1.1

"Working with Echoes": Institutional Abuse in Ireland to Organisational Dynamics in Britain

GERALDINE RYAN
UK

Psychoanalytic psychotherapist. Clinical Director at Immigrant Counselling and Psychotherapy (icap)

CATHERINE HENNESSY
UK

CEO, icap

This paper will describe our perspective as Clinical Director and CEO respectively, on leading a therapy organisation which supports survivors of institutional childhood abuse.

The Commission to Inquire into Child Abuse (CICA) (2009) estimated that, during the period 1936–70, a total of 170,000 children and young persons entered 50 or so industrial schools in Ireland. CICA heard from former residents of these schools. Witnesses reported a catalogue of physical, sexual, and emotional abuse and neglect.

icap is a British based charity offering counselling and therapy to Irish people. One third of clients are migrant survivors of institutional and clerical abuse within industrial schools in Ireland. icap's client group remains largely invisible within their host community. Those survivors of institutional abuse who had chosen to flee to Britain were doubly invisible. Contact with icap was often the first opportunity a person had to think about experiences both figuratively and literally unspeakable.

An organisation founded to work with the trauma inflicted by institutions carries at its heart the seeds of the same. Within the life of icap, the themes of identity and belonging, power and abuses of power, authority - benign and malignant, value and worthlessness are powerfully echoed. We will consider the echoes of powerlessness and the abuse of power within the socio-political context including the historic colonial relationship between Britain and Ireland.

We will examine how client experiences of these issues manifest themselves within the therapy, the supervisory structures and the organisation. We will consider our responses, as leaders to these dynamics and our learning through the process.

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I.2

A Racist Journey Begins

Friday 2pm, Room 2

PETER SZABO
USA

Organization scientist and consultant; OPUS associate

Selected Publications

(2011) "Strategy Development and Systems Psychodynamic Theory: Harold Bridger's ideas of tuning in and working-through examined." Socio-Analysis 13: 37-50.

(2007) "Noah at the Ballot Box: Status and Challenges." BioScience 57, no. 5: 424-427.

(1994) "An Interview With Gloria Richardson Dandridge." Maryland Historical Magazine, Fall 1994, pp. 347-358.

This paper explores the process through which a white man gains the beginnings of a racial and ethnic diversity consciousness. It recounts my experiences with an effort to design and implement a program to attract young adults of colour into the workforce of a white dominant field (U.S. land and wildlife conservation), and posits a set of generalizable stages to the initial process of white-male diversity consciousness. Recognizing the limits my background and perspective placed on the potential for successful execution of the task at hand, with my client's permission, I engaged a co-consultant, a woman of colour, to work with me on the complex issues of race that arose from the task. Based on personal reflection and dialogue with the co-consultant as the program was being built, I suggest that there are four initial stages to gaining a diversity consciousness in the white-male experience:

Objectification, in which people of colour are seen as undifferentiated, insentient wholes onto which a range of phantasies are projected,

Identification, in which the perspective and emotional experience of a person of colour are internalized, and

Separation, in which projections are taken back, a white racial self-consciousness starts to emerge, and more nuanced perception and behaviour starts to consolidate.

Re-formation, in which re-shaped boundaries, intellectual perspective, and emotional experience take hold in one's consciousness. This consciousness encompasses individuals of colour in a way it did not previously, and somehow manages to hold together an ability to relate first to the man or woman and to see the colour more in the background, a far stronger capacity to remain open to their emotional experiences as a minority, a keener awareness of one's own racist instincts, and a comfort with voicing one's own thoughts and desires, even where they might hold potential to cause discomfort.

This is the beginning of a journey, and more stages of development likely lay ahead.

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The paper is based on experiential learning, and reflection with a co-consultant, so no references are cited. That said some works read in parallel with the process influenced my thinking and bear mention.

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1.3

What does it take to be an effective NGO leader, working where it's hot, dusty and dangerous?Learning from NGO leaders working in conflict zones and politically unstable environments, with the world's most vulnerable women and children.

RACHEL ELLISON MBE, BSc. MA.
UK

Professional Executive Leadership Coach, specialising in coaching across multiple cultures, in international, emerging environments e.g. Afghanistan, Myanmar. A former BBC news correspondent and international project director. Awarded an MBE '*for the promotion of human rights and women's self empowerment in Afghanistan*'. Won BBC Team of the Year for introducing a coaching style of leadership.

Selected Publications

(2016) *Brexit: A psychoanalytic viewpoint on human behaviour*. Coaching at Work.

(2015) *Coaching in Times of Crisis & Transformation: How to Help Individuals & Organisations Flourish*. Contributing author: Self-coaching in crisis. Kogan Page.

(2014) *Coaching across global culture*s: Coaching at Work.

(2010) *Music and coaching*: Coaching at Work.

(2010) *News reporting; Multiple perspectives coaching*. Coaching at Work.

In a series of powerful, personal leadership stories from Africa, Asia, Central America and the USA, I ask what might commercial and public sector managers working in the relative safety of their offices in the West, learn from leaders working in international non-governmental development aid?

This paper is based on a series of in-depth interviews with former UNICEF coaching clients taking part in a global leaders programme. I also contribute my own experience of leadership dilemmas and systemic cultural context, from my time working in broadcasting and humanitarian aid, in Afghanistan.

Taking a psychoanalytic lens, I examine the following themes:

- **SOMALIA**: Ego free leadership under violent siege; tribal roots informing leadership decisions during an emergency, where there are different rules for local versus international staff.
- **AFGHANISTAN:** Tempering what you demand and expect. Bringing deep empathy to traumatised staff, whilst managing your own emotions when far from home.
- **HONDURAS:** 'Everything in Honduras is solved by killing...' For whom and how are you prepared to speak up, as a leader?
- **CENTRAL AFRICAN REPUBLIC:** 'But will HQ in New York say "yes"?'...The tug of office politics versus the pull of humanitarian need. How do you serve your customers - vulnerable children and raped women - and not loose sight of the big policy picture?
- **USA: '**Passion and compassion, communicate and excite' - how there is humanitarian work to be done in commercial organisations where career and family sacrifices can result in burnout and failure of ethics.
- **SENEGAL:** How national conflict may be playing out in factions, in your team.

I encourage leaders and practitioners from across different disciplines, to reflect on what inspires you about these leadership stories. To ask questions of yourself and your organization. To challenge yourself to lead differently and more effectively - from an ethical and a profits perspective.

1.4

Friday 2pm, Room 4

TRACY WALLACH PHD, LICSW

USA

Senior Lecturer, College of Management and Gender, Leadership and Public Policy Program, University of Massachusetts; Organizational Development and Leadership Consultant, Brookline, Past-President, Center for the Study of Groups and Social Systems; Associate, AKRI

Selected Publications

(2014) What Do Participants Learn at Group Relations Conferences? *Organizational & Social Dynamics 14*(1) 13-38

(2013) Teaching group dynamics: An international perspective. *The Journal of Pedagogy, Pluralism, and Practice,* V(1).

(2012) Authority, Leadership and Peacemaking: The Role of the Diasporas: The Intersection of the Personal and the Political in a Group Relations Conference. *Organizational and Social Dynamics, 12*(2) 171-193.

(2006) Conflict transformation: A group relations perspective. In M. Fitzduff & C. E. Stout (Eds.), *The psychology of resolving global conflicts: From war to peace* Vol (1) pp.285-306. UK: Praeger Security Intnl.

