

DAY ONE
16 NOVEMBER, 2018

FLOURISH	Ulrike BELAND	BUREAUCRACY, THE DESIRE FOR SECURITY AND THE ILLUSION OF FREEDOM
FRI 16 NOV	Germany	
11.20-12.45	<i>Wilder Gutterson</i>	

Ulrike Beland, PhD

Trained as an economist and organizational developer. She works professionally as an economic advisor for the German Chambers of Industry and voluntary for social and political non-profit-organizations.

Publications

- (2004) Die finanzverfassungsrechtliche Lage in Deutschland und Ansätze zur Problemlösung, *Evangelische Akademie Loccum: Sparen oder Verschulden. Die öffentlichen Finanzen und die Handlungsfähigkeit des Staates*, Tagung vom 25. - 27.10.2004.
- (2014) Abschlussbericht der Stoiber-Gruppe zum Bürokratieabbau, in: *Europäische Zeitschrift für Wirtschaftsrecht*, 25. Jg., November 2014, S. 885.
- (2016) Anforderungen an die Einführung elektronischer Rechnungen, in: *Arbeitsgemeinschaft für wirtschaftliche Verwaltung – Informationen*, August 2016, Eschborn, S. 21-24.

We see in many Western states strong emotional rejections of regulations and the desire for other, better and, above all, fewer rules and more “freedom” in states, confederations or institutions.

Nationalist, populist, liberal or identity movements fight furiously against rules, administrations and bureaucracies. This contrasts with the sociological concept of bureaucracies which sees them as an historic achievement of neutral and equal treatment by public institutions. In our turbulent times this perspective shall be reminded of.

The presentation uses the concepts of group relation theory, interpreting the conflict between bureaucracy and the call for freedom, using many recent examples from the US, the UK, Germany and other European countries: starting from the Brexit debate and the Trump anti-establishment-movement in the US and also examining recent rightwing protests in Germany.

A bureaucratic state can be seen as acting in a work group mentality with all its limitations. Similarly, the rejection of bureaucracies can be interpreted as acting in a basic assumption mode, longing for a group environment or forms of communication with emotions, leaders and idols.

My hypothesis is that fury and anger against common “rational” regulations and administrations can be understood and eased – not by making the world more friendly and secure and limiting the growing competition for public resources, wealth and power through globalization, climate change and migration, which is impossible; but by tracing

hostility against state bureaucracy back to former experiences of humiliation and oppression in public institutions, and creating better public institutions, which are able to preserve its neutrality and equality and still be human, even in the EU, thus realizing a synthesis between working mode and basic assumption mode.

References

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- Menzies Lyth, I. (1989). *The Dynamics of the Social, Selected Essays*. London.
- Tchelebi, N. (2017). Taking Bion “Back to Basics”. *Organisational & Social Dynamics*, 17 (1).
- Volkan, V. (2005). *Blindes Vertrauen (Blind Trust), Großgruppen und ihre Führer in Krisenzeiten. Gießen*.
- Weber, M. (1985). *Wirtschaft und Gesellschaft (Economy and Society)*. Tübingen.

BLOOM	Maria Grazia SIRI	DESERTED CHILDREN IN A RICH ERA OF UNCERTAINTY
FRI 16 NOV	Italy	
11.20-12.45	Francesca Cardona	

Maria Grazia Siri

Children and family psychoanalytic-psychotherapist, host of Social Dreaming, learning group facilitator, board member of "Il NODO Group" (Turin), member of "Centro Studi Martha Harris" (Savona).

Publications

- with Pasero, L. (2018). *Rendere pensabile il sintomo: il percorso terapeutico come ritrovamento di una comunicazione interrotta tra bambino e genitori*. In: *Bergasse* 19, 17: 122-133.

As from a Chekhov story, the focus of my reflection is on the deep damage produced by a power based relationship both in a parent-child relationship, or at global level. Weak parents, not aware of their own imprisonment in an identification with the aggressor, can push their haunting internal objects in the child's mind and take possession of it. Shengold defines this crime as "soul murder". I'll try to illustrate that the soul murder happens in a power based relationship in which the projective identification and the identification with the aggressor are the basic working couple of defensive mechanisms.

In an entrepreneurs' family clinical case the business and emotional bonds are very intertwined and the pathological anxiety is expressed by a third generation child who is prevented from living his life, because he has to keep under control his parents and sibling's lives. The anxiety and the sexual unconscious fantasies show an undifferentiated world in which the play of power erases the differences between adults and children. The emotional climate of this wealthy family suggests a war for survival like among poor people, where the life essential means lack.

The reports on childhood's poverty and life conditions in the world show the real factors that put an end to childhood and describe the security conditions which make childhood possible. In the present world uncertainty many children can't live or be children. They are forced to die, to work or to be sexual objects.

During the present economic crisis, fewer and fewer people hold more and more wealth: this is an addicted economy. This economic system seems very frightened and therefore pushes more

and more people into hunger and abuses of their own future by ending childhood. Volkan describes both the use of children like reservoir for parental objects among displaced people and the projection mechanisms at work among social groups.

Both poor and wealthy children need different kind of "humanitarian corridors" to escape the traumatising realities and meet real and affective places which can break the stifling climate of the power based relationships.

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- Confusion of the Tongues Between the Adults and the Child-(The Language of Tenderness and of Passion). In *International Journal of Psychoanalysis*, 30:225-230 (1949).
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- Shengold, L. (2013). *If You Can't Trust Your Mother, Who Can You Trust? Soul Murder, Psychoanalysis, and Creativity*. London: Karnac.
- Volkan, V. D. (2017). *Immigrants and Refugees: Trauma, Perennial Mourning, Prejudice, and Border Psychology*. London: Karnac

THRIVE	Otto HUIZINGA	CLIMATE CHANGE – AN UPCOMING HUMANITARIAN CRISIS
FRI 16 NOV	Netherlands	
11.20-12.45	Nick Papodopoulos	

Otto Huizinga

Body-centred therapist in private practice since 1975. Between 1982 and 2010, Director/Initiator of school for haptotherapy in Enschede, Netherlands. Individual therapy sessions and workshops. First working within the human storyline, later using the transpersonal story complex, A continuous line of working with non-ordinary states of consciousness. Lectures on psycho-cultural themes.

To intensify the insight in non-ordinary states, research in Sufi musical traditions in Pakistan, Sufi meditation traditions in Kashmir, the Buddhist Oracle phenomenon in Ladakh and the culture of the Plantas Maestras in the Amazonas, South America.

Work location in Enschede, Netherlands and Munster, Germany.

Otto has sailed boats since 1964 and on blue water since 1988. In Venice, he was caught by surprise by a tornado that went straight over the yacht harbour. His annoyance at not having seen the tornado coming led him to become deeply involved in the study of violent convective weather systems and climate change, and to start giving presentations about both.

Humankind has become a geological force. The state of the planet has always been influenced by life on the planet, humankind makes this planetary change happen with pressure-cooker speed.

