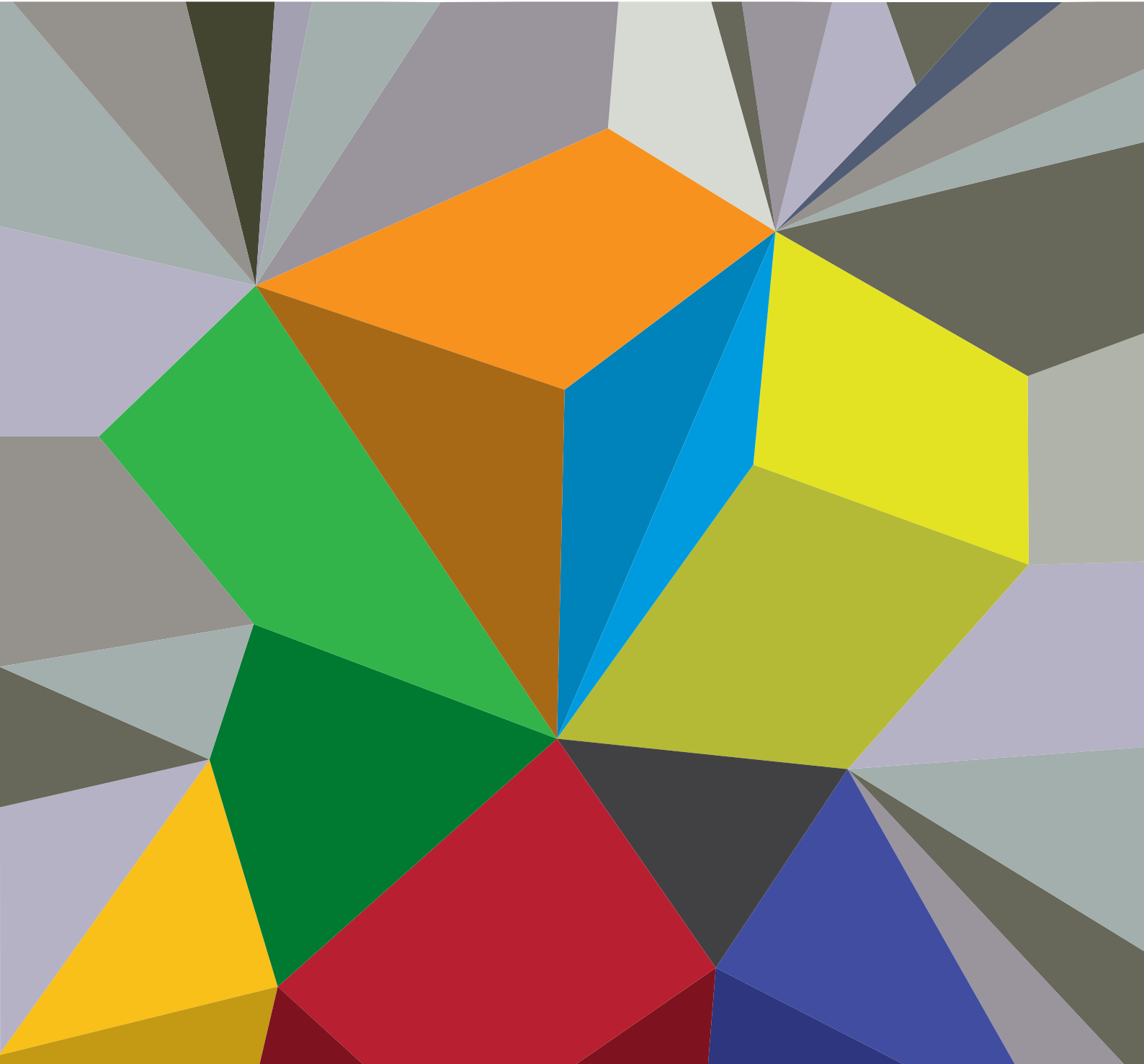


# LEADERSHIP, AUTHORITY and TRANSFORMATION in organizations and communities

21st - 24th October 2014 - Campus University SIGLO 21 - Córdoba, Argentina



Dear Prospective Member:

The 4th Group Relations Conference “**Leadership, Authority and Transformation in Organizations and Communities**” is taking place in times of unprecedented and radical social and political change in Latin America.