(2004) Transforming conflict: a group relations perspective. *Peace and Conflict Studies, 11*(1), 76-95

What do Participants Learn at Group Relations Conferences? A Report on a conference series on the theme of Authority, Power and Justice

This paper reports findings from evaluation research conducted of 3 conferences in the *Authority, Power, and Justice: Leadership for Change* series convened at Boston College (BC) Law School from 2014-2016. The conferences have had similar structures, with some slight variations. Some of the staff have returned (including the author), and new staff added each year. In contrast to what is seen on many (if not most) conference staffs, the staff of these conferences is comprised of more people of colour than whites. This has highlighted the themes of social identity, power, and justice in the conferences. While each conference has been open to the public, a substantial proportion of conference membership has come from students enrolled in the Conference Director's classes at BC or mine at the University of Massachusetts in Boston. BC is a private, not-for-profit Jesuit College located in a verdant Boston suburb. UMB is a public urban university with a mission to serve students who might not otherwise attend college. Findings were consistent with prior research that participants do indeed learn at conferences. The data from all the conferences suggest that for both experienced and inexperienced conference members, the process of learning and meaning making is complex, relational, and evolves over time, beyond the conference boundaries. Learning at conferences is idiosyncratic and variable. Participants reported gaining personal awareness, as well as learning about the group unconscious, authority and the ways they take up their roles. Participants also reported learning about conscious and unconscious bias; power and privilege. Some participants reported learning a great deal about power and justice, others were unsure about what that meant. There is also a discussion about the steep cost of learning for some participants. Recommendations are offered for enhancing learning and mitigating some of the culture shock that may interfere with learning. Suggestions involve re-thinking our notions of conference boundaries and the consulting stance and better integration of conference themes into conference structure.

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1.5

'Help Me Sell Or We Both Die' –
Working with the Existential Organisational Anxieties and Unconscious Processes of Corporate Functions

PETROS ORATIS
The Netherlands

Owner-Consultant of {Perspectate} Consulting as well as Organization Development Consultant at Philips International, member of OPUS & ISPSO. He holds a BSc in Economics, has been trained in the systems-psychodynamic approach at the University of Utrecht and is currently a doctorate student of "Consultation and the Organisation" at the Tavistock & Portman.

Selected Publications

(2009) Chapter: *Relational ethics: a perspective after the essays and marking.* Relational Ethics in Practice Narratives from Counselling and Psychotherapy Edited by Lynne Gabriel and Roger Casemore. Routledge., UK. Pp 76-88.

(2015) (with Sally Rose) *Working Well..* BACP Journal Counselling at Work Autumn 2015 pp14-19.

(2016) *The Bigger Picture – Therapy on the Frontline.* BACP Counselling at Work. Summer 2016 p. 5.

Imposter Syndrome – Finding your ground. In press. BACP Journal University & College Counselling journal.

This paper explores the group dynamics and social defences against anxiety, that typically develop within leadership teams of Support or Staff Functions (Finance, Human Resources, Legal, etc.) in corporate organisations. Firstly, it attempts to understand the existential anxieties of their members. Corporate Functions have been named "Support", depicting a place within the hierarchy of organisational citizenship or more lately "Enabling", symbolizing the recognition of their contribution to the organisation's primary task. Beyond just the naming, other phenomena reveal the struggles of Functions within a primary task continuum, that expands from on one end: to support the production and commercialization processes, to the other end: to secure and preserve the organisation's overall sustainability, compliance or integrity. The larger and more complex an organisation, the higher the fragmentation of such dilemmas into separate departments and roles. Systemic forces, related to the overall organisational anxieties and subsequent splitting and projections, often result into leaders of Functions unconsciously taking extreme split positions, mobilized by projective identification: "Do we even matter?", "Will we be outsourced?". In many cases, those lead to anti-task behaviour.

Further on, and in connection to these phenomena, the paper describes the application of a practical methodology of group dynamics reflection, when consulting to such teams on their presenting question, that encourages them to a systems-psychodynamic exploration. The methodology is centred around the use of 6 group behaviour archetypes, developed empirically by working with Leadership Teams of Functions on their team effectiveness. Their description is often humorous and in a recognizable to the client form, that encompasses both basic assumption group behaviour, as well as social defences phenomena. They encourage the client to link group behaviour to wider organisational issues and those within their partnered Business Units, as a result of a parallel process. Finally, the paper wishes to discuss with colleagues the conditions under which the use of archetypes can be a useful intervention, creating a transitional space that increases systemic and psychodynamic curiosity and at the same time the increased risks of restricting the exploration and thinking, when instead treated as a categorization, assessment or behavioural predictor.

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1.6

Friday 2pm, Room 6

Understanding our Role as a Researcher: Lessons learned and insights gained by using Social Photo-Matrix as a tool for Action Research and Action Learning

ANDRÁS GELEI PhD
Hungary

Associate professor at the Corvinus University of Budapest and a senior OD consultant and coach at ICG Integrated Consulting Group.

JUDIT GÁSPÁR PhD
Hungary

Senior lecturer at the Corvinus University of Budapest, leads courses on Decision Science, Decision Methods, Corporate Strategy.

Selected Publications

András Gelei

(2013) (with Heidrich Balázs, Németh Gergely) Far Away, So Close?: An Attempt to Cross-Fertilize Consulting and Academic Worlds - Experiences of an OD World Summit In: Anthony F Buono, Léon de Caluwé, Annemieke Stoppelenburg (eds.) Exploring the Professional Identity of Management Consultants. Charlotte: Information Age Publishing, 2013. pp. 213-240.

Judit Gáspár

(2016) Foresight – deliberate management of the future in the present, in: Wlodzimierz Sroka, Stefan Hittmar, Joanna Kurowska-Pysz (eds.) New Trends in Management and Production Engineering: Regional, Cross-Border and Global Perspectives. Aachen: Shaker Verlag, 2016. pp. 13-22. (ISBN:978-3-8440-4203-0)

This paper discusses the knowledge gathered during a two day Social Photo-Matrix workshop on the theme: 'understanding of our role[s] as a researcher', based on the working hypothesis that although participants are coming from different organization, still share a common role namely the 'role[s] of a researcher'. Through the work with the photos taken in advance by the participants while having in mind 'the role[s] of researcher', a deeper understanding emerged and even unconscious thoughts were revealed which lie behind for instance the often recalled issues concerning the roles of researcher, such as:

Research is made to enhance academic carrier. Researchers are outsiders, never really attached to the practical side of the world. Being inside and/or outside the research field, where are the borders (personal, social, institutional, theoretical) of involvement?

The purpose of this paper is twofold on the one hand we would like to share the new thoughts, new understanding of the 'role of the researcher' gained through the process of Social Photo-Matrix, while on the other hand, as a methodological focus the use of the SPM method will be elaborated as a tool for action research and action learning.

To quote Burkard Sievers, the founder of this method (Sievers, 2008:234): "[t]he social photo matrix is an experiential method for promoting the understanding of the unconscious in organizations by viewing digital photos taken by participants. Using association, amplification, systemic thinking, and reflection, the hidden meaning and deeper experience of what usually remains unseeable can be perceived and put into thoughts."

The method is based on two other approaches that are well-known within the circles of organizational psychodynamics, namely social dreaming (e.g. Lawrence, 2005), and organizational role analysis (e.g., Newton, Long and Sievers, 2006). Similarly to a social dreaming matrix, in a social photo matrix "… there is space for as many associations as there are people in the room and, in comparison to a work group, there is no need to reach a consensus or to arrive at a shared meaning. In the matrix, therefore … the photograph – and not the photographer – is the medium of discourse." (Sievers, ibid.)

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2.1

Sexuality in India through a Psychosocial Lens: A Unique GRC Intervention

SATHYASREE GOSWAMI

India

Psychoanalytic psychotherapist working in several regions of India. As a Sukrut Associate, she has been Staff at GRCs in India and was Member at the inaugural The India Conference 2015.

MANAB BOSE

India

Psychoanalytic psychotherapist and Director of Sukrut. Adjunct Professor at prestigious Indian Institute of Management, Udaipur where he teaches an Advanced Leadership Course incorporating GRC as a key intervention.

This paper, based on Sukrut's continuing experiments with the Tavistock Group Relations Conference design in new areas of application, is to:

- "Encourage the individual to examine the quality and nature of socialization and acculturation" around sexuality,
- "Redeem oneself of the compulsion of socialization and acculturation and discover for oneself modalities which are relevant for one's living today" especially within organizational settings, and
- Offer a model intervention that minimizes the dysfunctional tension between man and woman in society and organizations in India.