In this workshop I will introduce the storyline of the changing social contract between the population and its leaders, in relation to the increase in available energy to do work. What is the work for...

In the course of the last 200 years, the increase in available energy produced a 50% increase in CO2 levels in the atmosphere. Since 1990, the climate change process has picked up speed significantly. This is an extraordinarily high rate of change compared to the previous time such a change occurred, which took 10,000 years. Then, due to natural causes, the global temperature rose 4-5°C and sea levels rose by 130 metres. It seems certain that the current change will lead to similar or greater increases in temperature and seawater levels continuing far beyond 2100.

In his book *'The Great Derangement'* Amitav Ghosh initiates the idea that we do not have a collective storyline anymore that caters for catastrophic changes in our living conditions. The storyline of modern society is built, since 1800, on two principles: the stability the world we live in and the promise of the increase of wealth and improvement of living conditions for the citizens. Since 1980 the latter is symbolized in the collective fascination for the yearly increase of GDP (Gross Domestic Product).

There is a high probability that climate change will undermine this story line in the coming centuries, our grand- and great-grandchildren will

be witnesses to and participants in this profound change of narrative.

How do we prepare for the changes? What sacrifices are we willing to make to cease the human production of greenhouse gases? What refugee dynamics and other impacts on human population must we prepare for? What must happen before our leaders will face these questions and think them through?

My thesis: the effects of climate change will amplify the already developing disconnect between the population and its leaders, a condition that might promote destructive choices.

References

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- Goodell, J. (2017) The Water will come,
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- <https://www.desmogblog.com/>
- <https://www.skepticalscience.com/>
- <https://insideclimatenews.org/>
- <https://www.pik-potsdam.de/news/press-releases>

EVOLVE	Manab BOSE	SEX, POWER AND MONEY AT A CROSSROADS IN INDIA
FRI 16 NOV	India	
11.20-12.45	Jo-anne Carlyle	

Manab Bose

Psychoanalytic psychotherapist and Director, Sukrut in Bangalore, India. As Adjunct Faculty at the prestigious Indian Institute of Management Udaipur, he teaches a Seminar in Advanced Leadership using organization psychodynamics.

Publications

- with SrInath, S. and Biswas, A. (2012) "The Confusion of Tongues between the East and the West – The Need for a New Language", in *BELGIRATE IV*,
- with Biswas, A. (2015) "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 International Conference 2015*
- with Goswami, S. (2016) "Sexuality in India thru a Psycho-social Lens: A Unique GRC Intervention", at *OPUS International Conference 2016*
- (2016) "Innovations in Business: A Leadership Development study of two Public-Sector Oil-Majors in India", in *Innovation, Market Competition and Economic Development*, at *IMI India and EGADE Mexico international conference, 2016*.
- (2017) "G stands for Greed: Psychoanalytic Perspectives on a Fallen Hero", at *OPUS International Conference 2017*.

Sex, power and money constitute "instruments of expression" at three levels - the personal, the family & society, and civilizational. Consequently, the authors have looked at uncertainty using three lenses pertinent to India.

Carroll Quigley (1961) wrote -- "*Western civilization did not exist till about AD 500; it did exist in full flow about AD 1500 new civilizations in China and India, (will replace) those destroyed by the West will then move into their stages of expansion and threaten both Western and Orthodox civilizations*".

Hinduism defines strict sanctions and imposes a repression of sexuality in marriage, and is influenced by the co-morbidities of other religions that thrive in India. Sudhir Kakar, exploring Indian sexuality, writes "... in the modified local usage by various kinds of religiosi, the thrust of the message seems to be No sex in marriage please, we're Indian". The current dysfunctionality in Indian marriages is highlighted through the introjections and the meaning-making that couples make in their psycho-social growth. While describing marriage as an institution, we show the direct (conscious) and the indirect (unconscious) imposition of cultural injunctions, and its impact on young India starting to get a foothold in a turbulent world.

Money constitutes an overwhelming symbol of the "self" in Indian society because it contains creative as well as destructive characteristics standing in opposition to each other. This symbolizing function gives rise to the possibility of money being equated and identified with projections, which contain an unconscious aspect. Open-ended interviews of families from urban middle-income households

show that male control of money is the dominant pattern.

An omnipotent denial of the bad and an idealized, exaggerated understanding of the good helps to preserve oneself from persecution. The resultant split of a fragmented self leads to dysfunctional projective identification of sex and money. The authors illustrate the paper with a few film-clips from Indian cinema, as well as findings from Group Relations Conferences in 2018, about the myths and the collective (= psycho-social) meanings of sex and money, and its impact on power as held "in the mind" and "below the surface".

References

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- Banerji, R. *Sex and Power*
- Kakkar, S. *The Indians: Portrait of a People*,
- Salman Akhtar (ed.) *Freud Along the Ganges*
- Lukes, S. (1974) *Power: A Radical View*,
- Singh, S. (1997) *Marriage Money: The Social Shaping of Money in Marriage and Banking*,
- Zelizer, V. (1994) *The Social Meaning of Money*

SEED	James WALKER	ENNUI MEETS OPTIMISM: JUGGLING IDENTITY IN THE AGE OF UNCERTAINTY
FRI 16 NOV	Australia	
11.20-12.45	Lilian Hupkens	

James Walker

Executive coach and psychotherapist. He has held academic positions and consulted with the World Bank, governments and industries in Australia, USA and Europe.

Publications

- (2017) Design as Mirror of the Ages: The Room, the Culture and Psycho-Social Development , *ISPSO Annual Conference 2017*, Copenhagen
- (2017) Optimism bias of Governance Groups: A defence against lack of presumed knowledge, *Socioanalysis 19*: 51-60
- (2012) Why Well Managed Projects Fail and What to Do about it, *ISPSO Annual Conference 2012*, California
- (2011) Complexes of the Family and Organisation: A Case Study of The 'Organisation in the Mind', *ISPSO Annual Conference 2011*, Melbourne

In the 1970's Professor Perry London wrote of growing malaise and dissatisfaction ('Age of Ennui') and separately of the belief that all will be stable and OK ('The Illusion of Control'). Nearly half a century later these phenomena appear to intersect, creating uncertainty and anxiety, leading to changes to the sense of self and identity. Following Harry Stack Sullivan and others, this paper explores how social/environmental conditions affect people's identity and sense of self. The paper presents and invites discussion of the dynamics from a systemic perspective rather than one at a time.

Popular organisational mythology claims that to attract young staff, the organisation must encourage them to work remotely. This policy results in elimination of assigned open plan cubicles and the prohibitions against staff using the same 'hot' desk on any two consecutive days. As a result, working teams may rarely if ever physically meet. Working in coffee shops substitutes for 'hot desks' and provides a sense of community 'conditioned' or 'over determined' by connections within Facebook, which provides a phantasy of connection.

