

Room U1

Friday 10 November 2017
Session 1: 13.30 – 15.00

Holding the 'vanishing' organization – the challenge of emotional attachment to place in agile work environments

Rob Fitzpatrick

Rob Fitzpatrick is a researcher and organisational consultant. He is currently completing doctoral research at the Tavistock Clinic into emotional containment and attachment to place in agile work environments.

Over recent years the physical setting for 'white-collar' or office work has changed dramatically, and 'agile' environments designed expressly to promote a 'dynamic relationship between work and the workplace and the tools of work' (Joroff et al. 2003) appear to have become near-universally adopted within organisational life. Through a combination of non-proprietary use of physical space and resources, remote IT access and a 'porosity' between experience in public, private and organisational contexts, a default model (and tacit social policy) for the configuration of the workplace has been created which has superseded design conventions of the earlier 'cellular' or 'open-plan' office, and transformed both our experience, and expectations of work.

At the same time as this physical transformation of the workplace has taken place, attention has been given to the theme of the 'vanishing organisation' within the Tavistock tradition of organisational analysis (Cooper and Dartington 2004, Cooper and Lousada 2005). Here, it is contended that in the context of technological change and socio-economic turbulence, the disappearance of effective structures to sustain emotional inter-connectedness and 'containment' within organisations represents an intrinsic characteristic of contemporary working life.

In this workshop, and using photographs from a social photo matrix exercise conducted at a co-working space as part of my doctoral research, I will invite participants to personally consider the challenge (or paradox) of emotional attachment to place in agile work environments. To what extent can such spaces support individual and organisational wellbeing? Can people experience them in ways which support thought, reflection, and connectedness to others and to place, and if so, when and how? Alternatively, in which circumstances might the experience of agile workplaces be problematic for individuals and organisations, and how then can challenging emotions and organisational dynamics be experienced and negotiated? Further, to what extent can the proliferation of agile working be evidenced to represent a physical manifestation of a failure of emotional containment in the 'vanishing' organisation, or alternatively indicate other, possibly emergent forms of relatedness, both to others and to place, in contemporary society?

Selected References

Cooper, A. & Dartington, T. (2004) The vanishing organization: Organizational containment in a networked world, in C. Huffington, D. Armstrong, W. Halton, L. Hoyle & J. Pooley (Eds.) *Working below the surface: The emotional life of contemporary organizations*. London: Karnac

Cooper, A. & Lousada, J. (2005) *Borderline welfare: Feeling and fear of feeling in modern welfare*. London: Karnac

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Room U3

Friday 10 November 2017
Session 1: 13.30 – 15.00

Leading climate change organisations: what happens to authority in response to the 'super-wicked' problem?

Rebecca Nestor

Rebecca Nestor is a facilitator and leadership developer with a focus on universities and charities; and a second-year doctoral student at the Tavistock and Portman NHS Foundation Trust.

How do organisations working on climate change manifest the characteristic anxieties, and defences against anxieties, relating to the turbulence associated with their task? What is the experience of leadership in such organisations?

Climate change itself, and global efforts to mitigate and adapt to its effects, are already creating turbulence. Alongside the increased conflict, forced migration and food shortages associated with climate change, the political and economic impacts of attempts to move to a low-carbon system are significant (McSweeney (2016); Matthews et al. (2017)).

Sometimes described as a 'super-wicked problem' – both highly complex and critically urgent – climate change may present an 'intrinsic conflict between framing a problem as critical, which puts the onus on authorities to solve it, and framing it as wicked, which puts the onus on everyone to solve it' (Wilson and Kosempel, 2016, p 45).

In the UK and the US, psychoanalytically-informed writers (for example Randall (2009), Weintrobe (2013), Lertzman (2015)) have identified emotions and anxieties that people may experience in response to the threat of climate change. These include loss and grief; guilt and shame; love and hate for our 'Mother Earth'; and fear of annihilation. Defences we may mobilise to deal with these painful emotions include omnipotence; splitting – for example, dual narratives in which the apocalyptic effect of climate change is coupled with cheery advice about painless solutions; projection – for example, hero/villain constructs; and denial and disavowal.

My focus is organisations in civil society in the UK whose task relates to climate change. I hypothesise that in these organisations, the anxieties aroused by climate change combine with the systemic challenges of this 'super-wicked' problem to create structures and practices that function as social defences against anxiety. These social defences include characteristic difficulties with authority, creating challenges for leaders.

The workshop will consider participants' own responses to climate change, share examples of the experience of leadership in UK-based organisations working on climate change, and consider the meanings of these experiences in the light of some theoretical perspectives drawn from my preparation for doctoral study of leaders in climate change organisations.

Selected References

Lertzman, R. (2015) *Environmental Melancholia: Psychoanalytic dimensions of engagement*. Hove, East Sussex: Routledge.

Matthews, T. K. R., Wilby, R. L. & Murphy, C. (2017) Communicating the deadly consequences of global warming for human heat stress. In *Proceedings of the National Academy of Sciences*, 114, 3861-3866.

McSweeney, R. (2016) Extreme weather increases the risk of armed conflict in ethnically-diverse countries, a new study suggests [Online]. UK: *Carbon Brief*. Available: <https://www.carbonbrief.org/climate-related-disasters-raise-conflict-risk-study-says> [Accessed 22/07/2017 2017].

Randall, R. (2009) Loss and climate change: the cost of parallel narratives. In *Ecopsychology*, 1, 118-129.

Weintrobe, S. (2013) *Engaging with climate change: psychoanalytic and interdisciplinary perspectives*, Hove, Routledge.

Wilson, S. G. & Kosempel, P. (2016) Introduction to the Symposium on Sustainability Leadership. In *Journal of Leadership Studies*, 9, 43-46.

Room U6

Friday 10 November 2017

Session 1: 13.30 – 15.00

Both the light and the dark: the challenges of working with the whole in a religious congregation

Jo Kennedy

Joanna Kennedy, Lead Partner at Animate, is an arts graduate who went on to train in group work and facilitation. She has been supporting change in individuals, and at organisational level, within the statutory and not for profit sectors in Scotland and internationally for the past 25 years. Currently she is working with 2 international religious congregations on restructuring and several health and social care partnerships, on integration.

Joette Thomas, Lead Partner at Animate (co-author)

During the summer of 2016, we spent 3 weeks facilitating the Chapter of an international congregation of religious sisters. The purpose of the meeting was to develop strategic aims for the next 7 years, and to elect a leadership team, which would ensure the implementation of the strategy across the congregation. The congregation has c.350 members, of whom 40 were elected to attend the Chapter. Sisters live in 9 different countries or regions of the World.

The Congregation is going through turbulent times. Numbers are in sharp decline and the sisters who have traditionally held leadership roles are now too old to do so. Power is inevitably being handed over to the younger sisters, many of whom are from the 'developing world'. There are significant tensions within the congregation between those who stick to a traditional understanding of their purpose and those who think more broadly; between those who are more cerebral and academic and those who are more focused on apostolic action; between sisters from different cultures and between younger and older sisters.

It was a fascinating and emotional experience and one which stretched us personally and professionally. We expected to be able to use our authority in role (Obholzer) to work in depth, supporting the sisters and their associates to surface and explore some of the more difficult issues the congregation is facing. We did to a certain extent but also encountered more barriers than we anticipated. The multi-cultural and multi-lingual nature of the event meant that understanding one another was a complex business. Many of the sisters were experienced leaders and facilitators themselves and, consciously or unconsciously, were able to manipulate the process in order to control the agenda.

In this workshop I will be exploring how the difficulties we had in contracting affected the way we were ultimately able to take up our role; how sisters used their own power and authority in role to control how issues were brought to the floor and discussed; and how fear of splitting, which would constitute failure, prevented some issues being meaningfully discussed at all.

Despite the spirituality of the congregation being aligned, in many ways, to the practice of 'negative capability' (French) it was hard for the more action-focused sisters to tolerate. They struggled to stay with the questions, together, as a large group, long enough for the answers to become clear. Conflict, which was never strongly present in the large group, surfaced often in unexpected places. At times we felt like they were running rings around us and I will be asking for your help in making sense of the complex group dynamics we encountered.

Selected References

Schien, E. (2010) *Cultural Islands: Managing Multicultural Groups in Organizational culture and leadership*: San Francisco: Jossey-Bass

Block, P. (1981). *Flawless consulting: a guide to getting your expertise used*. Austin, Tex, Learning Concepts.

Bion, W.R. (1961) *Experiences in Groups and Other Papers*. London: Tavistock

French, R. (2001) "Negative Capability": managing the confusing uncertainties of change. In *Journal of Organisational Change Management* 14:5 pp.480-492

Obholzer, A., & Roberts, V. Z. (1994). *The Unconscious at work: individual and organizational stress in the human services*. London, Routledge.

Otto Scharmer. C. (2016) *Theory U: leading from the future as it emerges : the social technology of presencing*. San Francisco, CA : Berrett-Koehle

Room U7

Friday 10 November 2017

Session 1: 13.30 – 15.00

How Gibraltarian Identity is shaping the leadership response to Brexit

Fabio D'Apice

Fabio D'Apice is an Executive Coach and OD Consultant, Director of Centro Coaching in UK and in Gibraltar. Fabio is trained within the Tavistock tradition and he is the Executive Director of ISPSO.

The history of the people of Gibraltar is the history of a community in search of an identity. Their story is a story of changing ethnonyms and of three separate social identities: an ethnic identity, a political identity, and a socio-cultural identity (Garcia 1994, Kellermann 2011).

On 23rd June 2016, in Britain, 48% of people voted to remain in Europe. Here in Gibraltar, the figure was exactly double that – 96%. This paper examines the link between Gibraltarian Identity and Leadership in the wake of the Brexit vote, using psychoanalytic and systemic approaches.