Attendance was by invitation, restricted to ten individuals comfortable working with personal material about sexuality that is held "below the surface".

The sharing of personal material by Members was later categorized, demonstrating manifestations from the "collective" and the "individual" unconscious around themes of:

- denial of pleasure,
- guilt & shame, and
- violation & violence.

In the words of a Member "*The concept of sin and hell imposed on me as a child created fear in me to have sex or even think of any other man than my husband.*"

The experience of Members and Staff emerging from this GRC is best summarized by a Member: "*The GRC helped me look at guilt, shame, dirt, annihilation with regards to sexuality, and helped me resolve a few things related to my sexuality.*"

In the Marketplace Event, Members provided three GRC models of intervention. Consequently, Sukrut has implemented interventions addressing the challenges of "sexuality" in two organizations in Bangalore, India.

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2.2

ELISABETTA PASINI
Italy

Anthropologist, expert on leadership, change, innovation and cultural diversity. Training Candidate at the C.G. Jung Institute for Analytical Psychology in Zurich. Senior Consultant in Future Concept Lab; Member of Ariele, OPUS.

Selected Publications

(2009) *Carisma, il segreto del leader (Charisma, the Leader Secret)*, Garzanti;

(2002) *European Asymmetries: the 6 Trends in Consumption that are shaping the New Europe*, Scheiwiller;

(2015) *The Three Paradoxes of the Leaderless Organization*, in Organisational and Social Dynamics, vol. 15, Karnac Books, London.

Cinderella vs Shaharazade –
The Symbolic Meaning of the Veil in the Islamic Culture: a comparison of the Female Imago in the East and the West

This paper is an attempt to reconcile my experience of living for one year in Dubai, a city at the crossroads of East and West often regarded as a kind of "dystopian world", with my ongoing research on the "female side of charisma", which is an attribute that in the common speech reminds to the idea of an authoritarian leader unlikely coupled with women.

Since my arrival in Dubai in November 2015 I was confronted with a different image of the feminine.

The captivating force of this female world, symbolized by the black-dressed veiled Arab women I met daily in the streets, on the trains, in the malls, immediately grabbed my attention. In my view of an "emancipated Western woman", the veil was a sign of submission, dependence, inferiority of women to men. However, looking deeply into myself I couldn't help to be profoundly fascinated by the mystery of those veiled women, their severe postures, the solemnity of their looks. You cannot guess what lies behind the veil, at the same time a sign of submission and the memory of an ancient power, which made me think that, in some ways, those women were preserving a mystery we had lost. The way they made themselves invisible in the public space seemed to me an extreme form of escaping control we, in the West, have totally lost despite our identities of successful liberated women.

In order to find a tentative answer to these questions I investigated the inner motivations lying behind the veil in a multicultural city like Dubai where the veil is not compulsory at all. I interviewed ten women of different cultural and religious backgrounds and nationalities about their relationship with the veil, trying to adjust their reflections with my own cultural frame and my western perspective.

I will argue, eventually, that the heroines of two largely renowned popular stories, Cinderella and Shaharazade, can be regarded as the representatives of different female aspects for, respectively, the West and the East.

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2.3

Among Rebels and Puppets: The Problem of Agency and Resistance in Politicised (Media) Organisations

CORINNA ARNDT
UK

DPhil candidate at Oxford University using ethnography to study organisations from an inter-disciplinary and psycho-social perspective. She has a clinical background in psychoanalysis (AGIP) and runs *Insight in Action*, a consultancy specialising in research, leadership training, working with groups, and executive coaching.

All journalists work within a set of limitations on what can be said and what cannot be said. These limitations are contingent upon legal provisions, institutional mandates, editorial policies, codes of ethics, commercialisation and the realities of censorship, among others. And yet, a closer look at any one newsroom shows that some journalists are more prone to self-censorship than others; the degree to which editors defend their autonomy varies greatly, and even in totalitarian regimes one reporter may resort to subversion at great personal risk while others become puppets of political power. How do we account for these individual differences? Put differently, how do we understand the problem of agency in the newsroom, and in particular agency-as-resistance in relation to the politicisation of an organisation?

Agency, at the intersection of individual and social psycho-dynamics, calls for a conceptualisation that takes subjectivity into account and therefore benefits greatly from a psychoanalytic understanding. I proceed from three basic assumptions: (1) Regardless of external limitations placed on free speech, every journalist finds herself within a space that allows for agency. (2) This space is subjectively determined. (3) Subjectivity includes an unconscious dimension.

Using the South African Broadcasting Corporation (SABC) as a case study, I attempt to explore this unconscious dimension drawing on various psychoanalytic concepts based on Object Relations/ Group Relations and Lacanian theory. I consider to what extent they are compatible, and how they can be usefully included in a broader conceptual framework of understanding agency and resistance in organisations in general.

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2.4

Moral Anxiety, the Implicit Sociology in Bion's Early Group Work and its Implication for Working with Groups and Larger Social Systems

NICK PAPADOPOULOS
UK

Nick Papadopoulos PhD works as an organisational development and change consultant, experiential teacher and executive coach with individuals and teams specialising in leadership development and how culture and psychology impact on organisational outcomes and change.

The Inspiration for this paper comes from a four-year organisational consulting project where systems-psychodynamic methods provided key insights but failed to bring about change, and my work with executives in leadership development programs where a group-as-a-whole approach offers key behavioural and group-dynamic insights, but does not go far enough to understand the here-and-now dynamics and impact of larger organisational and inter-organisational systems on their work or how they may take their agency.

This paper starts with what appears as the important but implicit and un-developed sociology in Bion's early group work – the introduction, chapter one, and papers 1 to 7 in 'Experiences in Groups' before he recast his theory along Kleinian psychoanalytic lines in the final Review chapter – reducing group dynamics to early psychological mechanisms and processes. It then draws on:

- Freud's 'moral anxiety' and its relation to the super-ego that develops throughout life and provides the means through which we are induced into the social order.

- The sociology of Durkheim and Elias who respectively focused: on the role of morality providing the social-political-cultural values and ideals of a society – and the importance of historical processes and the relationship and interaction of socio-genesis and psycho-genesis in producing social as well as psychological outcomes

- And 'social identifications theory' in social psychology which suggests that what occurs in groups also depends on individuals' membership with other groups they identify with and the external normative influences they bring with them.

It then introduces how a parallel institutional analysis – that focuses on the role and effect of implicit rules, practices and values that inform a 'thought-style' or 'group mentality' within groups and the more social super-ego moral identifications individuals bring with them – together with a sociological understanding of schisms, power and history can work alongside Bion 'group-as-a-whole' analysis to improve our understanding of behavior in small groups and especially inter-group relations and larger systems.

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2.5

To the Power of Three: the Potentiality of the Role of Board Secretary in creating a 'Thinking Space' in the Boardroom for good Governance and Corporate Leadership

MARY JOYCE
UK

Executive Coach, Leadership and Organisational Consultant and Director of Leading Minds Consulting.

Selected Publications

(2013) (with Forman D, eds) *Creating a Coaching Culture for Managers in your Organisation* London: Routledge

Ever since the global financial crisis in banking of 2008, corporate governance has continued to attract attention from academics, government bodies and social commentators alike, as they try to understand and learn the lessons of dysfunctional and failing boards. One significant contribution to the field is the Review of Corporate Governance in the banking and financial services sector commissioned by the UK government and published in 2009, where a psychodynamic analysis of boardroom behaviour is seen as key to understanding unconscious dynamics at play in groups. Whilst the Report is to be welcomed in taking a psychodynamic perspective of boardroom behaviour into the mainstream debate on good governance, little attention is given in this analysis and, within governance literature as a whole, to the triadic relationship between the Chair, CEO and Board Secretary, and their joint responsibility for the effective stewardship of the organisation through the board. In this paper I explore how the role of board secretary is often absent or overlooked, and how the 'loss' of this role from the discourse on governance limits the potential for healthy board functioning. I use recent research undertaken by Henley & ICSA to propose that the absence of the role in considerations of effective decision-making and boardroom culture mirrors a potential loss in the boardroom to create a 'thinking space' which supports good governance.