Such combinations of dynamics produce a very different social environment from a few decades ago when children understood that their parents had personal offices, real interpersonal relationships, a stable career, saw money as something to invest for the future, sex as private and restricted, and a realistic expectation of home ownership. Political leadership provided a coherent sense of direction and stability even if philosophically opposed. Children developed a sense of identity based on a stable home environment and reliable expectations of the future.

Today, identity must adapt as illustrated by a widespread advertisement: "... a powerful and visible personal brand has become a requirement for anyone looking to ... take their career to the next level or meet new, high quality friends" (Sweetwood 2018). The quote reflects a cultural 'necessity' for changing personal identity.

The paper will explore the synergistic effects on identity arising from changes to working environments, leadership romantic and sexual relationships, sense of community and me, investment in food versus house and substitutions for religion. Implications for education, psychotherapy and coaching are noted.

References

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FLOURISH	Maria Pia CONTE	ENLARGING THE FIELD OF GROUP RELATIONS CONFERENCES: AN ECOLOGICAL USE OF ENERGY, EROS AND MONEY.
FRI 16 NOV	Italy	
14.00-15.25	<i>Richard Morgan-Jones</i>	

Maria Pia Conte

Psychiatrist and psychoanalyst. Member of the Italian Psychoanalytic Society. Guest member of the British Psychoanalytic Society. Member of Il Nodo Group and OPUS. Has worked with the deaf community in Genoa and in a Listening Centre for Women.

The Group Relations Conference we are presenting is designed according to a transdisciplinary model that integrates the Group Relations Conferences method with other disciplines. Examples include recent research in the sectors of holism and psychosomatics that address and explore the connection between mental, emotional, physical, spiritual and energy-giving dimensions in the life of individuals and organisations.

Its primary task is to give the participants the opportunity to explore how awareness of energy resources and creative collaboration can introduce wellbeing in the organisations one belongs to. The implicit challenge in the work is to open the field of attention to the unconscious that manifests itself at the level of matter.

The concepts of interdependence and relatedness are explored; both are essential to every form of systemic thinking. The Conference events facilitate learning through getting in touch with the individual and group energy, the relationship with nature and the body dimension.

The goal of this GRC is also to develop awareness of individual responsibility towards creating structures that nurture the wellbeing and vitality in the systems we live in as well as amongst the people we are in contact with (colleagues, co-workers, clients, family).

The current crisis imposes responsibility on social groups and organisations for tapping new creative processes which shift from a perspective of unlimited expansion to a sustainable use of limited resources. As staff we found ourselves gradually changing our attitudes towards fees, from a traditional asset with early bird, full fee and bursaries to a more personal,

one to one, relationship in which the fee was agreed upon and still keeping within the conference's budget.

Group and organisational dimensions will be explored not only in terms of dynamics connected with authority and leadership but also through the exploration of interdependency, collaboration and co-creation.

The staff is composed by GRCs staff and a member with a different background, this introduces an element of potential authority/power struggle at peer level within the staff and offers members a multifaceted interface that promotes peer relationships, autonomy and creativity.

The Conference works on the personal/individual dimension through the formation of a setting (premises, schedule and events) which facilitates in the participants contact with their whole being: body, energy and mental formations connected to the environment. Thus wellbeing, creative energy and innovative thoughts can circulate and nurture participants.

Involvement at many levels facilitates awareness of oneself as a sexed being in need of the "other" in order to express one's potential creativity. It promotes freedom to search explorative relationships with others and a more mature relationship with the group, potentially experienced that as a partner and not only as a mother.

We will present our experience, show pictures and a short video, and engage the audience in a sample of the activities of this GRC.

BLOOM	Shmuel BERNSTEIN	SEX, POWER AND MONEY – VIA REGIA TO THE UNCONSCIOUS OF THE GROUP
FRI 16 NOV	Israel	
14.00-15.25		

Shmuel Bernstein

Supervising-Clinical psychologist, Training analyst in Analytical Psychology ISAP, IAAP. President, ISAP. Member OFEK, OPUS. Private practice, teaching, consultations and supervision; Past board member in OFEK; Past director, adolescents in-patients unit, Summit Institute; Personal blog 'Visiting Culture', in the Hebrew-Psychology site.

Publications

- (2016) Will Brexit brake the EU? *Opus Conference, 2016*. In publishing.
- (2016) The Western World as Salmacis Fountain. A paper read in *The XX International Congress for Analytical Psychology: Anima Mundi in Transition* (Kyoto, Aug. 2016). Available English text.
- (2015) Globalisation versus Clash of Civilisations, Facing Developmental Gaps. In: Carta S., Adorasio A. And Mercurio R. (Eds.), 2015, *The Analyst in the Polis, Vol. I*. Amazon e-book.
- (2013) Dedalus 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.
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- (2003) The Place of the Father. *Opus Conference, 2003*. Available English text.

The underpart is, though stemmed, uncertain is, as sex is, as moneys are, facts!
(Charles Olson, I, Maximus of Gloucester, to You)

"Money is as deep and broad as the ocean, the primordialily unconscious... Its facts have huge horizons, as huge as sex, and just as protean and polymorphous", writes James Hillman (Hillman/ A Blue Fire, p. 173). Following Hillman, my assumption is that sex, power and money, are representations of the unconscious life of the group, the organisation and society.

In my presentation I will discuss a professional organisation, which after two traumatic break-ups and separations was definitely in crisis. The membership projected the issues of money and power on the chairperson and the board, refusing to share the responsibility on these issues among members and role holders. Several symptoms were expressed by the organisation: The same treasurer served for twelve years, because nobody was willing to take his office. Still, when he was elected to be the chairperson, there was no applicant to take the treasurer office. Five men and one woman left the organisation after the second split, and joined one of the parting organisations. The organisation fell into a long period of stagnation. A group-relations workshop was offered to the members, with the primary task of studying its behaviour as a group, following the trauma of disengagement, but they refused to work it through this way, and the offer was rejected. Among other symptoms, during this period, several candidates left the training program and joined another organisation's program - the opportunity for a supplement of libido (young enthusiastic members) to the group was missed.

This dull period is assumably the consequence of basic assumption Dependency which possessed the group after two consecutive separations, defensively keeping the members in an inflated state of "we are the best" while keeping only the routines, with low energy and with very few creative initiatives to revive, enlarge and advance the group. Transforming this group from baD to an efficient work group is obviously connected with the revival of the 'underparts' - sex power and money.

THRIVE	Philip BOXER	YOUR MONEY OR YOUR LIFE: EN-GENDERING LEADERSHIP
FRI 16 NOV	USA	
14.00-15.25	<i>Mark Argent</i>	

Philip Boxer, BSc MBA PhD

Philip Boxer brings many years of experience with strategy processes at all levels within the public, private and not-for-profit sectors. His practice develops clients' edge-driven capabilities for competing in highly networked environments, focused on increasing both their agility and their ability to scale learning across networks. The focus of his research is on organisational defences against innovation.

This is a case in which a contractor encountered an ethical crisis. The organization was responsible for commissioning healthcare, and it was as if her unconscious was demanding of her professional self: 'are you going to give me your money or your life?'