Drawing from my experience of consulting to small business owners in Gibraltar and using the Transformative Experience Framework (Long 2016), I explore the importance of examining the context in which the people of Gibraltar are working and identify the benefits and the tensions that this generates.

This paper demonstrates how the unconscious, as the territory from which fantasies spring, is a source of imagination and creativity and might be better placed to support small business owners in finding opportunities with Brexit in Gibraltar. The main argument comes to the conclusion that the dramatic evacuation of Gibraltar in 1940 and its repatriation four years later has resulted in a state of “manic reparation” (Klein 1940) of the gibraltarian government toward Gibraltarian citizens and this has had two consequences in the wake of Brexit:

1. It contributes to the so-called “sense of entitlement” of gibraltarian identity facilitating a Basic Assumption Dependency (Bion 1962) response to Brexit where the government is expected to deliver and small business owners do not take leadership
2. It puts the government response to Brexit in an “emergency mode” running and leaving the government blind and deaf to the business needs of the people.

Selected References

Bion, W. R. (1962) *Learning from Experience*. London, Karnac.

Garcia, J. J. (1994) *Gibraltar. The Making of a People. The Modern Political History of Gibraltar and its People*. Gibraltar, Mediterranean SUN Publishing

Kellermann, A. (2001) *A “New” New English. Language, Politics and Identity in Gibraltar*, Heidelberg, BoD.

Klein, M., (1940) ‘Mourning and its relation to manic-depressive states’ in *International Journal of Psychoanalysis*, 21: 125-153.

Long, S. (2013) *Socioanalytic Methods: Discovering the Hidden in Organisations and Social Systems*. London, Karnac

Long, S. (2016) *Transforming Experience in Organisations: A Framework for Organisational Research and Consultancy*. London, Karnac

Room U8

Friday 10 November 2017

Session 1: 13.30 – 15.00

The loss of clinical identity and leadership: an outcome of suppressed turbulence in modern CAMHS

Andrew Briggs

Andrew Briggs is a Consultant Child and Adolescent Psychotherapist, Organisational Consultant and former Trust Head of Child Psychotherapy, Sussex Partnership NHS Foundation Trust.

Key publications

Briggs, A.,(ed) (2015) *Towards Belonging: Negotiating New Relationships for Adopted and Children in Care*. London: Karnac

Briggs, A., (2012) Under-nourishment and clinical risk: two concerns of CAMHS clinicians, in *Journal of Social Work Practice: Psychotherapeutic Approaches in Health, Welfare and the Community*, 26:4, 427-441

Briggs, A., (2004) Reversing a spiral of deprivation: working to ameliorate the relationship of staff and boys in a residential home. In *Journal of Social Work Practice: Psychotherapeutic Approaches in Health, Welfare and the Community*, Vol. 18, No. 1, March 2004, pp. 33–48

This paper is a psychoanalytic view of low morale amongst current CAMHS clinicians. Using material gained from staff consultations it argues low morale is indicative of suppressed turbulence within these organisations. NHS and other surveys demonstrate meaninglessness and powerlessness as major components of this low morale. Direct work with patients and other duties within their organisations are felt to be meaningless, and clinicians feel powerless to influence how their services are designed and delivered. Such powerlessness is an outcome of senior management removing clinical leadership from service designing. Clinical time is used to assess risk, minimise patient contact time, and enter activity and clinical outcome on databases. Through these bureaucratic activities meaninglessness is established and turbulence suppressed.

Turbulence is inherent within the NHS internal market. It enters NHS Trusts via their boundary with this market. For senior managers within providing Trusts tendering has a live or die intensity. The winner takes all and the losing Trust gets nothing. The loser's jobs are on the line as the winning Trust invariably brings in its own senior management team. These life or death outcomes, the turbulence, are hidden within service design. They are seen when clinicians experience the pain of low morale brought by the loss of their clinical function and identity.

Turbulence is the tension between what Freud (1920.1938) termed the life and death instincts. The tension is alleviated for senior managers through projecting the death instinct into clinicians through service design. This design produces meaninglessness. For Bion (1962.1965.1967) meaninglessness (-K) indicates the container-contained relationship has been infiltrated by the death instinct. Professional identity and the organisation as emotional containers no longer exist. Dependency upon the organisation for physical survival (salaries for sustenance) is all that remains of containment. Aware that this is all, the pain of low morale indicates clinicians' being in touch with the life instinct.

In summary the paper draws attention to some unconscious aspects of the NHS internal market and its relationship with CAMHS. It highlights some emotional and existential costs to clinicians and patients of suppressing the turbulence inherent within this relationship.

Selected References

Bion, W. R. (1962) *Learning from Experience*. London: Tavistock

Bion, W. R. (1965) *Transformations*. London: Tavistock

Bion, W. R. (1967) *Second Thoughts: Selected Papers on Psycho-Analysis*. London: Tavistock

Freud, S. (1920) *Beyond the Pleasure Principle*. Standard Edition 18 pp. 3-64

Freud, S. (1938) *An Outline of Psychoanalysis*. Standard Edition 23 pp.141-204

Committee Room

Friday 10 November 2017
Session 1: 13.30 – 15.00

Understanding organisations as a Lacanian 'Libidinal Economy of Discourses': a case study of organisational crisis in turbulent times

Dr Peter Edward MA PhD CEng MICE FHEA and Dr Tanya Lewis BA MES PhD

Peter Edward's research focuses on the relationship between discourses and organisational and social change. Prior to joining academia he worked as a consultant on organisational transformation at PwC.

Tanya Lewis has worked as an organizational consultant for L'Arche prior to working as a university administrator.

Key publications

Edward, P. (2015) 'Decision-Making: Coping with Madness Beyond Reason', in Mir, R., Willmott, H. and Greenwood, M.(eds) *The Routledge Companion to Philosophy in Organization Studies*. London: Routledge.

Edward, P. and Willmott, H. (2008a) 'Corporate Citizenship: Rise or Demise of a Myth?', in *Academy of Management Review*, 33, (3), pp. 771-773.

Edward, P. and Willmott, H. (2008b) 'Structures, Identities and Politics: Bringing Corporate Citizenship into the Corporation', in Scherer, A. G. and Palazzo, G.(eds) *Handbook of Research on Global Corporate Citizenship* Aldershot: Edward Elgar, pp. 405-429.

Edward, P. and Willmott, H. (2013) 'Discourse and Normative Business Ethics', in Luetge, C.(ed), *Handbook of the Philosophical Foundations of Business Ethics*. Heidelberg: Springer.

As organisations confront change in turbulent times, the conflicted feelings staff experience bring into focus the interdependence of organisation and identity. Confronting the failure of deeply-institutionalised organisational processes, individuals find themselves personalizing failure or demonizing leadership. We illustrate this with a case-study where an unprecedented growth in demand led to increasingly stressed staff and managers caught between undeliverable service expectations, failing organizational structures and strained relationships.

In our 3rd Epoch study-group (Boxer, 2017), one member journaled her experience of this situation. Using this resource, we explored how individuals articulate injustices ('scenes of crimes') using semi-conscious commitments, formed through traces of prior experiences, to make sense as subjects strive to sustain both their own identities and the organisations in which they work. This brings into focus how localised constructions of identity co-construct and sustain the larger organizational contexts in which the 'scenes of crimes' are situated.

It is useful here to analyse an organisation as a 'libidinal economy of discourses' (LEoD). For Lacan, the subject may take up her double-subjection, to inter-subjectivity and the radically unconscious, in the form of four discourses (master, university, analyst, hysteric) (Lacan 2007/1970). These describe the different forms of libidinal investment that the subject makes in 'truths' that obscure the absence of any secure foundation to their subjectivity. Each of these four discourses also has a perverse form that promises a secure, foundational truth (Lacan 1978). The libidinal attraction of this beguiling, but impossible, promise gives the perverse discourses powerful structuring effects. Collectively, the four discourses and their perverse variants generate an octet of inter-connected discourses, forming a LEoD (Boxer 2012) that constitutes the organizational contexts framing the 'scenes of crimes'.

This presentation will describe the underpinnings and structure of the LEoD, opening this up for audience discussion. We will then demonstrate, using the case-study, how understanding an organisation as a LEoD led to new ways to recognise the diverse valences of the individuals involved, opening new insights into the organisation and the possibility of more effective interventions. The discussion will then invite participants to explore the potential for applying the LEoD in other organizational contexts.

Selected References

Boxer, P. J. (2012) *The Assimilative Discourses*, in *Lacanticles*. www.lacanticles.com.

Boxer, P. J. (2017) On psychoanalysing organizations: why we need a third epoch. *Organisational and Social Dynamics* - forthcoming.

Lacan, J. (1978) Discourse of Jacques Lacan at the University of Milan on May 12 1972. In *Lacan in Italy*. Milan, La Salmandra: 32-55.

Lacan, J. (2007/1970) Seminar XVII: The Other Side of Psychoanalysis, 1969-1970. New York, W W Norton & Co. Albers, D. S. and Hayes, R. E. (2003) *Power to the Edge: Command and Control in the Information Age*. Command and Control Research Programme, DoD.