Georg Simmel's work on the dyad and the triad and the Harvard model Adaptive Leadership are used explore the relational spaces and how the concepts of 'authority' and 'leadership' are often conflated in how the relationships in the triad are articulated. In focusing on the personalities of the dyad (Chair and CEO), the leadership role of the board secretary and its contribution to healthy board functioning is denied, which also reinforces (and reproduces) a particular gender dynamic. I conclude that reconceptualising the role of the board secretary carries the potential of achieving a 'multiplier' effect on the dynamics of the three roles to provide a 'thinking space' for the board as a whole, and to achieve good governance.

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2.6

Supporting Staff Wellbeing and organisations using the McCluskey Model 'Exploring the Dynamics of Attachment in Adult Life'.

NICOLA NEATH
UK

Nicola Neath works at the Staff Counselling and Psychological Support Service, University of Leeds. She is an integrative psychotherapist, trainer, coach and facilitator, with a passion for psycho-education and relational work.

Selected Publications

(2009) Chapter: *Relational ethics: a perspective after the essays and marking.* Relational Ethics in Practice Narratives from Counselling and Psychotherapy Edited by Lynne Gabriel and Roger Casemore. Routledge., pp 76-88.

(2015) (with Sally Rose) *Working Well.* BACP Journal Counselling at Work Autumn 2015 pp14-19.

(2016) *The Bigger Picture – Therapy on the Frontline.* BACP Counselling at Work. Summer 2016 p.5.

Imposter Syndrome – Finding your ground. In press. BACP Journal University & College Counselling journal.

I will provide an account of how the McCluskey Model 'Exploring the Dynamics of Attachment in Adult Life' and the Theory of Attachment-Based Exploratory Interest Sharing (TABEIS) was used in a University setting to support staff in senior and leadership positions.

Following a four year training with McCluskey I will herald her work on adult attachment, showing how it has been possible to pilot and operationalise her ideas for the benefit of colleagues at the University of Leeds.

Using psychological theories to improve our understanding, and our experience, of what we need to give to, and get from, professional relationships is a focus of the work that we do in the Staff Counselling and Psychological Support Service. In this context I could see how McCluskey's work could have considerable impact on the wellbeing of staff particularly on their effectiveness as team members and leaders. Not to make them work harder but to help them work well and with self-competence.

The application of the McCluskey Model at Leeds demonstrates how Attachment Theory, post Bowlby, can be raised into a central place for understanding the dynamics of business and wellbeing in organisations. TABEIS suggests experiences of careseeking and caregiving have their roots in infancy and shape our expectations and responses to careseeking and caregiving in adult life. This paper explores how these expectations and responses manifest themselves in our working patterns and relationships.

In this model "The dynamics of attachment consist of several goal-corrected systems. These are careseeking, caregiving, sexuality, exploratory interest sharing with peers, the personal system for self defence, the internal supportive or unsupportive environments and the personally created external supportive environment (home/lifestyle). The theory suggests that these systems work together as a single process to contribute to and maintain maximum wellbeing." (McCluskey & Gunn. 2015).

As an integrative psychotherapist, coach and trainer I will also consider how well this theory sits with other theories of self and relationships that have also had an influence in businesses and organisations over the last 30 years.

Key Reference

McCluskey, U. & Gunn, J. (2015). The Dynamics of Caregiving: Why Are Professional Caregivers Vulnerable to Anxiety and Burnout, and How do we Support Their Well-being? ATTACHMENT: New Directions in Psychotherapy and Relational Psychoanalysis, Vol. 9, July 2015: pp. 188–200.

A full reference list will be available with the presentation.

3.1

Shared Leadership & Co-leading in Social Justice Organizations: what happens to 'the Father'?

BARBARA WILLIAMS
Canada

Barbara Williams holds a doctorate in critical education from the University of Toronto, is an ISPSO & OPUS member, and Guest of the Toronto Psychoanalytic Society in Canada.

Selected Publications

(with Reekum, G.) (2015) What Happened to Authority. Chapter in E. Aram, R. Baxter & A. Nutkevitch. (Eds), *Group Relations Work Volume IV.* London: Karnac.

(In progress) *Walk on the Wild Side: Psychoanalytic Perspectives on Feminist Organizing & Leadership (illustrated book).*

(with Meckesheimer, A.) (2012). Digging up the Ground Beneath our Feet. Exploring Psychoanalytic Contributions to Feminist Popular Education. Chapter in L. Manicom & S. Walters (Eds.). *Feminist Popular Education in Transnational Debates.* New York: Palgrave MacMillan.

Social justice and feminist organizations – whose structural forms and leadership intentions seek to manifest 'justice' and reflect the 'democratized' world to which they aspire – are nonetheless acted upon by that world. As 'movement building organizations', external demands upon them and their own unconscious modes of thought affect what they can think and do in their struggle to resist dominant organizational forms. As more organisations opt for practices lodged in narratives of 'shared leadership', they reject singular 'leadership from the top' for more distributed and horizontal leadership while maintaining accountability mechanisms. I examine what this implies for them and for the consultant's interventions, using several important implications of Lacan's work on mental functioning to explore the 'impossible desire' for 'freedom' and 'justice' with which these organizations contend and within which my own consulting work is implicated. Given the difficulties in understanding what 'leadership' means, how are we to understand all the narratives, meanings and contradictions throughout the organisation? I propose that the way 'in' is to make use of the sense of 'falling short' of what we are trying to do, explore the desiring 'more' and see this as the inevitable and always-incomplete task of 'arriving'. Looking forward, the challenge as a consultant is not simply to deal with the imagined 'delegitimization of authority' in the 'name of the father' nor with its vicious 'return', nor with the fantasies of leaderlessness. Rather, it is to enable clients to question the forms of subjection implicit in these narratives and the satisfactions derived from them which may obscure 'what is really going on'. I conclude with possible ways to continue my thinking and to contribute to theirs and to the broader project suggested by Boxer from Gabriel's work of the necessary third epoch in the psychoanalytic understanding of organizations: not simply 'psychoanalysing organizations', nor 'applying psychoanalytic understandings to studying organizations' but by grappling with Lacan's structural notions of a radical unconscious.

References

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Harding, N., Lee, H., Ford, J. & Learmonth, M. (2011) Leadership and charisma: a desire that cannot speak its name? Human Relns 64(7) 927-949

Lacan, J. (2014) Anxiety: The Seminar of Jacques Lacan Book X 1962-1963. J.-A. Miller (Ed.), A. R. Price (Trans.). Cambridge, UK: Polity.

Schoen, D. (2013) *The End of Authority: How a Loss of Legitimacy and Broken Trust Are Endangering Our Future.* Maryland: Rowan & Littlefield Publishers.

Western, S. (2016) Political Correctness and Political Incorrectness: A Psychoanalytic Study of New Authoritarianisms. In OSD Vol 16(1)

Western, S. (2014) Autonomist leadership in leaderless movements: anarchists leading the way.

Yiannis, G. (2016). Psychoanalysis and the Study of Organizations. In R. Mir, H. Willmott & M. Greenwood (Eds.), *The Routledge Companion to Philosophy in Organization Studies.* London: Routledge.

3.2

Real Change – The Ethical Impact. Examples from a Therapeutic Community designed for Highly Achieving People

ELISABETH HENDERSON
UK

Director of The Recess College & Leadership Insight, Member OPUS and ISPSO

Bennis (1985) suggested that there is a sense in the general public that leadership is elsewhere − namely, not here, where we need it. He refers to the inchoate longing for specific leadership that inspires and connects us with our needs and aspirations, acting in our best interests. Such leaders have a sixth sense for scenting deceit and abuse however plausibly presented with a lure or miasma of corruption – going beyond simple right or wrong to meaning and consequences.