Choosing 'money' would mean going along with what the organization was demanding of her at the cost of others' lives, while postponing the question(ing) of her life. Choosing 'life' meant confronting the issues the organization was facing.

This encounter between the 'One Alone' of the organisation (Miller 2000) and its incompleteness reflects a radical non-rapport between the different ways-of-being of the organization and of the citizen-patient (Lacan 1998 [1972-73]), between the patient as the organization's (small-o) other and as the lack of the organization's (big-O) Other (Miller 2018), a lack experienced as a demand for something more.

This paper considers how the current contractual arrangements between the organization and its service-providers served the interests of the powers-that-be and examines the gendered assumptions built into these contractual arrangements. The paper considers how a different understanding of leadership could create new ways of balancing interests by being en-gendering, working with the non-rapport inherent to the gendered relation between the organization and its citizen-clients (Boxer 2017c). The paper will provide some Lacanian background to this way of understanding organization and consider its implications for the ethical crisis that the contractor faced.

References

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- Lacan, J. (1998 [1972-73]). *The Seminar of Jacques Lacan: On Feminine Sexuality, The Limits of Love and Knowledge: Book XX Encore 1972-1973*. London, W.W. Norton.
- Miller, J.-A. (2000). "Paradigms of Jouissance." *Lacanian Ink* 17: 8-47.
- Miller, J.-A. (2018). "The Other in the Other." *Lacanian Ink* Spring: 54-71.

EVOLVE	Tim DARTINGTON	GREED, HATRED AND DELUSION IN ORGANISATIONAL LIFE
FRI 16 NOV	UK	
14.00-15.25	<i>William Halton</i>	

Tim Dartington

Professional Partner, Tavistock Institute of Human Relations. Associate, Tavistock Consulting, and Visiting Tutor, Tavistock & Portman NHS Trust.

Publications

- (2015) From the Buddha to Bion, looking for a reflective stance that is useful. In *Organisational and Social Dynamics*, 15, 1, 117-136
- (2013) 'Surely this can't be true?' Unexamined relations of power in the care of vulnerable people. In: Halina Brunning (ed), *Psychoanalytic Essays on Power and Vulnerability*, 67-82. London: Karnac.
- (2013) Brilliant stupidity: madness in organisational life – a perspective from organisational consultancy. In: D. Bell and A. Novakovic (eds) *Living on the Border, psychotic process in the individual, the couple, and the group*, 208-225. London: Karnac.
- (2012) The therapeutic fantasy, self-love and quick wins. In: S. Thompson and P. Hoggett (eds), *Politics and the Emotions, the affective turn in contemporary political studies*, 183-198. London: Continuum.

I will invite a reflective discussion of greed, hatred and delusion as characteristics of organisational life. Freud said that groups have never thirsted after truth. They demand illusions and cannot do without them.

Following the argument of US psychologist David Loy that the Buddhist psychological framework of individual dissatisfaction (dukkha) driven by forces of greed, hatred, and delusion may also be applied to organisations and institutions in society, we may see these at work in financial systems based on a capitalist economic model of perpetual growth, in the industrial-military complex and also in prisons and other custodial institutions, and in social media and a celebrity culture demanding immediate gratification.

I will then explore the proposition that organisations work explicitly or implicitly to satisfy societal projections of their institutional meaning. (From Bion's starting point that the army, the church and the aristocracy somehow modelled basic assumption level behaviours, Carr also saw the church as meeting dependency needs in society, while Hirschhorn points to extreme risk as a characteristic of organisational life in other contexts.) We see corporate greed and the emergence of the new super-rich, celebrity leadership in populist political movements, and also widespread insecurity and anxiety in the workforce in western societies, in a delusional world of false news, trolling, 15 minute fame and defamation of character.

What are the implications for us as citizens, consumers, managers, consultants, if we think

organisations are in the business of feeding greed, hatred and delusion?

My hypothesis has to do with the unrecognised implications of societal projections in determining the ethical behaviour of organisations, and the problematic scenario of exaggerated individualism and consumerism in our socio-economic systems.

Reference

Loy, D. (2003) *The Great Awakening, a Buddhist social theory*. Wisdom Publications.

SEED	Ajit MENON, Vega ROBERTS	THE SWINGING PENDULUM – EXPLORING THE CHANGING NATURE OF LEADERSHIP IN THE FINANCIAL SERVICES AND ITS IMPLICATIONS FOR CONSULTANCY
FRI 16 NOV	UK	
14.00-15.25	<i>Olya Khaleelee</i>	

Ajit Menon

Partner and co-founder of Blacklight Advisory, a strategic change consultancy specialising in work with financial services firms. He has lectured on OD at LSE.

Publications

- (2019) 'Beyond the individual: reframing blame and responsibility for 'rogue' behaviour in the financial services industry' in A. Obholzer and V.Z. Roberts (eds) *The Unconscious at Work: A Tavistock approach to making sense of organizational life*. 1st edn. 1994. Routledge.
- (2018) Transforming culture in financial services in *DP18/2: Discussion Paper, Financial Conduct Authority*.
- Menon A (2017) 'Banks must protect whistleblowers or face the consequences.' *Finance Monthly*.

Vega Roberts

Organisational analyst and role consultant. She teaches on the Tavistock/Essex master's and doctoral programmes 'Consulting and leading: psychodynamic and systemic approaches'.

Publications

- (2019, in press) with Obholzer, A. (eds) *The Unconscious at Work: a Tavistock approach to making sense of organizational life*. 1st edn 1994. Routledge.
- with Bazalgette, J. (2015) 'Daring to desire: ambition, competition and role-transformation in 'idealistic' organisations' in Long, S. (ed) *2015 Transforming Experience in Organisations: a Framework for Organisational Research and Consultancy*. Karnac.
- (2006) 'The corruption ceiling: gender, leadership and engagement in the public sector', *The British J. Of Leadership in Public Services* Vol 2.2: 49-59

The presenting issue in many recent requests for consultancy from financial organisations has been the CEO's concern about the excessively dependent behaviour of their senior staff and their reluctance to take even minor decisions on their own. This pattern contrasts sharply with earlier consultancy assignments, even in the same organisations. In the first part of this paper, we seek to identify some of the factors driving this shift.

Hampden-Turner proposes that all organisations have core dilemmas which appear to be in opposition. A key challenge for leaders is to navigate between the 'horns of the dilemma', developing strategies that move organisations towards reconciling dilemmas rather than getting impaled on one or other horn, or stagnating in compromise. In the financial sector, a core dilemma is between wealth-creation on the one hand and risk-management on the other. Using the image of 'the swinging pendulum', we see how the 'culture of mania' and risk-taking prior to the 2008 crisis was followed by a swing towards a greater emphasis on risk-management and regulation after the crisis. More recently, the pendulum has begun to swing away from (over-) regulation, confronting leaders more acutely with the need to make difficult decisions. With the spectre of the crash still vivid, this seems to be evoking a 'phobic reflex', with projection of authority 'upwards' as one manifestation, and shifts in the dominant social defence systems in the sector as another.