<p>Room U1 Friday 10 November 2017 Session 2: 15.20 – 16.50</p>	<p>Technology at work: the implications for leadership and consultancy practice Nick Waggett</p>
<p>Nick Waggett is a researcher-consultant within the human services sector. He is a tutor on the Masters and Doctorate programmes in Consulting and Leading in Organisations at the Tavistock Clinic.</p> <p>Key Publications</p> <p>Waggett, N. (2012). 'Ghosts in the care home: the nature of relationships in a home for people with learning disabilities', in <i>Journal of Social Work Practice: Psychotherapeutic Approaches in Health, Welfare and the Community</i>, 26(4), pp. 443-457.</p>	<p>A factor in current organizational and social turbulence is rapid technological change. Increasing technology use is seen as essential to achieving greater efficiency and effectiveness in the human services. However, promises may not be realised if technology generates processes that are misaligned to the primary task. How and why this occurs, and the role of unconscious and emotional factors, is insufficiently understood.</p> <p>Drawing on systems-psychodynamics, actor-network and process theory, my recently completed doctoral research addresses these gaps through a methodology in which human and technology are seen to operate symmetrically in the ongoing formation of organizations. The study took child welfare and mental health services as an 'extreme case' for technology implementation, as the site of significant transformation and dynamics. Data were gathered via a visual method known as the social photo-matrix in which practitioners in these services generated and responded to images on the theme of 'technology at work'.</p> <p>It was found that technology acts as a mediator of organizational processes. It transforms the reality of services both on the ground and in the minds of people within them. This aligns services to abstract models which are reified as being the same as lived experience. Resulting structures may not be requisite to the task of caring for vulnerable clients, or enabling staff to do so. Technology reduces the capacity for processing and containment of emotions which leaves staff with an increased burden of anxiety and fewer ways to modify it. One implication is that it is only possible to realise the promises of technology if it is engaged with thoughtfully, in an environment where anxieties can be managed.</p> <p>The aim of this workshop is to explore some of these ideas and in particular the implications for leading and consulting. This will draw on images and findings from the research to start a conversation about how can we develop new approaches to working with technology in complex organizations.</p> <p>Selected References</p> <p>Hernes, T. (2008) <i>Understanding Organization as Process: Theory for a Tangled World</i>, London: Routledge.</p> <p>Krantz, J. (2015) Social defences in the information age, in Armstrong, D. and Rustin, M. eds. <i>Social Defences Against Anxiety: Explorations in a Paradigm</i>, London: Karnac Books. pp.59-69.</p> <p>Latour, B. (2005) <i>Reassembling the social: an Introduction to Actor-Network-Theory</i>. Oxford: Oxford University Press.</p> <p>Orlikowski, W. J. (2007) Sociomaterial Practices: Exploring Technology at Work, <i>Organization Studies</i> (28)9, pp. 1435-1448.</p> <p>Sievers, B (2013) Thinking organizations through photographs: the Social Photo-Matrix as a method for understanding organizations in depth, in Long, S., ed. <i>Socioanalytic Methods: Discovering the Hidden in Organizations and Social Systems</i>. London: Karnac Books, pp. 129-151.</p> <p>Western, S. (2009) <i>Cyborgs and Entanglements: Locating Ourselves in a Strange Land</i>. Paper presented to the 26th Annual Meeting of the International Society for the Psychoanalytic Study of Organizations, Toledo, Spain, 6/22/2009</p>

Room U3

Friday 10 November 2017

Session 2: 15.20 – 16.50

Self-authorization versus organisational authorization, and the double standards in Silicon Valley

Lilian Hupkens

Lilian A J Hupkens, BSc experimental physics, MSc industrial engineering and management and MA psychodynamic counselling, worked in consultancy and management roles in industry. At present she is a PhD candidate at Unisa, South Africa. She has been a staff member in GRCs in the Netherlands, UK, Germany and Turkey.

Key publications

Hupkens, L. A. J. (2012) How envy, fear of envy and manipulation of envy can paralyse healthy competition and healthy succession. In E. Aram et al (Eds) *Group Relations Conferences Volume III: Tradition, creativity and succession in the global Group Relations Network*, Ch. 16. Karnac, 2012.

Hupkens, L. A. J. (2006) Applying Group Relations learning to the daily work of consultants and managers: theorists solve the problems they want to; practitioners solve the problems they have to. In L. D. Brunner et al (Eds) *Group Relations Conferences Volume I: Reviewing and Exploring Theory, Design, Role-Taking and Application*, Ch. 9. Karnac, 2006

Authorization is an important concept in Group Relations conference theory and practice, whereas the concept of power has been underdeveloped. Recent research shows that perhaps even the concept of authority and its origins have not been explored in sufficient depth in GRCs. I propose that this gap is not innocuous and has serious consequences, both for GRCs as well as applying the concepts to present day phenomena in tech-industry.

Within the Tavistock tradition the issue of power has not been addressed. Bion writes that he hopes to get round to that issue in the future, but he never did. The language and terminology within GRCs is all about the authority of leaders, and being authorized by others is seen as good, whereas having personal power is seen as undesirable and dangerous.

Within GRC tradition the Directors present themselves as being authorized by the sponsors, thus establishing them as the apex of that temporary organisation and being the source of all authority within the whole conference. The concept of sponsorship and its consequences are not described in the literature and rarely questioned within GRC conferences despite the aim being “studying authority and leadership within the conference”. When sponsoring organisations are universities, research institutes and professional societies they convey positive associations of quality, integrity, ethics and professionalism.

In the framework of my PhD research an in-depth analysis was made of nearly 40 Group Relations Conferences held worldwide within the same 12-month time frame and the 240 individual consultants working in them on staff roles. Research results are surprising, amongst others: some conferences have up to 15 sponsors, a majority of staff members are linked to a sponsoring organisation, and sponsorship is incidentally offered to organisations sending two members or more. This leads to the question what sponsorship actually entails and what the difference is in being a staff member introduced as institutionally authorized compared to being self-authorized or as entrepreneur?

Does this dichotomy point to two different worlds, one of which is trusted and well-regulated and the other is not? This presentation is relevant because a. it addresses a central theme of GRCs which are an important venue for managers and professionals learning about leadership and b. these insights are applicable to present-day problems becoming ever more visible in the hi-tech companies of Silicon Valley companies. First hailed as innovative and positively disruptive, now the negative aspects are coming into focus, with reports of a toxic working environment, wide-spread racism and misogyny.

Selected References

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Brooks, D. (2017) about P. Bourdieu and power, in a New York Times article; <https://www.nytimes.com/2017/07/18/opinion/inequality-pierre-bourdieu.html?smprod=nytcore-ipad&smid=nytcore-ipad-share>

Mulder, M. (1979) *Dealing with Power: our behaviour with and against each other*. Elsevier Amsterdam/Brussel. Omgaan met macht: ons gedrag met en tegen elkaar.

Palmer, B. (2000) In which the Tavistock Paradigm is considered as a discursive practice; in *Organisational & Social Dynamics* 1:8-20.

Pratley, N. (2017) Uber CEO Travis Kalanick should have gone years ago: *The Guardian* 21-6-2017

Rioch, M.J. (1975) Rationale and Technique; in *Group Relations Reader 1*, AKRI.

Room U6

Friday 10 November 2017

Session 2: 15.20 – 16.50

Does 'Sturm und Drang' unleash the Self?

Trina Banerjee and Anuradha Palit

Trina Banerjee is a Lecturer in Clinical Psychology at Mount Carmel College, and a Consultant at Sukrut, Bangalore, India

Anuradha Palit is a Consultant Clinical Psychologist at Sukrut, in Bangalore, India.

The aim of the paper is to make leaders experience an ambiguous situation by earning a living for half a day in an unknown town without any credentials or financial resource. Following this exercise, an interview will be conducted and the data will be analyzed and presented in the form of a case study. The detailed discussion will follow once the study is complete, to see what this sudden "Storm and Stress" reveals by way of material in "the unconscious" that will add to the body of knowledge.

PHF is a non-profit organization in Bangalore running four schools and one junior college for the underprivileged. Each school has their own educational head (EH) and quality heads (QH). In our study, three female EHs and one female QH, volunteered to participate.

AB hails from a Brahmin Bangalorean family, who are extremely educated and sticklers for traditions, where the male plays the predominant role. AB tries to conform to the same, yet, is adaptive to change. VL hails from a patriarchal Hindu Malayali family. She tends to abide by the rules laid by her male family members. GS belongs to a Hindu Tamil family where male is the primary decision maker. She seems to hesitate to take independent decisions. SVK hails from an orthodox Catholic Malayali family, who is a converted Protestant. They are a religiously involved community. She tends to be assertive in her thoughts and actions.

As per Melanie Klein (1938), an infant experiences contradictory feeling of love and hate through actions of feeding and evacuating. When such emotions are not integrated, there is a threat to the psychic survival of the infant, and the negative aspects are projected out creating a split (Klein, M. 1997, 2002). According to Bion (1961), in organizations, the same confusion and contradictory feelings experienced by a child with its mother are reflected in group development. The organizational leader requires an integrated self, when amalgamation of both good and bad aspects occurs. Hence, resolution of the paranoid-schizoid position, and attainment of the depressive position help a leader to hold the "self" in times of emotional turbulence.

In the Indian culture, a trend of over enmeshed relationship is evident in the context of parent-child relationship. The leader stands in the interplay of the effects of such enmeshment along with the cultural bindings. In this backdrop, it will be interesting to observe the self of the leader unravel through the course of the study.

Selected References

Klein, M. (2002) *Love, guilt and reparation: and other works 1921-1945* (Vol. 1). Simon and Schuster.

Klein, M. (1997) *Envy and gratitude and other works 1946-1963*. Random House.

Bion, W.R. (1961) *Experiences in Groups and Other Papers*. London: Tavistock, pp. 139-189.

Room U7

Friday 10 November 2017

Session 2: 15.20 – 16.50

Silvia Silberman Naisberg, MA, Senior educational psychologist, psychotherapist, coach, organizational and group consultant. Lecturer, Schechter Institute. Member, Ofek, OPUS.