Traditional patterns are breaking down and being replaced by new forms of management, leadership and collaboration. New technologies, new ways of relating and new learning practices are disrupting how we think, feel, live and learn.

Globalization has created new designs of work, sometimes remote, where different groups, communities and teams who are often located in geographically distant places have to nevertheless work together to achieve common goals. This can be disorientating and isolating. As the language of work is changing so is the experience of being at work- other forms of leadership need to be developed as well as a different understanding of what it means to be connected or interdependent from a distance that may increase the lack of familiarity.

For the people of South America the arrival at a Group Relations conference whose core ethos is learning through experience can be a huge and exciting challenge in understanding and exercising the dynamics of power, authority and leadership. Although well tried and tested for over 65 years across the globe, this conference methodology remains one of the most innovative ways of learning, taking up and feeling personal responsibility for the collective output in which we are emotionally invested. Sense making for ongoing learning and self-reviewing is one of the competences that we offer opportunities for developing through reflecting and taking action in our contemporary institution. After working together during four days, you will never experience your roles at work and home in the same way again.

In this country, as within the temporary institution of the conference, we will explore our preoccupations and questions. For example, what future are we co-creating for the next generations of citizens? And how?

We invite you to join us at the ‘*Leadership, Authority and Transformation in Organizations and Communities 2014*’ conference at Universidad Empresarial Siglo21 to experiment with being part of this transformation that is taking shape in this century.

**Dr. Eliat Aram**  
Conference Director

**Lic. Gabriela Barrial**  
Associate Conference Director



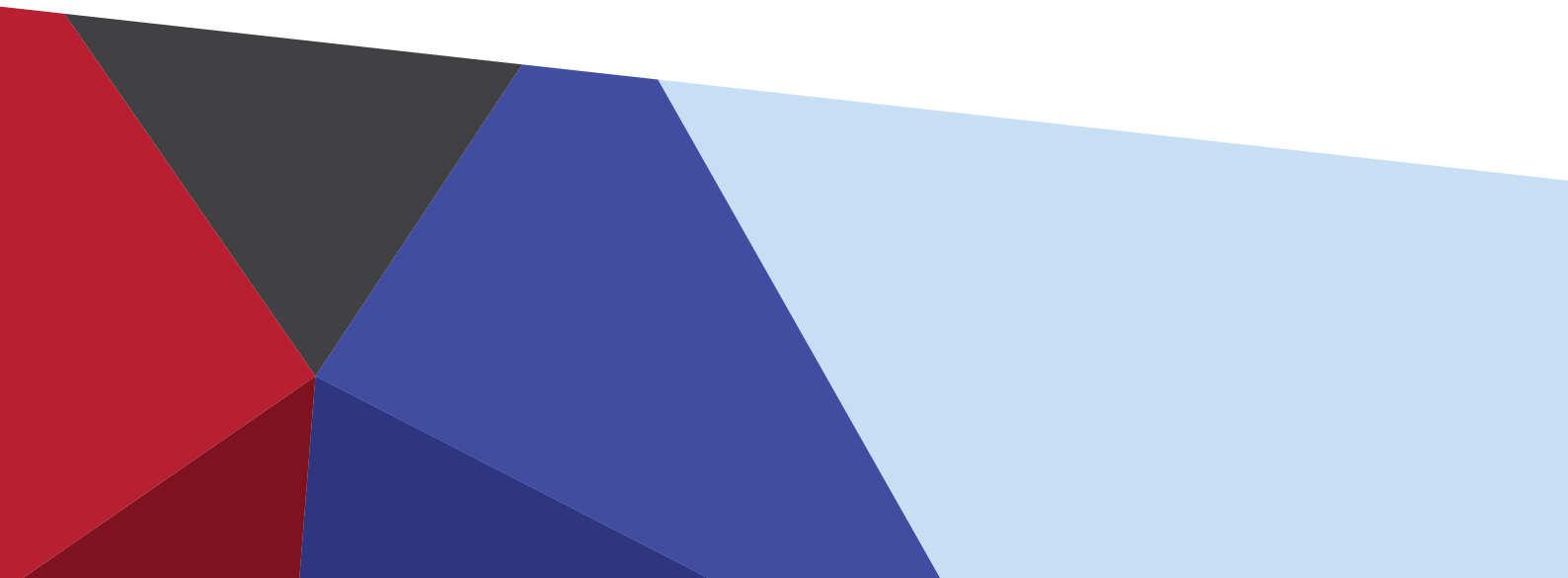
## **THE PRIMARY TASK OF THE CONFERENCE**

To provide opportunities to experience, explore and understand the exercise of authority and leadership in groups and organizational life within the framework of the conference understood as a temporary organization.