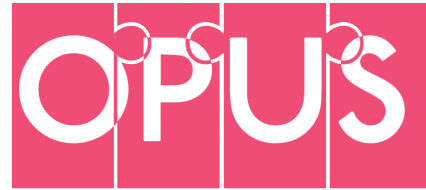
The second part of the paper looks at how these dynamics can affect the consultant. We posit that consultants, like their clients, are having to manage greater vulnerability and uncertainty. This is

illustrated with a case-study of an initial successful intervention with a senior management team, where the consultant avoided getting pulled into basic assumption leadership by enabling the team to 'see' their own behaviour through a cookery class. A later intervention with the same team failed, at least in part because its design was driven by the consultant's need to defend against his own vulnerability.

At various points, participants will be invited to test these ideas against their own experiences of leadership and consultancy in other sectors.

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DAY TWO
17 NOVEMBER, 2018

FLOURISH	Mark ARGENT	RE-READING THE OEDIPUS STORY FROM A GAY PERSPECTIVE
SAT 17 NOV	UK	
13.55-15.20	<i>Philip Boxer</i>	

Mark Argent

OPUS Associate, member of ISPSO, Analytic Network Coach and one of the the Liberal Democrat party's trainers on diversity. He comes into organisational consulting from a background in spirituality and was very involved in the United Reformed Church's extended debate on the gay issue. His writing is mostly on the interfaces between psychoanalysis, religion and politics. He is currently writing a book on the context of Brexit and Trump from a psychoanalytic perspective.

One of the riches of myths is that a wide range of people can "find themselves" in the story.

This paper reads the story of Oedipus from a gay perspective. Freud's reading of the story, though very influential, says as much about Freud as it does of the human condition, which carries an invitation to see it differently.

Lacan's idea of discourses suggests that there the presence of the dominant discourse implies the presence of others — even if they are half-hidden — which offers a way to think of the gay way of being as holding a needed alternative to the heterosexual discourse, even if it sometimes struggles to be heard.

Key aspects of the Oedipus story include:

- The father who Oedipus kills has already tried to kill him, offer a way to think about the mixed welcome a gay child grows up with;
- Oedipus' discovery of a painful truth about his identity parallels the discovery in "coming out" that one is not who one we led to think, which has echoes of Bion's reading of the story as primarily about curiosity;
- Oedipus blinds himself and becomes a respected "seer", echoing the role many gay people have taken up as priests, prophets and seers, often with insights coming from the experience of woundedness.
- The chorus has a key role in the story, drawing the audience into the tragedy, offering ways to deal with the emotions it surfaces, and to think about what gay people hold on behalf of the whole.
- Oedipus dies "without grief or agony" as if

the death is a natural completion rather than a failure to survive, and offering the possibility of seeing the heterosexual discourse as a defence against the fear of death in the fantasy of living through one's children.

The conclusion is that Oedipus offers a way to name some of the riches of the gay perspective, without defining it against heteronormativity.

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BLOOM	Eduardo ACUNA	POLITICAL RISKS OF RECOVERING AND DISCOVERING MEANINGS IN THE COLLECTIVE MEMORY OF A PERVERSE RELIGIOUS ORGANIZATION
SAT 17 NOV	Chile	
13.55-15.20	Steen Visholm	

Professor Eduardo Acuña

Professor Department of Administration, Faculty of Economics and Business Administration, University of Chile.

The aim of the paper is to present the political risks that a group of five parishioners, one woman and four men faced, when they recovered and discovered unconscious meanings about the hard and persistent psychological and sexual abuses they suffered, since they were very young and adult, in their strong affiliation to a catholic aristocratic parish, located in Santiago, Chile.

Recovering and discovering meanings, from the collective memory of that parish, was a sort of conversion event in the five parishioners, that determined their decision to bring into the surface of Chilean society the knowledge that the parish functioned as a perverse and totalitarian organization, led by the priest Fernando Karadima, That determination implied that the five parishioners had to struggle against powerful forces in society, including the dominant Catholic Church in Chile and the political influences from the conservative catholic elite that attempted to diminish the relevance of the abuses and their denounces.

The psychological and sexual abuses in the catholic parish occurred for twenty years, 1984-2004, operating under an "internal establishment", silence, punitive and reactionary, that put strict limits on the access to the institutional knowledge not thought. That "internal establishment" was very powerful controlling the internal and external relations of the parish.

The result of the paper explains how people, through their concerted political actions and courage, can influence in the introduction of changes in institutions. The five parishioners presented fight actions, that at the end, forced to the Catho-

lic Church, to recognize, in an ambivalent way, the abuses committed by Karadima. Recently, the case had a turning-point when the Pope decided to intervene, directly, in the situation applying disciplinary sanctions.

The theoretical basis of this presentation is based in a socio-analytical approach that considers different contributions, perverse organizations, organizational defenses against anxieties, collective memory and meanings, virtuous betrayal, work group mentality and internal establishment.

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THRIVE	Matias SANFUENTES	DILEMMAS AND CONFLICTS OF VARIOUS PROFESSIONAL ROLES WITHIN A HUMAN SERVICE AGENCY
SAT 17 NOV	Chile	
13.55-15.20	Philip Boxer	

Dr. Matías Sanfuentes (PhD)

Clinical psychologist and Organizational Consultant. Assistant Professor and Academic Director, Master in Organizational Dynamics, Faculty of Economics and Business, University of Chile. Associate Researcher, COES.

Publications

- with Espinoza, T. & Navarro, B. (2018) Dilemmas and conflicts of various professional roles within a human service agency. *International Journal of Applied Psychoanalytic Studies*. <https://doi.org/10.1002/aps.1577>
- with Garretón, M. (2018) Renegotiating Roles in Local Governments: Facing Resistances to Citizen Participation in Chile. *Action Research Journal*. (in press).
- with Acuña, S. (2016) Ambiguity in the identity transformation of public health organizations. *RAE-Revista de Administração de Empresas*. Vol. 56, N°3. Pp. 330 – 341.
- (2016) The Skinless Work Group: Facing the Uncertainty of Resting on a Void. *International Journal of Applied Psychoanalytic Studies*. Vol 13, N°1, Pp 65 – 84.
- with Acuña, S. (2014) The Castaways of Life?: A Study of Organizational Remembering within the Context of a Chilean Geriatric Hospital. *Culture & Organization*. Vol. 20, N° 4, 288-306.
- with Acuña, S. (2013) *Métodos Socioanalíticos para la Gestión y Cambio en Organizaciones*. Santiago: Editorial Universitaria.

The purpose of this presentation is to analyse the work experience of three groups of professionals at the Chilean National Service for Minors (Servicio Nacional de Menores, SENAME), by studying the dilemmas they face in carrying out their roles. This public institution is tasked with protecting and caring for the most vulnerable children and adolescents throughout Chile.