Sara Metzger, MSW, psychoanalytic psychotherapist, organizational consultant. Member, OFEK & Os"im Shalom

Key Publications

Metzger, S., Naisberg Silberman, S. & Plat, A. (2017) Silencing as Communication in *The Israel Journal of Group Psychotherapy*, 21, 2

Silberman, S. & Plat, A. (2013) Anxiety and violence in the schools: coping and not coping in O'Loughlin, M. (ed) *The uses of psychoanalysis in working with children's emotional lives*. New York: Jason Aronson

Silberman, S. & Plat, A. (2011) The Quest for Social Change London: OPUS Conference

Metzger, S. (2009) The silent voice of the mothers of combat soldiers in Perroni (ed) *Motherhood: Psychoanalysis and other Disciplines*. Van Leer Institute and Hakibbutz Hameuchad

Robinson, S. & Metzger, S. (2000) What do Holocaust Survivors feel Today toward their Perpetrators? in *Echoes of the Holocaust*, 6.

Robinson, S., Adler, I. & Metzger, S. (1995) A comparison between Elderly Holocaust Survivors and People who survived the Holocaust as Children in *Echoes of the Holocaust*, 4

Jewish identity and the role of Jewish people in the Western world

Silvia Silverman Naisberg and Sara Metzger

Times are again turbulent, accusations against Jews and attacks on Jewish institutions are on the rise (Rahola; Brunning & Khaleelee). We felt again drawn to try and deal with this (complicated) issue using Group Relations and Psychoanalytic experience, in the hope to deepen our understanding of inter-group management of destructiveness. One line of thought, relates anti-semitism and fundamentalism to binary thinking, schizo-paranoid positions, narcissistic rigidity, and projection of inner thanatic drives onto the other, as scapegoat or as different. At the same time, subjectivity can also be seen as constructed by the culture (Zizek, Butler), and therefore as the incorporation of the structure of the other into the self as inherent to life within a social order (Frosh). A third way to look at inter-group dynamics calls our attention to the ways in which each group identity carries within itself components of the identity of the other. We assume that the possibility of mutual constructive collaboration as well as the alternative destructive collusion are primary conditions of interaction. Mutual destructive endeavours, like anti-semitic processes imply at least a partial common perception together with an agreed concretization of the mutual demonization.

Extremely destructive initiatives as seen in some anti-Semitic incidents tend to leave behind metaphoric thinking and search for, as concrete as possible, destructive expressions. Attacks on cemeteries are one example.

During the first centuries of the CE two traditions developed. Christianity accepted God as a person and a Holy Spirit carrying one truth. Judaism adopted the Midrash (Cushman) as a way to reinterpret, time and again, the truth of the Scriptures. From then on a concrete differentiation developed between Christianity and Judaism and their mutual demonic perceptions of body and soul (Boyarin). Within the western development Christianity became widespread while Judaism concentrated on the identity of ethnicity, religion and tradition that preserved strong network ties (Boxer) and differentiation from others.

After introducing the main relevant concepts, and describing the specific traits we see in the role that Jewish identity plays in the Western World, we would like to invite participants to bring their own experiences of systemic inter-relationships between identified groups within the larger society, and to investigate together, how different identities lead to violent conflict and war and under which circumstances constructive collaboration can be built

Selected References

Boyarin, D. (1999) *Carnal Israel: Reading Sex in Talmudic Culture*. Tel Aviv: Am Oved

Brunning, H. & Khaleelee, O. (2015) Danse Macabre: How Eros and Thanatos Run the World. In *Organisational and Social Dynamics*, 15, 2

Cushman, P. (2010) A Burning World, an Absent God: Midrash, Hermeneutics and Relational Psychoanalysis in Aron, L. & Henik L. *Answering a Question with a Question Contemporary Psychoanalysis and Jewish Thought*. Boston Academic Studies Press

Frosh, S. (2010) 'Foreignness is the quality which the Jews and one's own instincts have in common': Anti-Semitism, Identity and the Other. In L. Aron and L. Henik (eds) *Answering a Question with a Question: Contemporary Psychoanalysis and Jewish Thought*. Boston: Academic Studies Press.

Nirenberg, D. (2013) *Anti-Judaism: The Western Tradition*. New York: W.W.Norton & Co.

Zizek, S. (2008) *Violence Au diable vauvert*

Room U8

Friday 10 November 2017
Session 2: 15.20 – 16.50

Barbara Wren is a Consultant Psychologist and Organisational Consultant working in the NHS, and also as Director of Wren Psychology Associates, an Associate at Edgcombe Consulting and a Visiting Lecturer at City University.

Megan Joffe is a registered clinical and occupational psychologist working as an organisational consultant. She is the Health Practice Lead for Edgcombe Consulting.

Key publications

Wren, B. (2017) As a psychologist for NHS staff I saw how hospital work takes its toll. *The Guardian*, 19th June 2017.

Wren, B. (2016) *True Tales of Organisational Life*, Karnac.

Wren, B., Pepper, J. & Elyan, S. (2017) Using symbolism to suggest new possibilities for doctors: the role of the medical lead in Schwartz Rounds. Submitted to *Medical Humanities*

Joffe, M and McKenzie, K. (2012) The problem of identity in medical managers: who are medical directors? *International Journal for Leadership in Public Services*, 8 (3), p 161-74

Joffe, M. (2005) Assessing doctors in difficulty: the assessor experience. *BMJ Careers (British Medical Journal)*

Expressions of ambivalence in systems under crisis: the problem of medical leadership

Barbara Wren C.Psychol., CSci., AFBPsS and Megan Joffe, PhD, C Psychol, AFBPsS

The UK National Healthcare Service is widely regarded as a system in crisis – with staff distress, team and organizational dysfunction, and issues of quality and risk being key manifestations of its current difficulties. These difficulties are causing high levels of anxiety both within the system and among the general public at a time also of increasing (sometimes unrealistic) expectations of healthcare delivery. What is the role of medical leaders in responding to these challenges and ensuring that services are safe for staff and patients alike? How might organizational consultancy create new possibilities for understanding in which the opportunities and the limitations of medical leadership roles can be realistically assessed, and communicated, in order for the role to be effectively supported and developed?

This paper will draw on our experience of consulting to medical teams and individual doctors in distress, to hypothesise about the challenges facing medical leaders in the NHS and their role in a system under acute pressure. Drawing from systems, psychodynamic and performative identity theory we will explore how the role is taken up in different settings, how the creation of a leadership identity derives from both clinical experience and personality factors and consider the integration needed to use power effectively. The extent to which the healthcare system enables medical leaders to establish a role identity that will allow them to realistically meet their current challenges-keeping both the patient and the system in mind will be explored. Challenges to role integration will be considered from both a personal and professional identity perspective, and the role of training, culture, creativity and conflict will be explored in the context of the complex nature of reality in healthcare (financial imperatives, clinical pressures, team working, the context of diversity, and current quality drivers).

We will propose that poorly expressed tensions in the medical lead role create the potential for collusion and avoidance in addressing urgent system challenges and can create opportunities for either benign avoidance or malignant use of power in medical leadership both leading to risks to staff and patient experience and safety.

Committee Room

Friday 10 November 2017
Session 2: 15.20 – 16.50

Persistence of 'whiteness' in the face of 'diversity'

Barbara Williams MSW MSc EdD

Barbara Williams' consulting, activist and research work focuses on women, difference, and gender justice in organizations and movements.

Key publications

Williams, B. (2015) Resistance and Solidarity: Organizing for Women's Rights. Paper presented at the ISPSO Conference, Rome.

Williams, B. & van Reekum, G. (2015) What Happened to Authority. *Group Relations Conferences, Volume III*. London: Karnac.

Williams, B. & Stateva, M. (2015) The Violent Enigma of Gender: Psychoanalytic Thoughts on Violence Against Women and the Work of Women Human Rights. Available at: <http://www.tav institute.org/projects/the-violent-enigma-of-gender/>

Williams, B. & Meckesheimer, A. (2012) Digging up the Ground Beneath our Feet. Exploring Psychoanalytic Contributions to Feminist Popular Education. *Feminist Popular Education in Transnational Debates*. New York: Palgrave MacMillan.

A 30 year-old anti-poverty charitable organization in a Canadian urban environment which provides services to very poor, street-effected individuals, with mental health, health and addictions issues, inadequate or no housing, and sustained inability to work, has been grappling with critiques to become 'more diverse' in their service provision and employment practices for many years. Their senior staff, including the Executive Director with whom I have consulted for many years on this [small-d] 'desire' are all white. My challenge is to assist the organization to question the critiques related to this [big-D] 'Desire' in the Lacanian sense (Arnaud 2013) and what underlies this 'desire'.

Pursuing what Philip Boxer and other colleagues have raised in our 3rd Epoch Lacan series (Boxer 2017), I explore three taken-for-granted logics and the unconscious resonances associated with consulting to the 'diversity dilemma' that continues to inhibit new thinking:

- The demographics of aggregation – a 'representation' logic. In the case to be discussed, the majority of service-users are middle-aged white men in a neighborhood of poor people with considerable diversity. The logic of aggregation insists that the users should be/could be more diverse.
- The injustice of exclusion - a restitution and reparation logic. In a violently colonized country like Canada, the urban geography in which this organization operates is said to reproduce imperialisms (the organization sits on indigenous land as does most of the city), therefore, 'whiteness' is historically and perpetually problematic.
- The moral of 'otherness' – a 'redistribution of access' logic: In this logic, women, racialized citizens, trans persons, and persons with disabilities are disproportionately affected by poverty with fewer services and therefore deserve/need access.

The presentation will describe the case and explore with participants, the extremely limited ways in which we currently are able to think about and address questions of 'diversity', 'leadership', and 'identity' and turn to Lacan for what he might offer as a 3rd Epoch reading, making use of Lacanian notions of 'double subjection', 'libidinal economies of discourse' (LEoDs), and the analytic act needing to be taken up within this organization's LEoD in rethinking the 'failure' of these demographic, injustice and moral logics to address the problematics of the organization's big-D Desire.

