

THE  
TAVISTOCK  
INSTITUTE®

THE LEICESTER  
2019  
CONFERENCE

# TASK AUTHORITY ORGANISATION

LOVE@WORK

3–16 August 2019

The University of Leicester

A  
SUB-CONFERENCE

B  
SUB-CONFERENCE

DEEPENING  
LEARNING  
GROUP

## DEAR PROSPECTIVE MEMBER,

**2019** has been declared the International Year of Indigenous Languages by the United Nations General Assembly. Of the 7000 languages spoken on the planet one disappears every two weeks. If the languages disappear, then arguably so do the cultures. If this is a marker for the disappearance of diversity, what does it mean for how we lead and follow in our organisations?

Language embeds meaning into the fabric of our social structures as well as our daily actions. There is one term that brings fear, shame and anxiety when applied to and in the world of business – Love. As we face ever more volatile, uncertain, complex and ambiguous (VUCA) situations as leaders and followers in organisations and society, our need for an internal compass to guide us increases.

As we face our possible extinction as languages, cultures and even as a species – it is timely to reflect on the wounds we carry as leaders and followers that originated in early childhood. John Welwood says, “On the collective level, this deep wound in the human psyche leads to a world wracked by struggle, stress, and dissension...” So what can the notion of love help us to do or be in this VUCA age?

Love has been discussed as both noun and verb. Love at work can describe the act of loving what we do, or loving who we do it with – love as passion and affection. It can be used to describe the impact of the work we do on those to whom we do it for or with – love as outcome. It can be used to shape the attitude with which we approach and complete our tasks – love as process. It can describe the way we treat ourselves and others – love as being. Freud and Melanie Klein offer us love as a container of ambivalence – to love is also to make room for Hate.

This letter is an invitation to those willing to explore in themselves and their contexts the nature of love at work. Group Relations Conferences are learning laboratories to access resources for a deeper understanding of human existence. As Shakespeare says in Sonnet 116:

*“Love alters not with his brief hours and weeks,  
But bears it out even to the edge of doom.”*

I look forward to welcoming you to the 73rd Leicester Conference to engage with the TAO of Tavistock and collaboratively study what it might mean, in all its scope, to Love @ Work.

**Leslie B. Brissett**

Conference Director

**PRIMARY TASK:** to study the exercise of authority in the taking up of roles through the interpersonal, inter-group and institutional relations that develop within the conference as an organisation within its wider context.

## **COMPLEX SYSTEMS**

Working systemically requires interaction across bounded parts of a system to reveal an integrated whole. The 2019 Conference offers three sub-conferences to which members can apply:

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**A SUB-CONFERENCE:** for those who have not been to a residential Group Relations conference before

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**B SUB-CONFERENCE:** for those who have previous residential Group Relations or Leicester Conference experience

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**DEEPENING LEARNING GROUP:** for those with significant residential Group Relations experience and advanced process consultancy expertise

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The creation of differentiated sub-conferences within the overall conference provides the capacity to study the lived experience of complex systems.

**RELATEDNESS:** Even in the physical presence of others, we are dealing with what we hold in mind about them as well as who they are in reality. Surfacing the often hidden feelings about hierarchy and role differences, as well as projections into groups that we feel love and/or hate towards, can be understood by examining the feelings experienced between staff and members. How we react to those feelings is available for exploration and action-testing.

Leaders of "leaderless groups" and engaged workplaces can benefit from the "group as a whole" perspective, where the thoughts and feelings of the individual is relevant to, and to some extent belongs to, the whole. Making sense of "The organisation in the mind" or "the workplace within" is key to healthy organisations that promote well-being.



## CONFERENCE STAFF

### Conference Director and Director of Sub-Conference A:

**Leslie B. Brissett** JP, PhD  
Group Relations Programme Director,  
TIHR; Magistrate, FE Governor; ISAAC  
member, BPC; UK

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### Associate Conference Director and Director of Sub-Conference B:

**Allan Shafer** MA (Clinical  
Psychology) D Lit et Phil Clinical  
Psychologist, Psychoanalytic  
Psychotherapist & Socioanalyst; Past  
President, Group Relations Australia;  
Australia

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### Associate Conference Director and Director of the Deepening

**Learning Group:**  
**Eliat Aram** PhD, Cpsych, CSci  
CEO, TIHR; UK

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### Conference Administrator and Director of Communications and Resources:

**Megan Davies**  
Operations Manager, The Tavistock  
Institute of Human Relations (TIHR);  
UK

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### Associate Conference Administrator and Consultant:

**Matthew Gieve** MSc  
Senior Researcher and Consultant;  
TIHR; UK

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**THE ROLE OF STAFF:** Staff are informed by their own experiences of the events and work to the primary task of the event and the conference overall. They will offer working hypotheses based on their understanding of what is happening. Conference staff are not observers of the process but are actively involved in it.