'Corruption' is physical breakdown of immune systems attacked by internal and external toxins with parts of the body acting against the health of the whole, ending in deterioration or decay. The metaphor of the Body Politic used by Hobbes (1651) describes governance of the political system – of using the power and benefits of the system against the system for personal or group gain.

Corruption tricks people when they are unable to differentiate their values clearly. Our responses and ethical stances rest on our socialisation and conditioning: 'Situational Integrity' is seeing temptation for what it is. What sort of internal experience enables people to see corruption, propaganda or manipulation clearly in a situation or relationship? Ethical behaviour goes beyond character – it is choice.

How does experiential learning enable qualities of courage and insight in complex and ambiguous situations? How does it enable participants to gain insight into the nature of self and power, and then to stand by their conclusions? And do we reach the right people?

The essential thrust of this paper is the question of whether developmental programmes based adapting psycho-analytical/therapeutic methodology to the world of work:

- Stimulate capacity for situational, ethical and effective leadership – and if so how?
- Can claim that 'psycho- and system-dynamic' learning builds and supports active ethical leadership?
- Through symbolic moments in the ebb and flow of experiential learning, existential change in the participants' understanding and determination is developed.

The Recess College Programme (10-day Sabbatical alternative to burn-out, offering experiential learning) stimulates people to explore:

- Their inner world and ethics in action
- Relating to each other as resources
- Community learning as belonging and healthy adult dependence
- Individual responsibility for the health of the system
- Translating insight into action and practice

People are the heart of ethical fragility – in developing people do we develop moral rigour for a sustainable future, The Recess motto: *Leadership is: Who you are… and how you make Things happen…*

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Money-Kyrle R. (2015) Man's Picture of His World. London: Harris Meltzer Trust.

Rustin M (1991). The Good Society and the Inner World: Psychoanalysis, Politics and Culture. London: Verso Books.

3.3

"The King is dead: there is now no King" – after the referendum on British membership of the EU

MARK ARGENT
UK

Organisational consultant and Associate of the Tavistock Institute of Human Relations and of OPUS. He is also the Liberal Democrat prospective parliamentary candidate for Hertford and Stortford.

Selected Publications

"The madness of an election" (ISPSO 2016)

This paper explores the process since the referendum on the UK's membership of the EU, suggesting that the referendum was an attack both on the British political system and on containment provided by the EU. This has had a profoundly de-stabilising effect on British political life, with serious echoes across the EU and beyond. Key themes are:

(1) Europe has long had a capacity for evil, which we mobilised the Nazis to process in the 1930s. The founding vision of the European Project was to contain this: in seeking to leave the EU, some sinister forces have been mobilised.

(2) Globalisation is radically altering our lives, but largely outside our democratic processes. Faced with bewildering global changes, a natural response is a very primitive regression, which includes an attack on thinking.

(3) Post-truth politics makes sense as part of that regression, where unconscious content rather than verifiable facts shape what is perceived as 'true'.

(4) The Brexit vote also makes sense as an outbreak of self-harm, where many of those who voted Leave stand to be those who lose most.

(5) The EU is the world's first attempt at multinational democracy, yet the low levels of participation, not least in the media and European elections, imply low engagement.

(6) The European Project is a wise and visionary response to war. But that also suggests it is a depressive position response which is failing to engage with more primitive responses.

The conclusion is that Brexit is part of a much wider phenomenon, reacting against rapid change, particularly around globalisation, but mobilising some particularly European characteristics. The wisdom underlying the European Project might provide a way forward which bypasses the worst of this, but the flights from reality which characterised the debates make it much harder to do this in a way that draws widespread support. Ultimately this may be part of the birth of a 21st-Century way of organising the world, but it is difficult to see what is being birthed at the moment.

References

Jonathan Freedland, "Post-truth politicians such as Donald Trump and Boris Johnson are no joke" *The Guardian*, 13 May 2016

Mark Argent, *The madness of an election*, given at ISPSO 2016

Ian Morris, *War, what is it good for*, London 2014

W. Gordon Lawrence, "Beyond the Frames" in Pines, M. (ed), *Bion and Group Psychotherapy*, London 1985

Mark Mazower, *Dark Continent: Europe's Twentieth Century*, London 1999

Vamik Volkan, *Psychoanalysis, International Relations and Diplomacy*, London 2014

Howard Schwartz, *Revolt of the Primitive, an inquiry into the roots of political correctness*, New Jersey, 2003

Howard Schwartz, *Society against itself: political correctness and organisational self-destruction*, London, 2010

3.4

Group, Relations, Unrepresented

Saturday 2pm, Room 4

CARLOS SAPOCHNIK
UK

Organisational Consultant;
Researcher; Designer; PhD
candidate, English and
Comparative Literature @
Goldsmiths College

Selected Publications

(2003) Corruption: Oedipal
configuration as social
mechanism. *Organisational &
Social Dynamics* 3(2): 177-190

(2005) Martial Arts –
enactment of aggression or
integrative space? *Psychodynamic
Practice* 11(4): 451-458

(2010) Phil Shaw's work –
Humour is a serious matter.
London: Rebecca Hossack
Gallery website

(2013) Drawing below the
surface – Eliciting tacit
knowledge in social science
research. *Tracey Journal /
Drawing Knowledge*.
Loughborough University

(2015) Group Relations as
Ritual (from seduction to
translation). *Organisational &
Social Dynamics* 15 (2): 210-232

Bion posited that the *basic assumption* behaviour manifest in groups is an expression of primitive emotions, and that the reality-aware Work group manages to enlist these basic assumptions towards the task. The presentation explores unrepresentability as the inability to convert primitive emotions into alpha elements suitable for dreamwork and thinking. In aiming at symbolization, group relations conferences in the Tavistock tradition may lose sight of the fragility of the interdependence between container and contained and engage instead in an imaginary allocation of the staff team as a concrete receptacle of the membership's distress. The unconscious is thus homogenised and becomes simplified as an already existing meaning which has not yet been made sense of, obscuring the struggle for psychic figurability.

Furthermore, the terrifying dimension of the psychotic state of mind (the madness-inducing quality that rumour has group relations conferences foster in the form of 'casualties') is feared not only by the conference membership. In order to fulfil its function as such, a container must be disturbed. *Reverie* is not a romanticized calming state of maternal wellbeing to be communicated as reassurance, but the digestion of the unpalatable – the *nameless dread* for both contained and container – if there is to be growth for both. After all, there is nothing other than the memory and desire of an experienced or imagined primitive state which returns in the compulsion to repeat through enactments– keeping alive an unsatisfiable longing – by both members and staff.

However, a focus on the first term of the dyad group–relations may denude the practice of its original psychoanalytic bias. Attending primarily to 'relations' as relatedness, undermines the connections with context, authority and, therefore, responsibility. The aim to strive for is to work with the group in 'a double operation: to give a container to [their] content and a content to [their] container, always keeping in mind, however, the flexibility of boundaries and the multivalency of meanings'.

The presentation will also discuss illustrations from two recent group relations conferences.

References

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Bion, W.R. (1962) *Learning from experience*. London: Heinemann
Botella, C. & Botella, S. (2005) *The work of psychic figurability. Mental states without representation*. Hove: Brunner-Routledge
Green, A. (1975) The analyst, symbolization and absence in the analytic setting (on changes in analytic practice and analytic experience). *International Journal of Psychoanalysis* 56 (1): 1–22
Green, A. (2012) On construction in Freud's work. *International Journal of Psychoanalysis* 93:1238–1248
Lousada, J. (2015) Collapsing the space: The pressure to merge. Keynote paper at *Belgirate V – Doing the business of group relations conferences*. Lago Maggiore, Italy
Rosenberg, V. (2016) Action in search of meaning: reflections on enactment. Paper given at a British Psychotherapy Foundation seminar, unpublished

3.5

Saturday 2pm, Room 5

Falling Through the Gaps: working ethically across health and social boundaries.