Selected References

Arnaud, G. (2013) Is there desire for work?. In *RIMEFI: Research in Management Economics and Finance*. Available at <http://www.rimefi.com/Paper%20Arnaud%20Gilles.htm>

Boxer, P. J. (2017) On psychoanalysing organizations: why we need a third epoch. In *Organisational and Social Dynamics* forthcoming. 17(2) pp259-266

Boxer, P. (2016) On psychoanalyzing organizations and using psychoanalytic language: are we entering a 3rd Epoch. Available: <http://www.lacanticles.com/2016/10/on-psychoanalysing-organisations-and-using-psychoanalytic-language-are-we-entering-a-third-epoch/>

Driver, M. (2009) Struggling with Lack: A Lacanian Perspective on Organizational Identity. In *Organization Studies*, 30(1): 55-72.

Gabriel, Y. (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.

Room U1

Saturday 11 November 2017
Session 3: 13.30 – 15.00

Manab Bose is a psychoanalytic psychotherapist and Director, Sukrut India. He is also Adjunct Faculty at the prestigious Indian Institute of Management Udaipur where he teaches a Seminar in Advanced Leadership.

Key Publications

Cultural Context of Group Relations Conferences: Some Indian Perspectives at OPUS Conference 2011, with A. Bhattacharya,

The Confusion of Tongues between the East and the West – The Need for a New Language at BELGIRATE IV - 2012, with S. Srinath and A. Biswas,

Study of Adolescence in India through a Psycho-social Lens so as to Design Interventions for Development of the Self in the Management of Authority, Role, and Boundaries at OPUS Conference 2015, with A. Biswas,

Sexuality in India thru a Psycho-social Lens: A Unique GRC Intervention at OPUS Conference 2016, with S. Goswami

Innovations in Business: A Leadership Development study of two public sector oil majors in India at Innovation, Market Competition & Economic Development at IMI India and EGADE Mexico Intl Conf, Dec 2016.

G stands for Greed: psychoanalytic perspectives of a fallen hero

Manab Bose

This paper examines a real-life hero and icon of contemporary India, and is a study of a particular nuance of psychic appetite gone awry as a result of unexplored *unconscious* processes.

RG, born December 1948, was an American businessman and philanthropist who served a two-year term in a US federal prison for insider-trading, from 17 June 2014. He was the first non-American Chief Executive of McKinsey & Company. RG was convicted in June 2012 on insider trading charges of conspiracy and securities fraud. He was sentenced in October 2012 to two years in prison, and ordered to pay US\$5 million in fines. RG came from an old and distinguished Bengalee family representing a handful of India's English-educated elite, for whom learning, not lucre, conferred status. His father was a brilliant student at Calcutta University where he received a Masters in Economics. He was also a brilliant academic and teacher. But teaching was only a day job; in his off-hours he forged ties with prominent leftist leaders. In December 1935, a Calcutta magistrate found RG's father guilty of cheating by pretending to be someone else, and for forging the Economics examination paper. He was sentenced to six months' hard labour. Upon release from prison, he took up journalism to support himself and his family. His old revolutionary ties to the leaders of a newly free India helped him rise again. So trusted was he by Government ministers that they would often seek his counsel on how to deal with the press.

RG too excelled through high school and college. Ranked 15th in India in the entrance exam for the Indian Institutes of Technology, he went on to receive an MBA from Harvard Business School in 1973. RG was 15 when his father died, leaving him to look after his younger siblings and manage the dwindling family finances. Three years later, his mother passed away after an incurable heart ailment, leaving young RG to shoulder responsibilities before his time, abandoning adolescence.

Melanie Klein (1952) locates greed in the oral stage of development, highlighting that greed is intensified by depression, but stresses that there is a dynamic interplay between the innate aggressive drive and actual deprivation. Klein states: "...children in whom the innate aggressive drive is strong, persecutory anxiety, frustration, and greed are easily aroused (Pg. 62).... The libido-aggression balance within the infant's intrapsychic world is tilted toward aggression, then receiving supplies stirs up more hunger and more hunger; this angry hunger constitutes greed."

Winnicott does not view greed as bad, but instead describes greed as a primitive love "that we are all frightened to own up to, but which is basic in our natures, and which we cannot do without (Pg. 170)". RG never really owned up his own words at a speech in Columbia University in April 2014: "When I look at myself, yeah, I am driven by money. I am probably more materialistic today than I was before and I think money is very seductive....". The psychic appetite that went awry is a study of the "personal unconscious" material that remained unexplored through the introjections-projections of RG's father, and influences of the "collective unconscious" that comes from capitalism.

Selected References

Klein, M. (1921-1945) *Love, Guilt & Reparation and Other Works*, The Free Press 1975

Akhtar, S. (ed) (2015) *Greedy -- Developmental, Cultural, and Clinical Realms*, Karnac

Winnicott D (1965) *The Family and Individual Development*, Tavistock

Raghavan, A. (2013) *The Billionaire's Apprentice*, Hachette India

Amrita Bazar Patrika (26 Nov 1935 and 05 Dec 1935): Professor and Pupil's Film (2005): Assault on Wall Street

<p>Room U3 Saturday 11 November 2017 Session 3: 13.30 – 15.00</p>	<p>Group Relations (what do staff want?) Carlos Sapochnik</p>
<p>Carlos Sapochnik is a Researcher and Organizational Consultant</p> <p>Key Publications</p> <p>Sapochnik, C. (2003) Corruption: Oedipal configuration as social mechanism. In <i>Organisational & Social Dynamics</i> 3(2): 177–190</p> <p>Sapochnik, C. (2005) Martial Arts – enactment of aggression or integrative space? in <i>Psychodynamic Practice</i> 11(4): 451–458</p> <p>Sapochnik, C. (2013) Drawing below the surface – Eliciting tacit knowledge in social science research. In <i>Tracey Journal / Drawing Knowledge</i>. Loughborough University</p> <p>Sapochnik, C. (2015) Group Relations as Ritual (from seduction to translation). In <i>Organisational & Social Dynamics</i> 15(2): 210–232</p> <p>Sapochnik, C. (2017) Group, Relations, Unrepresented. In <i>Organisational & Social Dynamics</i> 17(2): 179-197</p>	<p>The vicissitudes of leadership and followership come to the fore in all aspects of group relations, whether in directorate, staff, or membership. While the overt intention is to learn in a constructive (positive) manner from and about group and organisational dynamics, a particular violence (from L <i>violentia</i> 'vehemence, impetuosity') characterizes the process as a source of both distress and gratification – in different ways, at different times, to different persons and roles – whereby power and leadership can be helpfully explored.</p> <p>The question in the title may be considered from two connected vertices: a) Conference members are perplexed by here-and-now dynamics – <i>what do staff want from me?</i>, and b) What motivates staff in their passionate engagement to sustain long and arduous work for fuzzy compensation? The issue is not just personal – <i>what do I, we, staff want?</i> – because it involves an Other in actuality and in the mind. Hence, it must be furthered by its complement – <i>what is wanted of me, us, staff?</i> Reasons to join the conference are usually considered during the staff planning meeting, and they will be personal, contextual, structural, and unconscious. If the staff team is able and enabled to explore their own thinking in respect of the practice, of themselves and the members, the conference develops as a rewarding learning experience for members and staff alike.</p> <p>The presentation examines commonalities and differences in the thoughtful and varied responses to the question provided by 25 practitioners, and explores the question itself mainly through the work of psychoanalyst Jean Laplanche on the concept of enigmatic communications as the consequence of an original seduction, originally elaborated by Freud in his correspondence with Fliess up to 1904, mentioned in the <i>Project for a Scientific Psychology</i> (1905) and subsequently abandoned. While enjoyment and desire are difficult to name, they allow access to the primary processes in the staff group and, through them, to the dynamics of the conference as a whole. Hence, in addition to listening to the transference-countertransference linking conference members and staff, what may be purposefully attended right through is the transference that staff bring themselves towards their own Conference-in-the-Mind.</p> <p>Selected References</p> <p>Green, A. (1998) The primordial mind and the work of the negative. In <i>International Journal of Psychoanalysis</i> 79(4): 649–666</p> <p>Bion, W.R. (2005) <i>The Tavistock Seminars</i>. Ed. by Francesca Bion. London: Karnac</p> <p>Freud, S. (1905) Three essays on sexuality. In <i>The standard edition of the complete psychological works of Sigmund Freud</i>. Vol VII. London: Vintage (2001): 125–245</p> <p>Laplanche, J. (1970/1975) <i>Life and Death in Psychoanalysis</i>. Baltimore, MD: Johns Hopkins University Press</p> <p>Laplanche, J. (1999) <i>Essays on Otherness</i>. Edited by J. Fletcher. London: Routledge</p> <p>Long, S. (2002) Organizational destructivity and the perverse state of mind. In <i>Organisational & Social Dynamics</i> 2 (2): 179–207</p>

Room U6

Saturday 11 November 2017
Session 3: 13.30 – 15.00

Building the Identity of HR Management in a Faculty of Economics and Business Administration: a socio-analytical exploration

Eduardo Acuña

Eduardo Acuña is Professor, Department of Management, Faculty of Economics and Business Administration, University of Chile. M.A. Organizational Diagnosis and Change, Leeds University. Action Research Program, Human Relations Tavistock Institute.

Key Publications

Acuña. E. & Sanfuentes, M. (2009) (Eds.) *Coaching Análisis del Rol Organizacional*. Editorial Universitaria, Santiago, Chile.

Acuña. E. & Sanfuentes, M. (2013) (Eds.) *Métodos socioanalíticos para la Gestión y el Cambio Organizacional*. Editorial Universitaria, Santiago, Chile.

The presentation refers to the recovery or discovery of conscious and unconscious meanings in the collective memory and leadership that has sustained the identity of HRM at the Faculty of Economics and Business Administration (FEN) from 1958 to today. Within the FEN's current organizational framework, largely oriented to the present and to the contemporary Management practices, that identity appears minimized, darkened and ignored by the absence of socially shared meanings (Armstrong, 2002; Halbwachs, 1952).

