construct a reality that though considered external and unchangeable may be amenable to transformation;
- explore the dynamics of (mis)trust that are engendered in taking up leadership and followership;
- develop capacities for exercising authority and taking up management and leadership roles;
- experiment with ways of engaging with difference (e.g., concerning age, gender, ethnicity, class, sexual orientation);
- explore vulnerability as a necessary component of the capacity to exercise authority;
- consider the interplay between risk and trust, vulnerability and creativity;
- consider the relationship of organizations to their cultural, political and economic contexts;
- reflect on the application of the experiences derived from the Conference to their professional life and the development of the organizations where they work.



**This experiential conference provides opportunities for learning which may feel challenging to those who are in the midst of personal stress and therefore attendance may not be advisable in such circumstances.**

If you need further information, or wish to discuss the suitability of the Conference to your needs, please email or phone

Carlos Sapochnik, Conference Director

[bapgrouprelations@gmail.com](mailto:bapgrouprelations@gmail.com)

+44 (0)20 8340 4873

## **Conference method and events**

The group relations conference method is to provide a number of situations or events in which members can study their behaviour as it happens. Processes within, between and amongst groups of different sizes and configurations provide an opportunity to study and learn from all participants in the Conference – members and staff alike. Conference staff take up the roles of consultants, managers and facilitators.

Moving across boundaries from one group to another, negotiating between or on behalf of groups, and reviewing the experiences that take place, offer participants the potential for learning which can be applied to other settings and institutions.

The Conference events, taking place across 18 sessions over three days are:

### **Opening and closing plenaries**

The Conference opens in a full plenary of staff and members, to provide a structured beginning as participants enter the Conference as a temporary institution. The final plenary gives an opportunity for reflection on the learning from the Conference as a whole, while studying the process of ending relationships.

### **Network event**

This event has two stages. In the first phase members self-select into small study groups of 5–8 members to learn about interpersonal relationships, with a staff member allocated to consulting to the process of group formation.

In the second phase groups modify their membership and explore the continuation of existing ties within a new configuration. The event ends in a plenary review.

### **Large study group**

The objective of the event is to experience and learn about interpersonal relations in the setting of the whole Conference membership. Staff, working in consulting role, assist the task by offering observations about what they perceive may be happening in the group.

### **Review groups**

The purpose of these groups is to review and reflect on the roles that participants may have taken up in the Conference and focus on areas for further development. Members are allocated to a group of 4–6 participants with a consultant as facilitator. To offer maximum learning, these groups meet in the morning of the second and third day of the Conference.

### **Institutional event**

The task of this event is to conceptualize the total Conference as a developing institution. The dynamics between groups in their interaction with one another, and between the membership and management, are two of the issues which may be explored in order to understand what sort of organizational culture is explicitly and implicitly in operation as constructed by members, consultants and management.

Authority, leadership, the use (and misuse) of resources, and the (im)possibility of functioning in isolation are some of the themes that may be explored.

Staff are available for consultation on request while the management group conducts its work in open sessions. The event concludes with a plenary review.

### **Application groups**

These groups meet for two sessions on the final day and membership is the same as in the Review Groups. The task is now to apply Conference learning to current work issues as presented by the participants. A staff member assists the discussion in consultant role.

## Conference staff

### DIRECTORATE

**Carlos Sapochnik** (Director) – Organizational Consultant and Researcher; Visiting Tutor, MA Consultation and the Organization and MA Working with Groups, Tavistock & Portman NHS Trust; Principal Lecturer, Middlesex University; Member, International Society for the Psychoanalytic Study of Organizations (ISPSO); Associate Member, Organization for Promoting Understanding of Society (OPUS)

**Miranda Feuchtwang** (Deputy Director) – Psychoanalytic Psychotherapist, BAP; Visiting Tutor, MA Consultation and the Organization, Tavistock & Portman NHS Trust; Member, Organization for Promoting Understanding of Society (OPUS)

**Ben Neal** (Associate Director for Administration) – Organizational Consultant; Homeless Outreach Service, Camden & Islington Mental Health Foundation Trust; Associate Member, Organization for Promoting Understanding of Society (OPUS)

CONSULTANTS will be selected from

**Francesca Cardona** – Organizational Consultant and Coach; Visiting Tutor, MA Consultation and the Organization, and Professional Doctorate, Tavistock & Portman NHS Trust; Coach at the London Business School

**Tim Dartington** – Group and Organizational Consultant; Associate, Tavistock Institute; Visiting Tutor, Tavistock & Portman NHS Trust; Member, Organization for Promoting Understanding of Society (OPUS); Member, International Society for the Psychoanalytic Study of Organizations (ISPSO)

### **Miranda Feuchtwang**

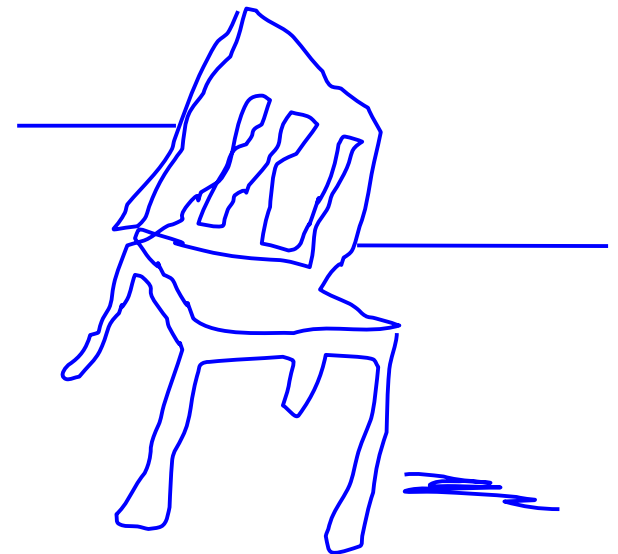
**Julian Lousada** – Psychoanalyst, BPA; Principal Consultant, Tavistock Consultancy Service; former Chair of the Adult Department, and Tutor, MA Consultation and the Organization, Tavistock & Portman NHS Trust; Chair, British Psychoanalytic Council