YVONNE WEBB
UK

independent consultant, specialising in health and social care. She started her career as a research psychologist and was a senior researcher at the Royal College of Psychiatrists, Deputy Director of the British Psychological Society's research department, and a senior researcher of the UCL psychology department. Over recent years, she has worked on numerous projects within the NHS, specialising in clinical service review and redesign.

Selected Publications

(2010) Do More for Less: future challenges for the NHS. Presented at ISPSO annual conference, Oxford University,

(2011) (with Eigen, C.) Supporting a team through the NHS reforms, OPUS International Conference, London,.

(2010) Aligning patient needs with government targets. Health Service Journal, March 2010.

(2002) (with Stearn, A., Pethybridge, J., Baker, R., Maloney, G.) Nursing the Nurses. Nursing Times 98: 16, 36-37. April 2002.

(2000) (with Clifford, P., and Morgan C.) Comparing patient's experience of mental health services. International Journal for Health Care Quality Assurance 13(6), pp.273-281.

(1999) (with Clifford, P., and Graham, P.) A simple method of evaluating patient's perceptions of their treatment and care. Bulletin of the Menninger Clinic: Integrating outcome measurement with clinical practice: the FACE recording and measurement system. Vol. 63(3).

This paper charts a consultancy to an NHS client, one of many who want to 'transform' their services to bring about better outcomes for patients at less cost. It highlights the double bind in which clients often hold us; in this case: *'find us a solution, but don't actually change anything'*.

The paper questions how to work ethically in this context: how do we give the client what they want but also add value? How far will they go in acknowledging that something fundamentally different is needed to bring about desired change?

As the needs of an ageing UK population become more complex, so too have the services set up to deal with them. Most providers of healthcare, however, restrict their criteria to provide a one-sided response with pre-determined pathways based on contractual commissioner-provider relationships, rather than the multi-sided needs of the patients. It results in silos focused on 'conditions' rather than whole patients; a fragmentation of the patient so that they no longer exist in an integrated and recognisable form. Susan Long points to the perverse state of mind where 'knowing' and denial sit side by side. In the NHS, the needs of individuals in their unique life contexts are superseded by strategies that ensure they stay invisible, and which serves vested interests to do more of the same. Philip Boxer argues that this one-sided approach is unethical and ultimately betrays the citizen.

The dilemma of holding the balance between the social and acute contexts often falls to individual clinicians and practitioners. They try, on the one hand, to meet the complexity of need by 'going the extra mile', leading to sickness absence and burnout; and on the other, to find refuge in rigid procedures as a defence against the innovations needed to deliver what their patients need. Some depart completely from their ethical code in circumstances where they feel powerless to alleviate suffering.

I use Boxer's 'three moments' of a cycle of learning to describe the consultancy. These moments are punctuated by 'crises' when the client's usual way to address the problem fails. Learning is only possible if "*fundamental gaps… are acknowledged and not hidden behind 'solutions'*". How could I help the client, in this situation, to acknowledge these gaps in their thinking and thus address what would be needed to plug the service gaps through which those in most need often fall?

Selected references

Boxer, P. (2014) Minding the gap – three moments of time. Archive for the 'ethical challenge' Category www.asymmetricleadership.com/category/ethical-challenge/.

Boxer, P. J. (2015). "Betraying the citizen: social defences against innovation." Organisational & Social Dynamics 15(1): 1-19.

: https://library.ispso.org/presentation:betraying-the-citizen:social-defences-against-i

Alberts, D & Hayes, R., (2003) Power to the edge. In *Command and Control in the Information Age*.

Menzies Lyth, I. (1988) The functioning of social systems as a defence against anxiety. In *Containing Anxiety in Institutions*, Free Association Books, London.

Susan Long (2002) Organisational destructivity and the perverse state of mind. Organisational and Social Dynamics 2(2): 179-207.

Eric Miller et al. (1993) Geriatric hospitals as open systems. In *From Dependency to Autonomy*, Free Association Books, London.

Moore, J. et al (2007) Networks and governance: the case of intermediate care. *Health & Social Care in the Community,* 15(2) pp155-164.

Rumgay, J. and Munro, E. (2001) The Lion's den: professional defences in the treatment of dangerous patients. The Journal of Forensic Psychiatry. Vol 12 (2).

3.6

From the imagine to the 'Anthropopoiesis of the Dreams'.
The Rite of San Silvestro, Basilian Monk of Troina studied with a Social Dreaming Matrix.

DOMENICO AGRESTA
Italy

Clinical Psychologist, Psychotherapist, Group-analyst. Psycho-oncologist. Professor on contract at the University of Chieti-Pescara. Member of The Gordon Lawrence Foundation and President of the CSPP (Pescara).

Selected Publications

(2010) (with Planera E.) A master plan experience with social dreaming in The creativity of social Dreaming, edit by W. G. Lawrence, Karnac, London;

(2016) The anthropopoietic question of the mind: considerations on dreams, rites, and history within the unconscious. The Mlawa Battle in the Social Dreaming Matrix, Mlawa Edition;

(with Agresta F, Petrini P) Il sogno e il Borderline: il mondo borderline e i sogni nella psicoterapia psicoanalitica individuale, in Petrini P., (a cura di), Il Complesso Bordeline, Pres. Leonardo Ancona, Alpes, Roma.

(2008) *Il Social Dreaming: la funzione sociale del sogno come strumento di intervento nelle organizzazioni*, in Benessere Psicologico e mondo del lavoro, Fulcheri M., Lo Iacono A., Novara F., Centro Scientifico Editore, Torino.

The rite of San Silvestro is a rite that emphasises the time-control of existence through the construction of the hero and his relation with the forest. The aim of this work is to examine the function of the SDM both as an experience of mental double foundation and as a device which emphasizes the founding aspect of the dream and its semiophoric characteristic. The semiophoric characteristic is linked to the fact that the dream is already in itself 'a carrier of identity' and is thus the tool which facilitates the founding of the group identity of the dreamer in the Matrix. The SDM in the field of ethno-psychoanalytical research, in particular in the study of religious rites and in history, has enabled us to make some observations on how the matrix takes shape, what it is and what it represents in terms of the collective unconscious and consequently of the social unconscious.

By the "anthropopoiesis of the dream", we mean a corporeal and psychic process, where the symbolized body becomes a narration and a construction of thought. This is present in rites. The semiophoric characteristic of the dream leads us to consider the mental as an experience which also exists in history, through a relationship that correlates the concrete factual experience with events, memory and the making of rites. In cultural phenomena, the instinct determines itself by making a rite, which represents the memory and hence the mnestic trace of a happening. The rite, in its very nature, has in itself that kind of temporal experience. Hence the rite is the manifestation of a functional or dysfunctional relation between the community and identity. The memory is inherent to an historical event which may be lost in the past and which once located in the body (community in the rite), is overwhelmed and transformed from energy into a traumatic mental fact. Remembering and rebuilding the body of the community, the community itself comes back to life in the dramatization of the rite; we project ourselves into the scene and we fit in a shared area that emotionally unites the whole population.

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Agresta D., (2007), Note on Social Dreaming: intervista a Gordon Lawrence, Rivista Doppio-Sogno, n. 5, dicembre, Roma;
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De Martino E., 2002, La fine del mondo. Contributo all'analisi delle apocalissi culturali, a cura di Gallini C., Einaudi;
Hopper Earl, Trauma and Organizations, (2012), London: Karnac Books, Epilogue by W. Gordon Lawrence;
Menarini R., Montefiori V., 2013; Nuovi orizzonti della psicologia del sogno e dell'immaginario collettivo, Studium;
Remotti F., 2013, Fare umanità. I drammi dell'antropopoiesi; Laterza Editore.