Organizational role analysis (ORA) was carried out in order to explore the conflicts and contradictions these professionals face. Through the subjective exploration of roles, this article opens up perspectives to understand the organizational dynamics operating beneath the institutional surface. In this scenario, it is especially important to determine the main phenomena that prevent SENAME professionals from adequately taking up their roles.

The article also examines the institution's main "social defence system" that protects individuals from the high levels of anxiety that their work produces. Some of these defences are isolation, atomization in workplace relationships and the idealization of one's own role.

Additionally, the profound failures of the supervisory and containment methods of the professional teams, and the presence of a centralized bureaucratic control intensify the paranoid persecutory anxiety in the institution. These dynamics only exacerbate the prevailing surveillance culture and disconnection between professionals who form part of the work teams. In sum, this study seeks to obtain a broad perspective of SENAME's social and institutional context by analysing its employees' subjectivity.

This study contributes to the understanding of how institutional social defences are the reflect of some of the main contradictions and dilemmas faced by Chilean society. SENAME is an institution that is currently undergoing a strong crisis in Chile, because of the revelation of the precarious conditions of the Chilean child care network. The study upon which this paper is based was done two years before the outbreak of the crisis, and hence describe the institutional dynamics that have sustained this precarious network during many years. In the rapid process of development experienced by Chile in the last 30 years, the concern for vulnerable children and adolescents was absent.

This presentation is based on a paper published online in 2018, in the *International Journal of Applied Psychoanalytic Studies*. <https://doi.org/10.1002/aps.1577>

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EVOLVE	Amra RAO	THE DARK TRIAD IN THREAT FOCUSED SYSTEMS: WHAT CAN BE DONE TO ENHANCE PSYCHOLOGICAL SAFETY AND WELLBEING AT WORK
SAT 17 NOV	UK	
14.00-15.25	Susanne Broeng	

Dr Amra Saleem Rao BA. MSc, D.Clin Psych, AFBPsS, MA

Consultant Clinical Psychologist, Psychotherapist and Organisational Consultant. Former Head of Psychological Services in NHS. Chair of British Psychological Society (BPS) Leadership & Management Faculty and is an executive committee member of Division of Clinical Psychology. She co-chairs a National Workforce Wellbeing Programme and has a lead role in BPS Supporting Future Leaders Programme.

Publications

- with Hughes, J., Dosanjh, N., Cohen-Tovée, E., Clarke, J., & Bhutani, G. (2016). Physician heal thyself (Luke 4:23). *British Journal of Psychiatry*, 209(6), 447-448. doi:10.1192/bjp.bp.116.
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Psychological safety – ‘a shared belief that the team is safe for interpersonal risk taking’ (Edmondson, 1999) is an important characteristic of high performing teams (Delizonna, 2017). However, interpersonal risk taking is often threatened at the time of vulnerability pushing work system to become ‘threat focused’ - driven by protection and safety seeking behaviors at the cost of ‘affiliate and resource focused activity’ - limiting desires associated with pursuing, safeness, kindness, and compassion (Paul Gilbert, 2016).

Whilst these mechanisms protect from survival anxieties, they impact on the capacity to embrace conflicts, leaving teams with unprocessed feelings of aggression, envy and fear. Creativity is often lacking, competition is hidden, envy is denied, and desire/money becomes a taboo subject - equated with greed. Positive emotions such as trust, curiosity, compassion, confidence and inspiration, which help to broaden the mind are often trapped. Such threat-focused systems are vulnerable to acquire features of “Dark Triad” (Jonason & Webster, 2010): exploitation of the other; seeking admiration/ special treatment; callousness and manipulation, contributing to misuse of power and motivation towards materialist ends and consumption.

In an era of increased financial pressures, political tensions such as Brexit and volatile leadership models, individuals and organisations are exposed to increased vulnerability and mistrust. Humility-honesty, which can act as a buffer and enabler for positive emotions and risk taking, is under fire (Lee et al, 2013). Recent workforce surveys have raised concerns about psychological safety, conflictual workplace relations and increased

level of stress. Many initiatives are attempting to promote workplace wellbeing - yet experiences are not shifting. Why this might be the case? Is the ‘dark triad’ a necessity to survive in today’s world? What would help to shift high level of workplace stress? Can power be reclaimed both as personal authority and collective effort? How this can help to bring compassion and humility at work to build up psychological safety? Would this be enough to develop resilience to face workplace challenges?

The workshop will explore psychological safety including results of psychological practitioners survey to open debate on the questions above.

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SEED	Jan BAKER , Jo-anne CARLYLE	WILLFUL FEMINISTS - CHALLENGES OF CONSULTANCY IN A PATRIARCHAL SOCIETY
SAT 17 NOV	UK	
13.55-15.20		

Jan Baker, MSc

Organisational consultant, supervisor and tutor on the MSc in Psychodynamic Counselling & Psychotherapy at Birkbeck College, London. OPUS Associate.

Publications

- (2006) 'The Very Small Group: its role and function in the system-in-the-mind'. in L. Brunner, A. Nutkevitch & M. Sher (eds.) *Group Relations Conferences*. London: Karnac. pp. 153-165.
- (2013) 'What have we done to Mother Earth? Psychodynamic thinking applied to our current world crisis' *Psychodynamic Practice* Vol 19, Issue 1 pp 55-66
- (2014) Sibling Relationships at Work in *Psychodynamic Practice* Vol 20, Issue 1 Jan 2014 pp28-39.

Jo-anne Carlyle, PhD.

Consultant Clin, Foren, Psych. Psychoanalytic Psychotherapist, Organisational Consultant & Researcher. Programme Lead for Psychoanalytic Trainings, Univ. Exeter. Board Member BPF

Publications

- (in press) Psychodynamic Psychotherapy. In *Cambridge Handbook of Psychology, Health & Medicine* (3rd edn). Cambs.; CUP
- with Fonagy, P, Rost, F. et al (2015) RCT of long term psychoanalytic psychotherapy for "treatment resistant/treatment refractory" depression: The Tavistock Adult Depression Study. *World Psychiatry*. 14(3):312-321.
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This presentation will explore the pitfalls and challenges of consultation in the public or private sector, where sexism still abounds. How can we work ethically and with principles that encourage thinking, transparency and fairness when working in organisations that may, on paper, have these as stated policies but in reality work as if it is 'business as usual' in a social context that sees patriarchy as the norm.

The presentation draws on the work of Sara Ahmed, scholar, feminist and activist who uses the terms 'willful feminist' and 'feminist killjoy' to describe the attitudes and focus we need to take up in order to challenge daily micro-aggressions. Participants will be encouraged to bring examples from their own work experiences to inform this exploration. A parallel line of thinking will be drawn from the work of feminist psychoanalyst Jessica Benjamin. We will illustrate how Benjamin's work on the societal conceptions of binary forms of gender and sexuality assume a starting point from the male position.