They will be examining, interpreting, reflecting and making sense of their own as well as of members' experiences, including those which are hidden and sometimes unconscious. Conference staff will be as explicit as possible about their task and roles throughout the conference. The ways in which they take up their roles are always open to examination. They work together as collective management to hold and maintain the boundaries of the conference institution.

## CONSULTANT STAFF

will be drawn from the following list:

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**Victor Olufemi Adebowale**, CBE, MA  
Chief Executive, Turning Point; Director,  
Leadership in Mind; Chancellor, Lincoln  
University; Chair, Collaborate; Member,  
House of Lords; UK

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**Moshe Bergstein**, PhD  
Psychoanalyst; Psychotherapist; Faculty,  
Tel-Aviv University Psychotherapy School;  
Israel Psychoanalytic Society; OFEK; Israel.

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**Maxine Dennis** MSc, TQAP  
M.Inst.Psychoanal. Psychoanalyst;  
Psychotherapist; Clinical Psychologist;  
Organisational Consultant; UK

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**Fabio D'Apice** MSc, MA  
Executive Director of ISPSO; Organisational  
Consultant; Director of Centro Coaching;  
UK & Gibraltar

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**Pauline Holland** MA, MPhil  
Principal Organisation Consultant, Taylor  
Clarke Partnership; Executive Coach;  
Leadership Development specialist;  
member of OPUS and Group Analytic  
Society; UK

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**Rene Molenkamp**, PhD, MDiv  
Co-founder and Director of Group  
Relations International, leadership  
consultant at the International Institute for  
Management Development, Netherlands,  
USA

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**Matías Sanfuentes**, PhD  
Psychotherapist; Assistant Professor  
and Director Master in Organizational  
Dynamics, Business Department,  
University of Chile; ISPSO; OPUS; Chile.

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**Professor Mark Stein**  
Professor of Leadership and Management  
and Deputy Director, Doctoral Programme,  
at the School of Business, University of  
Leicester; UK

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**Nadine Tchelebi** PhD  
Lecturer, Bristol Business School;  
Editor, Organisational & Social Dynamics;  
Senior Consultant, In Stability; Germany

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**Kathleen Pogue White** PhD  
Psychoanalyst / Leadership Development  
Consultant; Founding Member, William  
Alanson White Institute Organization  
Program; USA

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# WHEN IS THE CONFERENCE? / VENUE? / COST?

## TIMINGS

Registration opens at 11am  
on Saturday 3rd August.  
Conference Closes on  
Friday 16th August at 12pm

Free time from 5pm Thursday 8th  
to 10.30am Saturday 10th

## FEE

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A and B Sub-Conferences:  
£5,200

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Deepening Learning Group: £5,950

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The fee includes all accommodation  
and meals. People often ask why is the  
conference such great value?

Compared with a Summer School  
programme at an equivalent Business  
School, fees there can vary from  
£13,000 – £47,000.

We believe that one principle underlying  
Group Relations learning is about  
maximising the democratisation of the  
workplace, and as such, keeping prices  
affordable for all workers, from all parts  
of the world.

## DISCOUNTS

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£700 discount for applications received  
by 4 March 2019

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£500 discount for applications received  
by 6 May 2019

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£250 discount each for two applicants  
from the same organisation

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£400 discount each for 3+ applicants  
from the same organisation

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£500 discount if you have participated  
in one of our modular courses in the  
last 10 years

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Partial bursaries are available on  
request.

## HOW DO I APPLY?

For more information and  
an application form:

[www.tavinstitute.org/TAO](http://www.tavinstitute.org/TAO)  
or contact:

**Pre-Conference Administrator**  
**Anabel Navarro**

**Email:** A.Navarro@Tavinstitute.org

**Tel:** +44 (0)20 7457 3926

## APPLICATIONS

All applications for the reservation of  
a place at the conference should be  
accompanied by the booking fee of  
£700. Acceptance to the conference is  
not automatic and places are limited.

## VENUE

College Court is a 4 star hotel, part  
of the University of Leicester, where  
award-winning architecture combines  
with delicious food and modern  
conference facilities in tranquil wooded  
surroundings.

## CLOSING DATE FOR APPLICATIONS

Friday 19 July 2019

## PLEASE NOTE

We suggest that if you are living through  
particular personal difficulties that you  
consider postponing your attendance  
to next year as the conference is  
designed as a learning event and is not a  
substitute for personal psychotherapy.

# THE TAVISTOCK INSTITUTE®

The Tavistock Institute of Human Relations is a not-for-profit organisation which applies social science to contemporary issues and problems.

It was formally founded as a registered charity in 1947 although its work started after World War I, together with the Tavistock Clinic.

The Institute is engaged with evaluation and action research, organisational development and change consultancy, executive coaching and professional development, all in service of supporting sustainable change and ongoing learning.

[WWW.TAVINSTITUTE.ORG](http://WWW.TAVINSTITUTE.ORG)

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