4.1

Queering the Social Unconscious - a Psychosocial Exploration of the Transgender Zeitgeist

ANNE-MARIE CUMMINS
UK

Anne-Marie Cummins is a Senior lecturer in Sociology at UWE, an Associate Member of the Group Analytic Network (South-West) , Member, Psychosocial Research Group, UWE Bristol

Selected Publications

(2014) (with Jem Thomas) 'Social Science and Severely Troubled Children: Working in Partnership, Working in and on Relationship' in Maile, S. & Griffiths, D. (eds) *Public Engagement and Social Science*

(publication Summer 2017) (with Nigel Williams) Researching Beneath the Surface Volume 2, Karnac press,

In the UK (as at July 2016) Facebook users have 71 options to describe their sexual identity and gender orientation. This paper examines the psychosocial dynamics of the so-called 'transgender tipping point' and the entry into mainstream culture of multiple sexual identities organised around some notion of gender fluidity, intersexuality or transsexuality. (Gherovici 2010).

The paper seeks to describe and understand the social and cultural moment when both the transsexual subject and the topic of trans-sexualities became widely visible, normalised and open to a largely non-condemning public curiosity. It asks whether and how changes in the social unconscious have made this moment possible.

There is popular support for the proposition that persons can be whatever they desire to be and that trans-gendered modes of enjoyment epitomise a *right to pleasure* which is fully consistent with marketised sexual freedoms. However, only by going beyond the discourses of sexual rights and freedom of choice can we understand the deeper psychosocial significance of these phenomena.

If the social visibility (and qualified acceptance) of non-binary sexualities expresses something about transpersonal processes in social systems, any analysis of the queering of the social unconscious must also address:

(a) The relationship between *culture and the social efflorescence* of sexual categories (and what this might say about the refusal of hard differences in the wider social matrix).

(b) The way in which this efflorescence and the acceptance of multiple sexual differences and identities have become a way of articulating the presence of shared anxieties, defences and fantasies about *the unlimited potential for intense mutual recognition* – itself a feature of the hopes of salvation located in creative industries and knowledge economies (Ekman 2013).

(c) The way in which shifts in the symbolic order have made sexual difference harder to bear and also located *all* restriction on desire and enjoyment in the figure of the paedophile – thus de-stigmatising nearly all other forms of enjoyment (Gooren, 2011).

The paper also considers the extent to which the contemporary social unconscious may also be telling us something about the (desire for) an untethering of disavowed polymorphous perversity when it approaches trans issues with compassion and curiosity.

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Ekman, S. (2013) "Fantasies about work as limitless potential – how managers and employees seduce each other through dynamics of mutual recognition", *Human Relations,* 66(9) 11591181

Gherovici, P. (2010) Please select your gender: From the invention of hysteria to the democratising of transgenderism, Routledge, NY & London

Gooren, JWC. (2011) "Deciphering the ambiguous menace of sexuality for the innocence of childhood". *Critical Criminology,* Vol 19, no. 1, 29-42

4.2

Whistleblower as Lost Self: the Mid Staffordshire NHS Trust case

Saturday 4pm, Room 2

MARK STEIN
UK

Mark Stein PhD is Professor of Leadership and Management at the School of Business, University of Leicester, UK.

Selected Publications

(2011) A culture of mania: A psychoanalytic view of the incubation of the 2008 credit crisis, *Organization* 18(2), 173-186.

(2012) (with Petriglieri, G.) The unwanted self: Projective identification in leaders' identity work, *Organization Studies* 33(9), 1217-1235

(2013) When does narcissistic leadership become problematic? Dick Fuld at Lehman Brothers, *Journal of Management Inquiry* 22(3), 282-293

(2015) Double trouble: Sibling rivalry and twin organizations in the 2008 credit crisis, *British Journal of Management* 26(2), 182-196.

(2016) 'Fantasy of fusion' as a response to trauma: European leaders and the origins of the eurozone crisis, *Organization Studies* 37(7), 919-937.

In this paper I explore and develop a new understanding of the processes that underlie the stigmatization of whistleblowers.

I call into question the implicit assumption that whistleblowers are stigmatized principally or exclusively because they represent the despised 'other'. Instead, I take a contrary view and argue that – as well as representing the 'other' who is despised – whistleblowers are felt to be problematic because they unconsciously represent an important part of the self, the part that is felt to be lost.

This lost aspect is felt to be highly problematic because:

(a) it is able to express and give voice to something that the self is no longer able to, and because

(b) it is felt that the self is torn asunder, turned on itself, full of accusation, persecution and hatred.

Thus, the whistleblower that unconsciously represents the lost self becomes transformed in the mind of staff members into an attacking and vindictive persecutor, determined to destroy everything. In turn, strong feelings of anger and vengeance are felt, and, on occasion enacted, in relation to the whistleblower.

I draw on psychoanalytic ideas (especially the concept of projective identification) and their application to organizational dynamics, sometimes known as 'systems psychodynamics', in my formulation.

I use the case of whistleblowing during the crisis at the Mid Staffordshire NHS Trust, one of the most serious health crises in the UK in recent times, to illustrate these issues.

I look at the stigmatization of both an internal and an external whistleblower. Specifically, I examine the treatment, stigmatization and exclusion of nurse Helene Donnelly, who was subsequently awarded an OBE (Order of the British Empire) for her whistleblowing; and also the stigmatization of Julie Bailey, a local resident whose mother died while in Stafford Hospital, who started a major campaign called 'Cure the NHS', and who was run out of town by a vicious and hateful campaign of retribution.

4.3

Will Brexit brake the EU?

Saturday 4pm, Room 3

SHMUEL BERNSTEIN
Israel

Supervising clinical psychologist, training analyst in analytical psychology ISAP, IAAP. Chair, Training Committee, ISAP. Member OFEK

Selected Publications

(2016) The Western World as Salmacis Fountain. A paper read at The XX International Congress for Analytical Psychology: Anima Mundi in Transition, Kyoto.

(2015) Globalization versus Clash of Civilizations, Facing Developmental Gaps. A paper read in a conference: Analysis and Activism, Social and Political Contributions of Jungian Psychology, Rome.

(2013) Dedalus and Icarus: Thoughts on Relations Between Fathers and Adolescent Sons. In: Perroni E. (Ed.). *Play: Psychoanalytic Perspectives, Survival and Human development: A Cross-Disciplinary Study*. London: Routledge.

(2010) The Secret of Youth. Maarag 1: 65-85. Jerusalem, The Hebrew University, Magnes Press, 2010.

(2007) Turning Words into Deeds in: Organizational analysis, no.12, pp.75-84 Zofnat Institute, Jerusalem.

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Culture according to Jung and Neumann is a creation of the patriarchate – the masculine aspect of community, which is parallel to the ego - the masculine aspect of the individual. The better organized are the ego and the culture – the more developed they are.

The project of the EU is a brave step towards a better organized community in Europe. The expectations from such an ultra structure were for improved economical situation, less national and local tensions and better cultural integration and productivity.

This developmental course arouses anxiety and ambivalence. The fear of development toward more organized and advanced ultra-state, is the fear of 'the adventure of the hero' - of coping with tough challenges of reality. We could see the traces of this fear in the reluctant attitude of most European communities to the EU enterprise from its first days, and to a great extent in the undetermined leading of it. This fear of a strong European "Ego" which would demand compromises on behalf of the autonomous members of the union, was displaced and projected on the continent as a devouring Great Mother. The elder generation of British citizens have probably interpret it as a sort of regression into a collective unity (Ba Oneness) and supported 'Leave' as if a step towards autonomic development. Ex-PM Cameron agreement to hold an in-out referendum, and his resignation immediately after the results, and also the running away of Farage and Johnson, the leaders of the Brexit movement, from taking responsibility and leadership in the process of leaving the EU, can also be taken as shrinking and weakening of the masculine aspect in the British society.

Men, traditionally, symbolize the masculine aspect, but the potential heroes here run away from the rest of the journey – from accountability and coping with the obstacles of the complex reality of the Father's realm, turning back to the local Motherland hug. At present, it is Theresa May, the PM who holds the sceptre of leadership and may erect the UK from fall, and Angela Merkel is the one that may erect the flaccid EU structure.