The work considers the hypothesis that the deficient developments of meanings is the result of a politics of collective memory and leadership at the FEN that de-contextualizes the identity of HRM with respect to the historical, political and ideological transformations that have affected Chilean society, the University and the FEN since the Military Coup of 1973 (Salazar, 2015).

The results of the study shows that the lack of meanings acknowledgements about the HRM identity is associated with an "internal establishment" that operates at the FEN, functioning as an invisible, secret and reactionary power that controls the limits of the institutional knowledge that can be analyzed (Hoggett, 1998).

The presentation uses a socio-analytic perspective to examine unconscious dynamics in the collective memory and leadership that has influenced the construction of HRM at the FEN (Bion, 1961; Sievers, 2016).

Selected References

Armstrong, D. (2002) The recovery of Meaning. In *Group Relations, Management, and Organization*, edited by R. French and R. Vince. Oxford University Press.

Bion W.R., (1961) *Experiencias en Grupos*, Paidós, Buenos Aires.

Halbwachs, M. (1952) *On Collective Memory*. Chicago: The University Chicago Press.

Hoggett, P. (1998) The internal establishment. In BionTalamo, P. Borgogno and F. Meciai, *Bion's legacy to groups*, London, 9-24.

Salazar, G. (2015) La Enervante Levedad Histórica de la Clase Política Civil (Chile, 1900-1973). Editorial Debate, Chile

Sievers, B. (2016) A photograph of a little boy seen through the lens of the associative unconscious and collective memory. *Psychoanalysis, Culture & Society*, 1-18 www.palgrave-journals.com/pcs/

Room U7

Saturday 11 November 2017
Session 3: 13.30 – 15.00

Post-truth politics: globalisation, foreclosure and the public discourse

Mark Argent

Mark Argent is a member of ISPSO, and an associate of OPUS. He was a Liberal Democrat candidate in the 2015 and 2017 General Elections. His writing spans politics, spirituality and psychoanalysis and the rich connections between them

Much has been written about post-truth politics and the votes that brought us Brexit and Trump. These make sense in the context of global changes which include the emergence of China and India as major powers, the way technology is changing human connectedness, the way global trade is reshaping business, and the profound threat to human survival from global warming.

Some responses to this make sense at the level of survival anxiety: how do people live if global competition removes their livelihoods?

But a big issue in public discourse is that Westerners tend to behave as if the Western way of thinking is the only way of thinking, which makes it hard to engage with ways of being from other parts of the world, except at the level of inarticulate anxiety, giving rise to Brexit and Trump.

Lacan's concept of foreclosure offers a way to explore this. In his terms, unbearable thoughts are repressed, but things pushed further out, so they are not available to be thought, are foreclosed. In individuals the foreclosure of the name-of-the-father is a key factor in psychosis, but this more complex collective foreclosure would point to a failure of language and meaning, which sheds light on the dynamics of "post-truth politics".

Psychoanalysis is rooted in Western discourse, and catches the same blind spot. On its own, it can't provide an explanation, but it does offer some tools. Bion's concept of O seems to be indebted to the Asian experience of his childhood in India. Howard Schwartz' concept of the anti-oedipal is of a very primitive regression, driving out the symbolic father, which in turn highlights the contribution of political leaders who have been finding ways to engage with reality on both sides of the Atlantic.

A particularly rich resource lies in Philip Boxer's "three moments and two crises" which offers a way to engage with the limitedness of one's understanding and push beyond a purely western approach.

Together these offer a way to look beyond where the political discourse now is, and engage with something of the reality of the changes taking place.

<p>Room U8 Saturday 11 November 2017 Session 3: 13.30 – 15.00</p>	<p>White leaders/race matters – a workshop on working with difference Sandie Dunne, BA, MA, MSc</p>
<p>Sandie Dunne is Academic Director for Coaching, Cambridge University and Deputy Programme Director, Cohort Director and Senior Lecturer, University of Birmingham, working with the NHS Leadership Academy consortium of partners Alliance Manchester Business School and KPMG and a Teaching Officer in Coaching at Cambridge University. She is an accredited Coach (Henley) and a Cambridge Policy Fellow with the Centre for Science and Policy and is in the process of completing her Professional Doctorate in Consultation and the Organisation (D10D)</p>	<p>My research endeavour looks at the practice dilemma of <i>white double hermeneutics</i>; working with an emergent <i>typology of whiteness</i> in the context of the struggle of triple loop learning. The inquiry is framed around a Spiral of Action Research Cycles which included a research group of white leaders, a series of focus groups with black people, training in unconscious bias and workshops on ‘working with difference’ which led to an emergent Typology of Whiteness as a way of theorising unconscious white defence mechanisms in the context of anxiety and racial difference.</p> <p>I develop a theory of Basic Assumption Whiteness and an exploration of a typology of white responses to racial difference, typologically described so that white agency can be explored in the context of divesting white privilege and power in organisations.</p> <p>I develop an analysis of the research material that speaks to a spectrum of whiteness and that moves along a continuum. What emerged is a typology that is not finite and will no doubt mutate over time and context, but which offers a typological framework within which white privilege and power can be reflexively explored.</p> <p>The continuum is whiteness, the spectrum represents the <i>defences</i> that vary within the continuum, and the typology is a psychological positioning within the continuum that is spatially placed from being a psychologically closed and ‘more’ defensive place of whiteness to a more psychologically open and less defensive place of whiteness.</p> <p>In developing clarity around the typology of whiteness that emerged from the research material and cycles of action research, I explore the difference between feeling, acting out, enacting and being.</p> <p>Through stepping into the space of my own failure I explore a triple-loop attempt at divesting whiteness that can work with and hold both the absurd abstractions of the social construction of race with the reality of racism and its impact on black and white people.</p> <p>REFERENCES</p> <p>Boxer, P. J. (2017). "Working with defences against innovation: the forensic challenge". <i>Organizational and Social Dynamics</i> 17(1): 89-110.</p> <p>Dalal, F. (2012) <i>Thought Paralysis: The Virtues of Discrimination</i>. Karnac Books, London.</p> <p>Davids, M. F. (2003), The Internal Racist. <i>Bulletin of the British Psychoanalytical Society</i>, 39(4), pp1–15.</p> <p>Marshall, J. (1999), Living life as inquiry. <i>Systemic Practice and Action Research</i>, 12(2), pp155–171.</p> <p>Macalpine, M. and Marsh, S. (2005) ‘On Being White: There’s Nothing I Can Say’: Exploring Whiteness and Power in Organisations. <i>Management Learning</i>, 36(4), pp429–450.</p> <p>Morrison, T. (2016) ‘Mourning for Whiteness’ in <i>Aftermath: Sixteen Writers on Trump’s America</i>, <i>The New Yorker</i>, 21 November. Available at: http://www.newyorker.com/magazine/2016/11/21/aftermath-sixteen-writers-on-trumps-america</p>

<p>Committee Room Saturday 11 November 2017 Session 3: 13.30 – 15.00</p>	<p>Asymmetrical 'horizontal' leadership and why it matters Yvonne Webb</p>
<p>Yvonne Webb works as a consultant and project manager, through her company Datanow Ltd., and specialises in redesign and transformation within the UK National Health Service (NHS).</p> <p>Key Publications</p> <p>Webb Y. Falling through the gaps. Presented at the OPUS Conference, London, Nov 2016.</p> <p>Webb, Y. Working ethically across health and social boundaries. Presented at the ISPSO 33rd annual conference, Granada, June 2016.</p> <p>Webb, Y. Do more for less: future challenges for the NHS. Presented at the ISPSO 30th annual conference, Oxford, July 2013.</p> <p>Webb, Y. & Eigen, C. Supporting a team through the NHS reforms. Presented at the OPUS Conference, London, Nov 2011.</p> <p>Webb Y. Aligning patient needs with government targets. In Health Service Journal, March 2010.</p>	<p>Every year NHS patients are dying unnecessarily; demand and costs are increasing – yet, despite repeated attempts to change, there is an uncanny resistance to change.</p> <p>Assertions of putting 'the patient at the heart of what we do; belie the reality that patients <i>'..are spoken of but never appear as themselves'</i> (Boxer and Harrison, 2013) and management strategy is based on magical thinking: that if business plans fit predetermined templates and modelling, they will succeed. Every year, these plans fail –because strategy is based on clinical conditions, not whole patients. The tempo of changing nature, complexity, and variability of client demand, however, means that health and social care organisations must forego traditional boundaries and collaborate in an integrated, networked 'ecosystem' that can dynamically align component services to the patient need, through the life of the patient/condition.</p> <p>This will require different types of 'horizontal' leadership, supporting peer-to-peer relationships and information exchanges between frontline clinicians that transcend systems and organisations, cutting out managers who manage procedures (Alberts and Hayes 2003). Leadership and followership roles may need to shift to deliver service elements in variable ways to situational demand, within a collective leader network, embodying shared values and practices (Kings Fund, 2012).</p> <p>The paper argues that currently, vested interests maintain the status quo and resist learning opportunities that might examine the differential needs and circumstances of patients - yet ignoring this hurts the health service in terms of rising costs and poor outcomes for patients, and staff (Vanheule, 2003). It will draw upon the work of the 3rd Epoch Series, examining how identities and interests are preserved in the way an organisation holds a particular way of relating to 'truth'.</p> <p>A series of case studies will be used in which hypotheses were formed about why the system 'refuses' to acknowledge the complexity of patients; including the forensic 'crime scene' approach (Boxer, 2017) to unearth what it is about the NHS situation that keeps getting repeated. Participants will be able to share their own experience of working in organisations where there is resistance to innovation, and whether this approach can help in creating systemic change.</p> <p>Selected References</p> <p>Alberts, D. S. and R. E. Hayes (2003) <i>Power to the Edge: Command and Control in the Information Age, Command and Control Research Programme, DoD.</i></p> <p>Boxer, P. J. (2017) On psychoanalysing organizations: why we need a third epoch. In <i>Organisational and Social Dynamics</i> - forthcoming.</p> <p>Boxer, P. J. (2017) Working with defences against innovation: the forensic challenge. In <i>Organisational and Social Dynamics</i> 17(1): 89-110.</p> <p>Boxer, P. and Harrison, A.(2013) Death by Organisation: the case of the vanishing patients. Paper presented at the ISPSO regional meeting, Istanbul, 2013.</p> <p>King's Fund (2012) <i>Leaderships and Engagement for Improvement in the NHS.</i></p> <p>Vanheule, S. (2003) Powerlessness in care-giving professions: a quality study from a Lacanian perspective. Paper presented at the ISPSO 20th annual meeting, Boston, 2003.</p>

Room U1

Saturday 11 November 2017

Session 4: 15.20 – 16.50

To be fully present: authentic leadership

James Krantz

James Krantz is an organizational consultant and researcher from New York City where he is a principal of Worklab, a firm that concentrates on strategy implementation and senior team development.