## **WHO IS THIS CONFERENCE FOR?**

The conference is designed for anyone who is interested in increasing their capacity to function effectively in work settings by developing a deeper understanding of authority and leadership in contemporary organizations. It is also recommended for those who have an interest in group dynamics within organizations.



# WHAT IS A GROUP RELATIONS CONFERENCE?

The conference is designed for anyone who is interested in increasing their capacity to function effectively in work settings by developing a deeper understanding of authority and leadership in contemporary organizations. It is also recommended for those who have an interest in group dynamics and in no way do we prescribe what their choice ought to be.

During the conference we invite members to choose the areas of learning that are meaningful to them.

## **Members will have opportunities to:**

- Understand the differences in influence among those with formally authorized work roles and those of informal leaders.
- Innovate the way in which we take up roles and relate to the people we interact with.
- Recognize and integrate the emotional and irrational aspects of organizational life and the various forces that affect our own roles and organization.
- Explore how the incongruities between the stated and apparent purposes of groups affect organizational life.
- Discover what stirs the team members into action to fulfill their tasks.
- Distinguish new professional itineraries, individually or as part of a team.
- Experience and identify personal characteristics while exercising leadership and their effect on others.
  
- Allow and authorize ourselves to go forward, address problems and take the lead.

Companies and institutions generally include this conference by way of part of a transitional or organizational change process, as a meaningful way of preparing the members of the team that take part in the process.

# CONFERENCE METHODOLOGY

## **LEARNING FROM EXPERIENCE** - See video -

The current design of the seminar integrates various standpoints: it develops the tradition on knowledge of human behavior from the 50s (Wilfred R. Bion, A.K. Rice, P. Turquet, Eric Miller, Isabel Menzies and others).

Since then, this theory and practice has developed as Group Relations, Institutional Transformation (GRIT), with Social Analysis and input from organizations that have contributed to learning through experience in different parts of the world.

It also includes other systemic approaches, particularly Bateson's views; the Socio-Technical (Emery, Trist); Viable Systems (Beer); Soft Systems Methodology (Checkland).

During the seminar, there will be no lectures or master classes. We invite each one of the members to learn through experience, that is, to experience what happens as it happens, and as far as possible, to be aware of what is going on.

During the temporary experience of the seminar we recreate paradigmatic situations that are common to experience in actual organizations.

# LANGUAGES

The official Conference languages are Spanish and English. Other languages will be considered.

# TESTIMONIALS

"I learned to position myself more "firmly" on issues that I believe in and that I want to defend. I believe that since the conference took place, I have been more "assertive", knowing that running greater risks is the only way to stand up for what I believe in, otherwise the vision would be only in the head. It was certainly one of the most unique experiences I've had so far."

**Rafael Russo, Managing Director, True Brazil, Brasil**

"I think we are formatted for the logic of action and achievement. The debacle of this system resulted in the appearance of another logic: the logic of "being" in the "Here and Now."

**Jaime Fernández Madero, Lawyer, Argentina**

"The experience of the conference allowed me to explore the effectiveness or dysfunctionality of the roles that I exercise in my life, which I have acquired greater authority to lead effectively in complex situations. The conference is a revealing experience, challenging and dizzying, you can experiment, explore and learn what it means to be part of a social system."

**José Tomás Saffirio, Executive Director, Chile**

"I think that after the conference, I find myself in a different internal position. It is as if the conference had activated a process that cannot be stopped and it works all the time as a new way of thinking, listening and looking.

I feel myself authorized, connecting with the group more fluently without getting lost, without losing my authority."

**Lucia Made, Sociologist, Argentina**

"Nothing is as you think. Things happen, people change, the system takes you, and you struggle to adapt and find your place. An amazing laboratory for understanding how one's personal interests and agendas intersect with the interests of the groups in which we have to participate."

**Pedro Algorta, Economist, Argentina**

"The reach and deep methodology "Learning by experience," is the art of sustaining uncertainties and the responsibility for what is created (or not) in the immediate moment. To me, that was the essence of what I lived and embodied in a Group Relations Conference."