As Benjamin states, when we can "transcend" a classical idea of an oedipal structure and allow for gender ambiguity and intersubjectivity, we do not have to resort to the binaries and splitting that limits the full use and expression of individual's and group's capabilities.

We will explore how we can extend this intersubjective focus to work with groups and teams deepen our work in the consultancy field. We propose that we can use both the psychoanalytic and the systemic to develop our practice as consultants and to remain true to the ideas of fairness and equality.

The format of the presentation is workshop style, using a variety of approaches to involve participants. Following an initial media montage, the body of the workshop will be structured around two short presentations drawing on the theoretical arguments outlined above and exploring the consequences for interventions that emerge from the application of these ideas in practice. We consider this presentation will offer ways to challenge more effectively the sexism and related power dynamics in the organisations in which we work.

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FLOURISH	Richard MORGAN-JONES	THE SURVIVAL AND SUSTAINABILITY OF MONEY AS A CURRENCY OF EXCHANGE AND THE PSYCHO-SOCIAL DYNAMICS OF ALTERNATIVE CURRENCIES FOR THE FUTURE
SAT 17 NOV	UK	
15.40-17.05	<i>Jim Krantz</i>	

Richard Morgan-Jones

Organisational consultant, psychoanalytic psychotherapist and writer. He is a member of OPUS, a Board member of the International Society for the Psychoanalytic Study of Organisations. He is a senior member and training supervisor of the British Psychotherapy Foundation and a member of the British Psychoanalytic Council. He has been involved in group relations work for over 50 years.

Recent Publications

- (2015) Belonging to a body larger than one's own: The pair in the group, organisation and society. Ch 9 in Novakovic, A. (2015). *Couple Dynamics: Psychoanalytic Perspectives in work with the individual the couple and the group.*
- (2017) The Language of the Group Skin: How teams are shaped by the experience of belonging to a body bigger than one's own. In an edited version of the on-line Italian Journal *ARGO*: (trans. "Group: Homogeneity and Difference" with special guest editor Martin Ringer.
- (2018 in press) with Angela Eden The Dreaming Body yearning to belong to a larger social body in Long, S. and Manley, J. (2018): *Social Dreaming: Philosophy, research and practice.* London: Karnac.
- (2019 in press) with Grace Loseby: *The Transformational Group Effect: Restorative Justice and Group Relations Conferences compared.*
- (2019 in press) Tavistock approaches to consulting in a volume dedicated to comparing group-analytic approaches to organisational consulting with others.

This presentation and group event will explore the way the centralized attempts at mastering the political control of money centrally and undemocratically as a response to the 2008 credit crisis, has continued to get under the skin of organisations and individuals. This has widened the gap between excessively well-off and increasingly demeaned less well-off citizens. It will provide one contribution to exploring the hidden and denied socio-economic aspect of our climate assaulting environment and continue the Tavistock tradition of exploration into the turbulent ecology (Trist & Emery) of social systems.

There will be a 30-minute presentation about the survival risks to financial currencies as a medium of exchange. This will confront the murder of the meaning of money in relation to time illustrated by shifts in financing mortgages, pensions and savings. It will be suggested that this has compromised the meaning of money whose aim has become to accumulate more money and the social status symbols of commodification, becoming now a universal world religion with a caste system that increasingly demeans lower resourced people and stretches income disparities.

The sustainability and sentience of other currencies will be explored. These ideas are based in part on the work of International banker and economist, Bernard Lietaer. Current macro-economic practice will be linked to the psychodynamics of incohesion spelt out by Earl Hopper in the 4th Basic Assumption group dynamic and an extension of Andre Green's concept of the dead mother into the hypothesis about a dead internalised couple whose absent presence destroys meaning and common

shared sense. Lietaer's work proposes alternative currencies whose social meaning and sustainability belongs to Bion's idea of Work group functioning.

Next there will be a brief introduction to a method of group experiential learning called "Theme-Centred Interaction" (See Wikipedia for a good summary) invented by Ruth Cohn. Here the theme will be experiencing and meaning of money and other currencies at individual, systemic and political levels. The group will be facilitated to move through three perspectives of emotion, group dynamics and wider context.

The group will last 50 minutes and will include space for reflections on the methodology and the experience of exploring a new currency, namely the search for personal and collective meanings of exchange in a group learning context.

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BLOOM	Bob TOWNLEY, Mark STEIN	REPARATION: THE CREATIVE POTENTIAL OF MOURNING
SAT 17 NOV	UK	
15.40-17.05	James Walker	

Dr Bob Townley

Bob is a highly experienced researcher and evaluator, specialising in employment, skills, diversity, mental health and organisations. He has brought this range of experience together in recently completing a psychoanalytically-informed PhD study of change, loss, mourning and reparation within organisations and has extended his research interests into the life experiences of refugees and asylum seekers across the EU. He also teaches within the School of Business, University of Leicester.

Professor Mark Stein

Mark is Professor of Leadership and Management at the School of Business, University of Leicester. Previously, Mark worked as a senior lecturer at Imperial College London, as research fellow at the London School of Economics and Brunel University, and as researcher and consultant at the Tavistock Institute. He has also been an Adjunct Professor and Visiting Scholar at INSEAD, Fontainebleau. Mark has received an Emerald Citation of Excellence; the Group & Organization Management best paper prize; the Richard Normann Prize; and the iLab prize for innovative scholarship.

Our paper will explore the Kleinian concept of reparation, as it applies to organisational change. We believe this is an organisational issue of our time, in that organisational change is deeply painful – (re)generating feelings of trauma and loss – and has become increasingly ubiquitous, affecting so many.

We will draw mainly on Kleinian psychoanalytic concepts (eg. 1930, 1935, 1940 and 1946) in arguing that the potentially creative work of mourning provides the basis for individual and organisational renewal. According to this view, the capacity to mourn starts in early childhood and is fundamental to healthy human development. We recognise the complications of mourning and question its ‘timeline’, going on well after the events of loss, and that memory traces (Freud) and reparation (Klein) incline us to re-visit and re-mourn loss indefinitely. We will also refer to the artwork of Frida Kahlo to illustrate our argument.

We will refer to findings from a recent PhD study of mourning and loss (relating to change) in three organisational case study sites where early life experiences of trauma and loss were re-lived in the presence of organisational uncertainty, turbulence and change. We will show examples of creative and reparative responses.

The paper is about how individuals within organisations respond to uncertainty. It is about their sense of self, about their longing for security and the traumatic emotional implications of their loss. It is about how individual responses to loss affect organisational responses to change. While not directly about sex, it is certainly about love

– with many examples of this emerging within organisations in crisis. While not directly about power, it is about the loss of individual agency in a crumbling external world. It may also be about money in that for some it was about ‘everything’. Ultimately it is about how individuals and groups within organisations sought a creative way to respond to deep and painful feelings of loss, enabled through a psychoanalytically-informed research approach.