Key Publications

Leaders or Leadership? – The Century of the System.
Monograph of the Inaugural lecture of the Further Education Trust for Leadership. London, 2015

Social Defences in the Information Age in *Social Defences against Anxiety: Explorations in the Paradigm*. M. Rustin and D. Armstrong (eds.) London: Karnac, 2014

Reflective Space and the Exercise of Power in Halina Brunning (ed.) *Psychoanalytic Essays on Power and Vulnerability*. London: Karnac, 2013

Approaching twenty-first century, information-based Organisations in Leopold Vansina (ed.) *Humanness in Organisations: A Psychodynamic Contribution* London: Karnac, 2013

Work Culture Analysis and Reflective Space” in Susan Long (ed.) *Socio-analytic Methods: Discovering the Hidden in Organisations and Social Systems* London: Karnac Books, 2013

The current popularity of “authentic leadership” raises many questions from a systems psychodynamic perspective. This paper puts this current idea into the larger context of leadership studies and also explores the idea of authenticity, inherited from philosophers and psychologists, that is embodied in today's ideas of authentic leadership. I explore the aspect of authenticity in organizations as a systemic process, rather than as a product of authentic people, one embedded in the interactions, relationships, and activities of organizational life.

While individuals determine much of what happens in a system, they are deeply affected by the setting: What a person is capable of doing, and what parts achieve expression, depend on the conditions which inhibit or amplify certain attitudes, behaviours, and potentials. In any organization, these conditions are set by its structure, culture, and operating methods. Highlighting the interaction between who we are and the roles we occupy opens new avenues of understanding leadership. To understand authenticity in organizations, my belief is that we need to look at that space – the space where the person and the organization meet – in the role. What happens in that space? Is one's vital, creative, passionate self embraced, appreciated for the contribution it makes? Does the role invite and reward our full, creative engagement? Or does the culture of the organization only accept a narrow, constricted part of we can bring? This interaction – person-in-role – has decisive impact on our organizations. To simplify by explaining in terms of either the individual or the setting prevents us from seeing the crucible in which the authentic organization is forged.

This paper also suggests several dimensions of “authentic-genic” organizations. Here I discuss 4 of these directions, each distinct though interrelated, that I believe shape authentic processes in our organizations. Each having to do with the interaction of person and role:

1. Presence – being fully engaged in role;
2. A culture of mature authority relations;
3. Creating containers for meaningful conversation;
4. Enrolment – meaningful joining;

Room U3

Saturday 11 November 2017

Session 4: 15.20 – 16.50

Reimagining Group Relations in turbulent times

Simon Western and Bernie McDonnell, Ireland

Dr Simon Western is President of ISPSO, CEO of Analytic-Network Coaching Ltd, Adjunct Professor University College Dublin.

Bernie McDonnell is Director of Irish Group Relations Organisation (IGRO), member of ISPSO, Executive Coach, Organisational Consultant, Lecturer and Group Facilitator.

Key Publications

Western S. & Eric-Jean Garcia (2018 forthcoming) *Global Leadership Perspectives: Insights and Analysis*, Sage pub

Western S. (2013) *Leadership: A Critical Text*. Sage 2nd edition

Western S. (2012) *Coaching and Mentoring: A Critical Text* Sage

Western, S. (2018) The Eco-Leadership Paradox. In B. Redekop, D.R. Gallagher, and R. Satterwhite (eds.) *Innovation in Environmental Leadership: critical perspectives*. New York and London: Routledge.

Western S. (2017) The Key Discourses of Coaching; in Tatiana Bachkirova, Gordon Spence, David Drake (eds) *The Sage Handbook of Coaching* pp 42-62, Sage Los Angeles London, New Delhi

This paper reflects and explores our experience of organising and directing a Group Relations Conference in Ireland in January of 2017 entitled: "Locating ourselves in a disruptive world: Exploring workplace dynamics in the Networked Society".

The Conference was designed to evoke conscious and unconscious dynamics relating to identity, leadership and followership, and the challenges of living and working within the turbulence of our digital and networked society.

Our hypotheses in the conference design was that 'the traditional design of a Group Relations Conference, may no longer be 'good enough' in evoking and bringing to the surface some of the challenges and complexities of contemporary workplaces and society'. It reflected our desire to innovate with the design of the Conference by pushing out the boundaries of the BART model, (Boundary, Authority, Role and Task) and introducing the new concept of NIPI (Networks, Influences, Power and Identity) in the form of a 'Network Event'. This replaced the more traditional Inter-Group and Institutional Event while retaining some of their more vital elements.

We were particularly interested in creating learning conditions that offered opportunities to experience and think about, for example; how the network society (Castells) dislocates, but also offers opportunities for new forms of leadership and creativity to emerge, or the changing role of leaders in the digital age, or how leadership is not always where we think it is, or how distributed leadership works in action. Other innovations included: members informal networking following the opening plenary, two dialogue events using a fish bowl methodology, peer review sessions alternating the roles of coach and coachee.

Contextually, the paper addresses the turbulence and dislocation of our contemporary world and workplaces. It references the challenges and complexities of the network society specifically in relation to identity, leadership and followership. It is located in a fusion of discourses, for example; psychodynamic, systemic, Lacanian, Group Relations, Eco-leadership (Western 2013). It is grounded in an analysis of feedback from Conference members in the form of research data (a comprehensive post Conference evaluation with a high response rate).

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Stavrakakis, Y. (2007) *The Lacanian left*. Edinburgh: Edinburgh University Press.

Trist, E.L. – Murray, H. (eds) (1993) *The Social Engagement of Social Science: A Tavistock Approach. Vol.2: The Socio-Technical Perspective*. London, Karnac.

Western, S. (2013) *Leadership a critical text*. Second edition. Thousand Oaks, CA: Sage Publications.

<p>Room U6 Saturday 11 November 2017 Session 4: 15.20 – 16.50</p>	<p>The Oceanic feeling and the Void James Walker</p>
<p>James Walker is an executive and business team coach and psychoanalytic psychotherapist in Melbourne.</p> <p>Key Publications</p> <p>Design as Mirror of the Ages: The Room, the Culture and Psycho-Social Development at IPSO Annual Conference 2017 (with Katherine McPherson) (Copenhagen)</p> <p>Managing Optimism Bias for Governance at IPSO Annual Conference 2016 (Spain)</p> <p>Why Well Managed Projects Fail and What to Do about it at IPSO Annual Conference 2012 (California)</p> <p>Complexes of the Family and Organisation: A Case Study of The 'Organisation in the Mind' at IPSO Annual Conference 2011 (Melbourne)</p> <p><i>Freud's Contribution to Organisational Change</i>, The Australian Centre for Psychoanalysis 2009</p> <p>Measuring Clinical Interviewing Effectiveness: An Adaptation of the Flanders Interaction Technique in <i>Journal of APhA</i> 1975</p>	<p>When governments implant pavement lights to alert downward gazing mobile phone users to cross roads, the institutional recognition of social media signifies its consuming and absorbing power beyond an aberration of adolescent technology. The presentation addresses the dynamics which sustain this power.</p> <p>Social media is more than a transient phenomenon that parents can influence by limiting the 'screen time' of children; it is today a way of life across all generations as an abundance of statistics confirm. A process of projective identification absorbs us with friends, followers, business colleagues and even people we don't know on social media platforms. When we add a comment through a 'tweet' or other mechanism, we are speaking to an unconsciously held sense of oneness, a harmonious 'void', even if we 'simply' offer one of the 43 million 'likes' that occur per day.</p> <p>The void is postulated here as similar to the desire for the oceanic feeling discussed by Freud: the non-ego feeling of oneness with the world first experienced by the infant at the mother's breast: the reverie of babyhood's undifferentiated self and the world. This undifferentiated sense is gradually replaced as the breast is removed and a sense of separate self arises carrying with it the desire for a return to that boundless oceanic feeling.</p> <p>The presentation proposes that the spirituality (distinct from religion) originally associated with the oceanic feeling is the glue which binds us to social media, referred to here as 'the void'. To explore this, topics of subjectivity, desire and the oceanic feeling are discussed as parameters of the void. Participants will be invited to consider all or some of the following:</p> <ul style="list-style-type: none"> • Aspects of attachment and projective identification as 'glues' to the void • Characterisation of others outside my social media interaction as 'not us' • Desire for a sense of spirituality found in the void • Changes to my sense of myself socially and institutionally through attachment to the void • The containment of anxieties through the void. <p>Selected References</p> <p>Freud, S. (1927c) <i>The future of an illusion</i> The Standard Edition, 21 Hogarth Press</p> <p>Freud, S. (1930a [1929]) <i>Civilization and its discontents</i>. The Standard Edition, 21 Hogarth Press</p> <p>Freud, S. (1936a) <i>A disturbance of memory on the Acropolis</i> (An open letter to Romain Rolland on the occasion of his seventieth birthday) The Standard Edition, 22 Hogarth Press</p> <p>Lacan, J. (1977) The mirror stage as formative of the function of the I, <i>The Ecrits</i>, Tavistock</p> <p>Sweeney, J. (2015) <i>Shouting Into the Void</i>, https://supernerderland.com</p> <p>Turkle, S. (2011) <i>Alone Together: Why We Expect More from Technology and Less from Each Other</i>,asic Books.</p>

Room U7

Saturday 11 November 2017
Session 4: 15.20 – 16.50

The challenge of advancing human rights in a 'cultural complex' arena

Shmuel Bernstein

Shmuel Bernstein is a Supervising Clinical psychologist, Training analyst in Analytical Psychology ISAP, IAAP, Chair, Training Committee, ISAP, Member OFEK

Key publications

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

Globalization versus Clash of Civilizations, Facing Developmental Gaps. In: Carta S., Adorisio A. And Mercurio R. (Eds.), 2015, *The Analyst in the Polis*, Vol. I. Amazon e-book.