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4.4 Reading Realities: Recontextualizing Group Relations

Saturday 4pm, Room 4

GERARD VAN REEKUM
The Netherlands

Organization scientist and consultant; OPUS associate

Selected Publications

"What Happened to Authority?" (with B. Williams) - in Aram, E., R. Baxter & A. Nutkevich, Eds. (2015) '*Group Relations Work, exploring the impact and relevance within and beyond its network*', Karnac Books, London, pp 255-63

"The Dream is a Lie", *Organisational & Social Dynamics*, 2012 (2) pp. 210-25

"Beyond Succession: learning from the experience of being the board of Group Relations Nederland" (with D. Gotlieb, J. van Oosten, and P. Stafleu) - in Aram, E, R. Baxter & A. Nutkevich, Eds. (2012) '*Tradition, Creativity, and Succession in the Global Group Relations Network*', Karnac Books, London - pp 143-57

This presentation departs from observing that the classic group relations conference has entered the last stage of its life cycle. One explanation for the decreasing ability to extend the success of this model is a reluctance to critique its formative paradigms: structuralism and psychoanalysis. The absent voice of continental European innovators, like francophone poststructuralist thinkers, is counterbalanced by a dominance of Anglo-American academic discourse in the chronicle of Group Relations methodology.

The presentation starts at the birth of structuralism and psychoanalysis, near the end of the nineteenth century in Paris. It shows how these two scientific revolutions were understood and eventually evaluated by French philosophers and literary critics, who developed an alternative 'reading' of text and reality, resulting in a different connection between authors and their readership. That shift of paradigm is taken by the presenter as an example for possible innovations in Group Relations theory and practice.

It inspires the concluding section, that offers suggestions for thinking out-of-the-box about the 21st century conference, providing the community with challenging triggers for dialogue: a number of 'what if' questions regarding a different design and management of conference practice. These challenges pertain to the use of 'primary task', the formulation of conference titles and themes, the precoded strategies to categorize participants, the source of authority, and the task, role and remuneration of staff.

Based on a working paper currently under review for publication; it is hoped that dialogue after the presentation will add to its content and relevance.

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Kohon, G. (1999), *No Lost Certainties to be Recovered.* London, Karnac Books

Roudinesco, E. (2008), *Philosophy in Turbulent Times: Canguilhem, Sartre, Foucault, Althusser, Deleuze, Derrida.* New York, Columbia University Press

Saussure, F. de (1916), *Cours de linguistique générale.* Lausanne and Paris, Payot

4.5

Managerial and Organisational Challenges in Emergency Services Work- can harmful psychological stress be reduced through Organisational Development?

Prof STEEN VISHOLM MscA, PhD.

Denmark

Certificated specialist and supervisor in psychotherapy and organisational psychology by the DPA. Director of COP. Program Director: MPO. Department of People and Technology, Roskilde University. Adjunct professor of Group and Organizational Psychology, Univ. Southern Denmark

Selected Publications

(2015) "Lateral Functioning : - in the shadow of failed dependency." Paper presented at 13th ISPSO European Regional Meeting , Copenhagen, Denmark

(2014a) (with Ulla Charlotte Beck) "Authority Relations in Group Relations Conferences and in 'Real Life': Group Relations Conferences – Danish Design I." In: *Organisational and Social Dynamics,. 14(2), p. 227-237.*

(2014b) "Learning From Experience : Group Relations Conferences - Danish Design II." In: *Organisational and Social Dynamics Vol. 14(2),* p.238-249.

(2014c) "Working With New Designs : Group Relations Conferences - Danish Design III." In: *Organisational and Social Dynamics, Vol. 14(2),* p. 250-263.

According to Bonde & Elklit's study (2012) EMTs and firefighters are more likely to take early retirement for work-related reasons than the general population. The risk of developing accumulated stress and PTSD is increased by around 17 – 20% compared to a level in the general population of 2-3%. There are also indications that the incidence of anxiety and depression is considerably higher than average. On the other hand, studies are clear on organisational matters: "It has been proven that a perceived lack of support and responsiveness from the leader / organisation has a greater influence on the anxiety and depression of employees in high-risk jobs than the actual exposure to traumatic episodes ".

This pilot study attempts to make these percentages and figures "come to life" in a more everyday picture of how stress is experienced, and how it is related to management and organisation. A number of qualitative single and group interviews with 5 leaders and 10 EMTs were recorded, transcribed and analysed. With a point of departure in the interviews some psychodynamic patterns in the work of the EMTs are identified and theorized: The active-passive inversion, The princess, the Dragon and the Knight, Repair, The by Identification broken distance screen, Containing and the defence mechanisms: Cynicism and mechanisation.

Some ideas for alternative organization of the work are presented. The study is supported by Falck Denmark and Lundbeck, and a first draft has been presented at the EMC conference in Copenhagen June 2016.

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Klein, Melanie (1929): "Infantile anxiety-situations reflected in a work of art and in the creative impulse. In: *Love, Guilt and Reparation and other works 1921-1945*. London: Virago Press. P. 210-218.

Schmidbauer, Wolfgang (1977): *Die hilflosen Helfer. Über die seelische Problematik der helfenden Berufe*. Hamburg: Rowolt 1984

4.6

The Experience of Researching Powerful People

Saturday 4pm, Room 6

LOUISA DIANA BRUNNER M.Sc

Italy

Organisational and Leadership Consultant, Executive Coach, Family Business Advisor, Researcher; Selection and Coaching, Bocconi School of Management, Milan; Member CSGSS FFI, ISPSO,OFEK, OPUS; Treasurer PCCA; Honorary Member Il NodoGroup;

Selected Publications

(2012) (with Davids, F. and Von Tippleskrich-Eissing, D.) Germans, Jews, Israelis, Palestinians and others today: thoughts on the 'Nazareth' conference. In: Aram, E., Baxter, R. and Nutkevitch, A., eds. (2012) *Group Relations Conferences: Tradition, Creativity and Succession in the Global Group Relations Network.* London: Karnac, pp.55-74.

(2009) (with Perini, M. and Vera, E.) Italian group relations conferences between application and innovation. In: Aram, E., Baxter, R. and Nutkevitch, A., eds. (2009) *Adaptation and Innovation. Theory, Design and Role-Taking in Group Relations Conferences and their Application.* Volume II. London: Karnac pp.73-8.

(2006) (with Nutkevitch, A. and Sher, M.) *Group Relations Conferences: Reviewing and Exploring Theory, Design, Role-Taking and Application.* London: Karnac.

This paper is based on my PhD research on *Family business and crisis: a psycho-social perspective* at the University of the West of England. It shows the researcher's perspective, however, considering my background as a consultant, the ideas developed through the research are also relevant to consultants working with powerful people. The research was carried out by collecting primary data from interviews of family members and the top management of two family-owned small -medium sized enterprises using the *Free Association Narrative Interviews* (Hollway and Jefferson, 2013) method and Lorenzer's *scenic understanding* (Hollway, 2013*)*. The respondents were powerful people, upper-middle class /aristocracy. They belonged to micro-operational elites (Farazmand, 1999), directly involved in the daily life and management of the family business, and also public figures in their community.

A vignette on an encounter with some powerful people will be illustrated and discussed. The challenges and dilemmas with regard to these researched subjects or consulting to them will be addressed. For example, the researcher's or consultant's views about society , her/his relationship with power, and how she/he relates politically and ideologically to the profit and not-for-profit dimension in organisations needs to be taken into account. Furthermore, the emotional and counter-transferential reaction to being in the presence of powerful people plays an important part. If, on the one hand, the researcher or consultant is too ambivalent, judgemental or rebellious with regard to this type of power or, on the other hand, too dependent, submissive or seduced by it, it will be difficult to carry out any research and/or a consultancy activities. Therefore some degree of empathy of the researched subjects' or clients' values and class dynamics is an important element for co-creation of knowledge in a research project or to help clients move forward in a consultancy context.

To conclude, researching and working with elites and powerful people requires some adjustment (Thuesen, 2011) by the researchers or consultants , in "building trust" and in the "styles in the process of negotiating status" (Bergman Blix and Wettergren, 2015, p.692).

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