**Valeria Lisondo, Lisondo Institute, Brasil**

# CONFERENCE STAFF

## DIRECTORATE

Conference Director

**Dr. Eliat Aram**  
United Kingdom



I am the CEO of the Tavistock Institute of Human Relations and when I am not busy overseeing the daily activities of the Institute, thinking about its future, strategising and nurturing its cutting-edge profile, I work with other change agents. I am informed by concepts of emergence and self-organisation as well as power dynamics / dialogue including developing skills and attitudes for working in conditions of uncertainty and ambiguity. I help, support and challenge change and learning agents through their journey of growth by inviting them to think about and reflect upon their flow of experience as leaders in their organisations. I am regularly on staff of Group Relations conferences nationally and internationally. Having worked in many places in the world, across cultural and geographical boundaries, I have been very fortunate to develop a capacity to understand the local context of where I work and to immerse in its vicissitudes. Since 2007 I have directed and made innovations to the TIHR's Leicester conference: Authority, Role and Organisation, the Institute's annual two-week group relations experiential learning conference.

Associate Conference Director

**Lic. Gabriela Barrial**  
Argentina



I am a Clinical Psychologist, Organizational Consultant and Executive Coach. I share my practice as a psychoanalyst, between the private practice and organizational consulting work. I direct B&K Change consultancy group where we work to design and implement interventions that help people and businesses in the process of changing and transformation. I am Group Relations Argentina founder; I have been trained as organizational consultant at PA Consulting, London, and at the "Leicester Conferences" at The Tavistock Institute of Human Relations where I also obtained a Practitioner Certificate in Consulting and Change (P3C).

Conference Administrator

**Dr. Dimitris Vonofakos**  
Greece



Dimitris obtained his doctorate degree in Psychoanalytic Studies (2009) from the Centre for Psychoanalytic Studies, University of Essex, UK. His work focused on the study of cultures of work in public health institutions.

He directed the project "The early work of Wilfred Bion and John Rickman" at the Centre for Psychoanalytic Studies and is currently working as an organizational consultant at BK Change and is a Visiting Fellow at the Centre for Psychoanalytic Studies, University of Essex, UK. He is also a Member and National Representative for Greece at O.P.U.S (An Organization Promoting the Understanding of Society) in London, UK.

# Consultants will be drawn from the following:

**Gabriela Barrial**

**Lic. Lucía Huertas**  
Argentina



Lucia is Psychology graduate from the University of Buenos Aires (UBA) and is currently in the final stages of a Masters in Organizational Studies at the University of San Andrés.

She is a Consultant specializing in areas of Organizational Analysis, Change Management and Human Resources. She has over 10 years of experience in the management and development of human capital as an external consultant and positions within the HR structure. She has served as a university professor in the department of Psychology of Work II at the UBA and has taught and participated in numerous specialized courses.

**Lic. Silvia Naisberg  
Silberman**  
Argentina / Israel



MA, Psychologist, Psychotherapist, Groups and Organizational Consultant. Specialized in learning disabilities, violence in schools and communities, social change and primary processes.

Lecturer, Schechter Institute, Jerusalem. Part of the professional team of AGAS, an NGO, in the research and interventions on overt and latent violence. Member, OFEK-Israel, for the study of group and organizational processes. Associate Member, OPUS, UK – an Organization for the Promotion of Understanding in Society. In the past, Director of The Jerusalem Psycho-educational Service of School Psychology.

**Dr. Matías Sanfuentes**  
Chile



Matías is a Clinical Psychologist and PhD in Psychoanalytic Studies (University of Essex, UK). He is Assistant Professor and Director of the Diploma in Organizational Dynamics, Faculty of Economics and Business Administration, University of Chile. Psychoanalytic Psychotherapist, Organisational Consultant and Executive Coach Member of ISPSO and O.P.U.S. (Organization for Promotion of Understanding of the Society).

# CONFERENCE GENERAL INFORMATION

## WHEN? WHERE? COST?

### DATES

Tuesday 21st to Friday 24th, October 2014

### VENUE

Campus University Siglo 21  
Provincia de Córdoba, Argentina  
[www.21.edu.ar](http://www.21.edu.ar)

The program is residential with accommodation in Hotel Quorum in single rooms with full board. Reservations at the hotel will be made by the organizers.  
[www.quorumhotel.com.ar](http://www.quorumhotel.com.ar)

### COST

Argentine Participants AR\$ 15.000  
International Participants US\$ 1.830  
The conference fee includes full board.