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

The Secret of Youth (2002). Maarag 1: 65-85. Jerusalem, The Hebrew University, Magnes Press, 2010, Turning Words into Deeds. A paper read in Chicago AKRI Symposium: Group Relations in America 2010 and beyond: Developing a Resurgency Strategy. Published [in Hebrew] in: *Organizational analysis*, no.12, Oct. 2007, pp. 75 – 84. Zofnat Institute, Jerusalem, Israel.

The Place of the Father. Opus Conference, Nov. 2003.

After long-term consultation to the director of a human rights NGO, an organization with the mission of advancing values of humanity and gender equality within the Palestinian society, it was surprisingly disappointing to realize that despite the initial welcoming and wide appreciation of the professional work being done by this organization, during the years of its operation, the resistance to its work and main objects escalated. Resistance was revealed among the civil servants attending the organization's seminars and workshops; high officials of the Palestinian Authority; and, most surprisingly, among the workers and volunteers within the organization itself.

Although it is a secular specific Human Rights organization, it can be easily noticed that the resistance is bursting out mainly on the boundary between Islamic and Christian issues. The founder of the organization is Christian, educated in Israel; Some of the organization members are Christians but most of them are Moslems; Most of the cliental organizations participating in these seminars and workshops are Moslems; The funding and quality control of the organization activity are European.

My hypothesis, based on an assumption of a cultural gap between Western Judeo-Christian world versus the Eastern Islamic world (Bernstein 2015), is that the culturally advanced activity of this organization constellated a cultural complex (Singer 2004) which sets on going bi-polar behavior (splits), thus, not allowing its primary task to be carried out.

Cultural Complexes can control the behavior of groups by reviving ancient emotional conflicts and archetypal demons, blocking any rational discussion and negotiation. I assume that this is a relevant issue nowadays in Europe, coping with surges of migrants. The main challenge here is how to withhold the constellation of these complexes among susceptible groups.

Selected References

Bernstein S. (2015) Globalization versus Clash of Civilizations. Facing Developmental Gaps. In: Carta S., Adorisio A. And Mercurio R. (eds.), 2015, *The Analyst in the Polis*, Vol. I. Amazon e-book.

Singer T. (2004) The Cultural Complex and Archetvbal Defenses of the Group Spirit. in: Singer T. and Kimbles S. (Eds.). *The Cultural Complex, Contemporary Jungian Perspectives on Psyche and Society*, pp.13-34. Routledge, East Sussex & New York.

Room U8

Saturday 11 November 2017
Session 4: 15.20 – 16.50

Conspiracy Theories

Adrian Fronda

Adrian Fronda read mathematics in Heidelberg and worked in the Siemens research centre in Munich. After moving from Germany to Britain he was a senior lecturer until his retirement.

Real conspiracies have always existed, in most times and in most political entities. I focus in this talk on imaginary conspiracies. I propose that a conspiracy theory is the conscious experience of an imaginary conspiracy. However, this discrimination is not widely used.

The recent literature on conspiracies is of two kinds:

- illustrating a presumably active conspiracy; typically, such authors are missionaries of the «truth» of that given conspiracy;
- describing the characteristics of conspiracy theories.

I ignore the first category and limit myself to the second, with very few historical exceptions. There are few authors of the second kind which do not use the term «paranoid» to depict imaginary conspiracies. One of the goals of my talk is to question this diagnosis of imaginary conspiracies.

Another goal is to show that imaginary conspiracies active in the last 3 centuries in Europe are elliptic in comparison with the conspiracies upheld in the European Middle-Ages; that is, Satan has been more recently de-personalised; but that not mean that his effect has been diminished in any way.

Furthermore I want to show a parallel between what has been called «primitive mentality» and the thoughts typical to imaginary conspiracies. This opens the vista into ethno-psycho-analysis, which helps towards a more precise location of imaginary conspiracies.

Selected References:

Freud, S. (1911) Psychoanalytische Bemerkungen über einen autobiographisch beschriebenen Fall von Paranoia. In A. Freud et al. (eds.), *Gesammelte Werke* (1999 edn, vol. 8; Frankfurt am Main, Germany: Fischer Verlag), pp. 239-320.

Hofstadter, R. (2008) *The Paranoid Style in American Politics*. (New York: Vintage Book of Random House) e-book

Institoris, H. & Sprenger, J. (1487) *Der Hexenhammer* (Malleus maleficarum). 3 vols. (1906 edn, Projekt.Gutenberg.de)

Kreis, E. (2012) *Les puissances de l'ombre*. (Biblis, Paris: CNRS Éditions) p. 309

Nefes, T.S. (2015) 'Understanding the anti-Semitic rhetoric in Turkey through the Sèvres syndrome. In *Turkish Studies*, vol. 16 (4), p. 572-587

Pfahl-Traughber, A. (2015) «Bausteine» zu einer Theorie über «Verschwörungstheorien»: Definitionen, Erscheinungsformen, Funktionen und Ursachen. In H. Reinalter (ed.) *Verschwörungstheorien. Theorie – Geschichte – Wirkung (Quellen und Darstellungen zur europäischen Freimaurerei)*. Innsbruck, Wien, München, Bozen: StudienVerlag, e-book

Taguieff, P-A. (2013) *Court traité de complotologie suivi par Le «complot judéo-maçonnique»: fabrication d'un mythe apocalyptique modern*. (Paris: Fayard) e-book

Committee Room

Saturday 11 November 2017
Session 4: 15.20 – 16.50

Challenging impossibilities: using the plus-one process to explore leadership dilemmas

Philip Boxer BSc MBA PhD

Philip Boxer works in highly networked environments where there is a need to increase both agility and ability to scale learning across networks. My research focuses on defences against innovation.

Key publications

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

Boxer, P. J. (2016) Caring beyond reason: a question of ethics. European Academy of Management Conference. Paris.

Boxer, P. J. (2017) Working with defences against innovation: the forensic challenge. In *Organisational and Social Dynamics* 17(1): 89-110.

Naylor, D., S. Woodward, S. Garrett and P. J. Boxer (2016) What do we need to do to keep people safer? in *Journal of Social Work Practice* 30(3): 297-312.

In turbulent environments there are many different actors, each acting in its own interests. The 'environment' of each organization is alive in ways that require it to learn and adapt continuously if it is to survive. Actions in such environments must take place in contexts defined by specific networks of relationships between actors inside and outside the organization and must be addressed one-by-one (Boxer 2014). Examples are the provision of intensive social care to individuals one-by-one, or enabling each disadvantaged student at a university to gain access to the full scope of its opportunities.

Each network of relationships must exercise tripartite leadership vertically accountable to the powers-that-be, horizontally responsive to the client situation being addressed, and effective in the way it collaborates within itself. Tripartite leadership of this network involves holding dilemmas at the edge of the organization between vertical accountabilities and horizontal interests that are usually not considered as such, but rather defined one-sidedly in terms of vertically-defined support roles. A person in such a support role, providing services directly in the face of these dilemmas and their underlying impossibilities, is more likely to be burnt out trying to hold these impossibilities than to be supported by the larger organisation in developing more effective ways of responding to them (Vanheule, Lievrouw et al. 2003).

The capacity for tripartite leadership is determined not only by the nature of the relationship to the client situation, but also by the unconscious valencies of those experiencing and/or holding the dilemma, including the unconscious corollaries of gender, race, and class. Failure to appreciate this may lead to individuals foreclosing consideration of the dilemma, dealing instead with the challenges it presents by scapegoating, turning a blind eye or turning a back on the situation (Boxer, 2017).

This presentation will describe a plus-one process (Gallaher 2010) that uses a 'witness' role designed to explore the ways in which personal valency affects consideration of such edge dilemmas. It will work through an example of a dilemma uncovered, explore the thinking behind the approach, and discuss its implications for identity and leadership in turbulent times.

Selected References

Boxer, P. J. (2014) Leading Organisations Without Boundaries: 'Quantum' Organisation and the Work of Making Meaning. In *Organisational and Social Dynamics* 14(1): 130-153.

Boxer, P. J. (2017) Working with defences against innovation: the forensic challenge. In *Organisational and Social Dynamics* 17(1): 89-110.

Gallaher, C. (2010) The Founding Act, The Cartel and the Riddle of the Plus One. In *The Letter, Irish Journal for Lacanian Psychoanalysis* Summer(44): 1-31.

Vanheule, S., A. Lievrouw and P. Verhaeghe (2003) Burnout and Intersubjectivity: A psychoanalytical study from a Lacanian perspective. In *Human Relations* 56(3): 321-334.