### **Ben Neal**

**Liz Omand** – Psychoanalytic Psychotherapist and Supervisor, BAP; Tutor, MSc Psychodynamic Counselling and Psychotherapy, Birkbeck College, University of London; Member, British Association of Psychotherapists (BAP) and British Psychoanalytic Council (BPC)

**Anne Marie Reilly** – Psychoanalytic Psychotherapist, BAP; Head of Counselling Service, University of Westminster; Tutor, MSc In Psychodynamic Counselling, Birkbeck College, University of London; Member, British Association of Psychotherapists (BAP) and British Psychoanalytic Council (BPC)

### **Carlos Sapochnik**



## **Group Relations Conference 2010 – the participants' organizations**

Springfield University Hospital, London; Forensic Psychiatric Service, East Anglia, UK; Chambers of Industry & Commerce, Germany; Association of Jungian Analysts, UK; Ernst & Young Global Ltd, Australia; Open University, UK; Investec Bank plc, UK; City University, London; Fostering Solutions, UK; St Georges Community School, London; CHEAM Resource Centre, Surrey; South West London & St George's NHS Mental Health Trust; Queen Mary University, UK; Maudsley Hospital, UK; Wakefield District CAMHS (Pontefract), West Yorkshire; British Association of Psychotherapists, UK; Barking & Dagenham AMHS, London; Barnet CAMHS, London; Royal School Hampstead, London; University of Greenwich, London; Inquest, London; Society of Analytical Psychology, London

## **Group Relations Conference 2010 – the participants' experience**

'It has given me confidence to think about how to deal with difficulties I'm facing in the organisation in which I work.'

'... a very full and enjoyable experience. I feel I am still processing [it].'

'I'd never been to a group relations event before and can't make meaningful comparisons. This one more than fulfilled my expectations, and while I would probably have got as much out of a different structure, I really appreciated the sense of being held by a confidently and properly designed, well-thought out programme.'

'I liked the relatively homely setting (not at all corporate) and the personal attention from the housekeeper and his wife was very nice. The food was unusual and a treat.'

'I was deeply impressed with the simplicity and solidity of the structure. It offered a powerful containment for the process of the conference and the development of my own learning.'

'Very well organized and managed/contained.'

'I found the consultants intriguing, challenging, insightful, supportive.'

'The structure was very good, though there was quite a relentless pressure – but that perhaps reflected the external pressures many feel.'

'Because part of my work is as a group consultant in similar experiential groups, I have learned a great deal by the modelling of the consultants and feel this has really consolidated my understanding of this task well.'

'The entire [staff] team was excellent, very committed to the process and principles of the conference and to making sense of the experience. The level of thinking was very impressive and exciting. It was also offered in a very human way.'

'The conference was hugely enjoyable, I met many interesting people and feel that my learning from it will be on-going for some time.'

---

# Working with Others: leadership, risk and trust

Three day non-residential  
Group Relations Conference

---

Friday 4 – Sunday 6 November 2011

---

## British Association of Psychotherapists

Mapesbury House  
37 Mapesbury Road  
London NW2 4HJ

---

[www.bap-psychotherapy.org](http://www.bap-psychotherapy.org)



Established 1951

---

## Application/registration form

Conference fee before 31st August

**£335**

£300 for BAP members and trainees

Conference fee after 31st August

**£370**

£335 for BAP members and trainees

Three or more bookings by participants from the same organization can be made at £300 each before 31st August, or £335 thereafter.

**The closing date for all applications is 1st October 2011.** Early booking is advisable.

---

To book a place please print this booking form, fill it in BLOCK LETTERS, and return it with a cheque payable to 'BAP' to

**Mrs Rohini Weerasooriya**  
**British Association of Psychotherapists**  
**37 Mapesbury Road**  
**London NW2 4HJ**  
**United Kingdom**

---

### Participant's details

Please complete all details in full. Items with an asterisk \* will appear in the membership list of the Conference brochure.

---

NAME\*

---

ADDRESS

---

TELEPHONE    work  
                          home  
                          mobile

---

E-MAIL\*

---

BEST WAY TO CONTACT YOU (please tick)

home phone      
work phone      
mobile phone     
e-mail        

---

EMERGENCY CONTACT (next of kin)

---

PLACE OF WORK

---

WHAT DO YOU HOPE TO GAIN FROM ATTENDING  
THE CONFERENCE?

---

DIETARY REQUIREMENTS

---

JOB TITLE\*

---

OTHER REQUIREMENTS

---

MAIN ROLE(S) IN YOUR JOB

---

WHERE DID YOU HEAR ABOUT THE  
CONFERENCE?

---

TRAINING

Please give details of any training undertaken (including any group relations experience) that may be relevant to the Conference, giving name of institution and dates.

---

**British Association of Psychotherapists**

37 Mapesbury Road, London NW2 4HJ

Telephone +44 (0)20 8452 9823

[admin@bap-psychotherapy.org](mailto:admin@bap-psychotherapy.org)

[www.bap-psychotherapy.org](http://www.bap-psychotherapy.org)

Charity Registration No: 281720

Registered in England No: 1264299

Company Limited by guarantee