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THRIVE	Elisabeth HENDERSON	POLITICAL CORRECTNESS: THE DARK SIDE IN MATTERS OF SEX, POWER AND MONEY
SAT 17 NOV	UK	
15.40-17.05	Angela Foster	

Elisabeth Henderson

In this paper, I am interpreting sex not as simple or complicit sexuality but as gender; power as the ownership-leadership and indeed management of resources and time; and money as who has and who has not.

The focus of this paper is on exploring the politics of political correctness; how judgements made from this perspective may enact splitting in sudden reversals of power in tensions between personal and group self-interest and communal concern.

In investigating political rectitude and at the same time the relevance of training for leadership the paper refers to the work of Ann Wilson Schaef in *Society as an Addict*, using her work to shed light on the societal complexity of political correctness, structures of power embedded in cultures of superiority as these unconsciously show up in group dynamics alongside the inter-psychic ones of projection and displacement. I will link these to her description of the social myths that affect our views of justice and injustice, dependency and the role of hierarchy and inter-generational relationships within the world of work.

The paper focuses on conscious and unconscious functioning in certain approaches of political correctness by referring to two descriptions:

(i) The reverse use of power by minorities; a consultation with the Women's Committee of the London County Council in 1990s - as a critical indicator of this tendency and question how people who have been diminished may then enact the very issues against which they have protested.

(ii) Positions of judgement and discrimination in an awareness raising programme in 2018. Participants regarded themselves as essentially politically correct and enlightened, fundamentally antagonistic to abuse and unwilling to put down their fellow participants. In reality huge scapegoating took place in which unconscious rage and revenge were enacted on the one representative of the external majority.

My aim is to understand the function and consequences of unaware political correctness, reviewing also the effectiveness of experiential learning that challenges leaders to discriminate both the broad brush of how they handle power, prejudice, primitive behaviour and dominance in their activities and the subtle dynamics of small interactions which if left unconscious and unnoticed, grow seeds for later moral indifference. This includes investigating their own capacity for enacting the dark side of political correctness under belief of higher morality.

Experiential learning requires meticulous attention in the here and now to the meaning of interactions. How successfully does it provide a venue for understanding the self-deceptions that could, potentially, expand into larger-scale and wider abuse?

EVOLVE	Marina MOJOVIC	SERBIAN REFLECTIVE-CITIZENS & OTPOR – POWER WITH(OUT) MONEY
SAT 17 NOV	Serbia	
15.40-17.05	Ulrike Beland	

Dr. Marina Mojović

Psychiatrist, psychoanalytic psychotherapist, training group analysts, organizational consultant. In Serbia Founder of Trainings in Systems-Psychodynamics, Social Dreaming and Reflective Citizens. Member of OPUS, ISPSO, GASI, IAGP, EFPP, EAP, EGATIN

Publications

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Serbian citizens' movement "Otpor" (Resistance), which was created by the Belgrade-University student Srdja Popović in the late Nineties, grew into a powerful peace-movement with citizens-on-the-streets protesting, and helped in the 5th October 2000 Revolution with the overthrow of President Milošević, last Serbian communist leader. Otpor-methodology of applying nonviolent citizens actions, with its well-known sign of black feast (becoming a brand), was afterwards used for working with pro-democracy activists from more than 50 countries (like the Arab-Spring, and similar Revolutions to follow).

Serbian Reflective-Citizens (RC) were developing parallel with and learning, among else, from Otpor - trusting the power of psycho-social work with citizens in their „grass-rooted" and free from money-corruption styles. However, in the meanwhile, we witnessed other political-economic powers taking over those movement(s)! (For exp. shadow onto Otpor put by leaking emails of correspondence with intelligence-agency Stratford, connections to spying on opposition groups, liaison to prominent investment bankers, etc.)

Serbian Reflective-Citizens made efforts to be wise-enough to bypass similar destinies – it is close to „grass-rooted" style, but not aimed to become a political movement. RC is created by two psychiatrists and training group-analysts from Belgrade, Dr.Mojović and Dr.Satarić. Initially applying their therapeutic community experiences to working with local communities in koinonia style, over the last two decades they continued slowly (in the style of "learning-through-experience") to develop the RC-methodology. RC carefully combines: Social Dreaming, Group-Analytic,

Listening Posts', Group-Relations and Therapeutic Community traditions, for psycho-social work learning the 'art-of-listening' and the 'art-of-dialogue' among heterogeneous participants. Workshops and training for RC-conveners are open for all interested citizens without any charge. Community style of joint learning with citizens-participants, local convener-participants and colleagues, and how to keep the RC-identity with its core values, while attuning to local circumstances, is a continuous challenge. RC is spreading its branches/networks throughout Serbia, Ex-Yugoslav region and wider, and new event-forms like "Group Relations in RC-koinonia" (2019).

After the introduction and short presentation, a discussion will follow on methodology, similarities/differences with other 'sibling' programs, further cooperation. Power of money dynamics – working with and without money- in these organizations needs to be well analyzed and followed for avoiding dangers of corruption.

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SEED	Carlos SAPOCHNIK	GROUP RELATIONS, INNOVATION AND THE PRODUCTION OF NOSTALGIA
SAT 17 NOV	UK	
15.40-17.05	Tim Dartington	

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The closing plenary of a group relations conference (equivalent in musical terms to the concluding section of a composition) is experienced by members and staff as both a hopeful and mournful space after participants have travelled (together and apart) towards the impossible satisfaction of the quest for at-one-ness with others. The prevalent feeling is nostalgia (etym. from Gk. algos 'pain, grief, distress' + nostos 'homecoming', from neomai 'to reach some place, escape, return, get home') as something anticipated, glimpsed, not quite achieved, and lost, inducing a bitter-sweet taste of which music may be an emotional representation. Like the impact of a powerful dream, a conference leaves participants appeased, excited, thoughtful and preoccupied, trying to recover something that was lost, if it was ever grasped. What are the poetics (rather than the dialectics) of Group Relations?

The profound experience of a conference may be undermined by the quest for tangible objectives as suggested by conference titles, which may be a necessity since the market survives by evolving ways of persuading consumption. In the (now glorified) past, innovation was gradual, incremental, surprising or unnoticed, copied, accepted, rejected. The New is reified and currently spurred by capitalism and the asymptotical development of technology. Like the notion of creativity, innovation (often confused with development) is pursued, flirted with, demanded, programmed, and advertised. What kind of innovation is pertinent to Group Relations?

The ending of a psychoanalysis is not reached when the analysand gets rid of the symptom but has instead developed an understanding of the

impossibility of satisfaction of the primary drives. What is the relevance of psychoanalysis to Group Relations?

The presentation will first explore aspects of nostalgia as they are experienced in GRCs and other intense group activities such as sport, drama and music. It will then consider the cathartic component of group relations, and its promise of digestion and evacuation of nasty anti-task behaviour, calling attention to the paradox of the function of conference titles; and will then ponder on possible determinants of the ambivalent relationship of group relations with psychoanalysis in the current market-driven culture of concreteness.

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