Some scholarships are available to non-profit institutions or individuals involved in social development sectors.

### ACCOMODATION

#### AR\$ 2.250

The cost of accommodation at the Quorum Hotel  
[www.quorumhotel.com.ar](http://www.quorumhotel.com.ar)  
Includes three nights from 21 to 23 October.

### CANCELTION POLICY

- Cancellations incurred before July 30th, 2014: 75% refunds
- 1st - 30th August, 2014: 50%
- After 30th August, 2014: No refund



## HOW DO I START THE APPLICATION PROCESS?

If you want more information about the conference, we offer an interview via phone or Skype.

### Gabriela Barrial

E-mail: [gabriela.barrial@bkchange.com.ar](mailto:gabriela.barrial@bkchange.com.ar)  
Tel.: +54.114.803.9513  
Skype ID: gbarrial  
[www.bkchange.com](http://www.bkchange.com)

### Dimitris Vonofakos

E-mail: [dimitris.vonof@bkchange.com](mailto:dimitris.vonof@bkchange.com)  
Tel.: +54.114.803.9513  
Skype ID: elmourgos  
[www.bkchange.com](http://www.bkchange.com)

**CLOSING DATE FOR APPLICATIONS:  
FRIDAY 10TH, OCTOBER 2014**

**Complete your application form here**



# OUR ASSOCIATES

## THE TAVISTOCK INSTITUTE®

**The Tavistock Institute of Human Relations** is a not-for-profit organisation, which applies social science to contemporary issues and problems. It was formally founded as a registered charity in 1947 although its work started before the War, together with the Tavistock Clinic. The Institute is engaged with evaluation and action research, organisational development and change consultancy, executive coaching and professional development, all in service of supporting sustainable change and ongoing learning.

Our staff work creatively with people involved in innovative activities, working across boundaries or in difficult situations. We combine research and analytical skills with practical help in devising solutions and in following through to implementation and are particularly known for our capacity to work with issues that are otherwise hidden, and sometimes unconscious.

Our professional development opportunities include the Certificate in Dynamics at Board Level, the Certificate in Coaching for Leadership and Professional Development, the Practitioner Certificate in Consulting and Change (P3C) and a portfolio of Group Relations tailored events.

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



**Group Relations Argentina** is a not-for-profit professional association whose members work as professors, consultants, psychoanalysts, lawyers and professional services firm

consultants. Group Relations Argentina is working to develop and apply the field of group relations and systems psychodynamics in Argentina and supports the application of its methods to working with groups, organizations and communities.

[www.grouprelations.com.ar](http://www.grouprelations.com.ar)

## B&K change

organizaciones  
que aprenden

**B&K Change** was created to provide services to organizations in multiple markets, whether in the public and private sector, in the areas of consulting, organizational change and transformation.

Building on knowledge and experience of organizational issues, B&K Change intervenes around several key organizational dynamics, such as the behaviours of people and relational networks that are established to foster collaboration around achieving objectives. It emphasizes a systemic (organizational) approach to address the forces at work in individuals, working with groups and individuals to create links that facilitate thought and reflection in action.

[www.bkchange.com](http://www.bkchange.com)



**The Business School of the University Siglo21** (Universidad Empresarial Siglo 21, UES21) is an institution dedicated to executive and post-graduate training.

The aim of the Business School is to train entrepreneurial leaders who, from their managerial roles, stay up-to-date with the development of their working skills and the constant improvement of their companies' competitiveness.

The academic proposal of the School meets the current requirements for continuing education in the modern business world. And to that purpose, all the education programs on offer place emphasis on the need for specific, specialized knowledge for each subject, but also consider the development of management skills, using comprehensive training strategies.

The Business School works continuously to extend educational networks through strategic alliances with recognized institutions which, in turn, renew and strengthen the academic programs on offer and enrich the academic experience for students.

[www.21.edu.ar/escuela-de-negocios](http://www.21.edu.ar/escuela-de-negocios)



**B&K**  
change

organizaciones  
que aprenden

**LEADERSHIP, AUTHORITY  
and TRANSFORMATION  
in organizations and communities**

21st - 24th October 2014 - Campus University SIGLO 21  
Córdoba, Argentina