

THE
TAVISTOCK
INSTITUTE®



VILNIUS UNIVERSITY
&
THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

22ND - 26TH AUGUST 2012

**MANAGING IN UNCERTAINTY IN ORGANIZATIONS AND COMMUNITIES:
ROLES AND RISKS**

third working conference in Lithuania
with
a progression sub-conference



This programme will mark the third joint venture between Vilnius University and the Tavistock Institute of Human Relations. It is based on the theoretical perspectives and methods of group relations as developed in the model of Tavistock 'Leicester' working conferences on Authority Role and Organisation.

The programme is designed based on an ethos to provide opportunities for learning. By **examining, interpreting, reflecting and making sense of** your experiences in this programme and its events, you will develop your understanding of other organisations and your roles within them.

The programme allows the participants to explore the changes and developments in organisational **culture** and in collaborative relationships as a succession of **beginnings and endings** through a series of group work events in the programme as a whole.

The programme is concerned with issues of **structure** and **task**, and also with the need for individuals to use an understanding of themselves as they relate collaboratively and competitively in relation to others. Such understanding involves disciplined attention to your own experience, openness to the **experience** of others, tolerance of uncertainty and the readiness to interpret what is happening.

It is about the courage to test your interpretations through communication and action. This includes being alert to both **conscious** and **unconscious** aspects of behaviour and ways in which behaviour is shaped by the broader social, political and economic **contexts** in which we work and live.

The method of learning is **experiential** - as participants you will be invited to study your own and others collaborative and competitive behaviour as it happens in the different events. There is always **consultancy** available in each event.

The programme does not aim towards personal transformation. Yet, of course, personally transformative experiences may occur.

The focus is on learning, based on examining what is going on in the '**here and now**' of group and institutional life. You will be invited and challenged to take up your own **authority** to accept what proves useful **learning** and reject what is not. Through this process you will be able to reconsider the way that you gain or lose **power** and exercise your authority in various situations in everyday life.



Who is this Programme for?

The programme draws participants from diverse work settings and roles: leaders, managers, consultants, educators, researchers, and administrators, professional and technical workers.

What will you be getting out of this Programme?

You will have opportunities to learn about how:

- manage yourselves in the multiple roles necessary for contemporary leadership where greater collaboration is called for
- use your emotional literacy to inform your actions
- understand and manage resistance to change in yourselves and others
- take up formal and informal leadership and followership roles as you explore the dynamics as they happen

The aims, in this programme, therefore, are to:

- bring together understanding of the conscious and hidden, sometimes unconscious, processes of work groups as they engage collaboratively and competitively with one another
 - become more effective in working with the underlying dynamics within and between organisations and between these and the wider, global society
 - apply roles taken up within the programme to participants' own organisations and networks.

With these aims in mind, **THE PRIMARY TASK** of the programme is:

to study the exercise of authority in the taking up of roles through the interpersonal, inter-group and organisational relations that develop within the programme as an organization in its context.



Programme Staff

Participants will be working with a staff group that is invited by the programme director on behalf of the sponsoring organisations of the programme - the University of Vilnius and the Tavistock Institute of Human Relations.

The Programme Director and Associate Director, in addition to their consultancy roles, with the conference administrator, constitute the Programme Directorate:

Conference Director:



Eliat Aram is the Chief Executive of Tavistock Institute of Human Relations (TIHR). She is a chartered organisational psychologist and a registered Gestalt psychotherapist; When she is not busy managing the daily activities of the TIHR and planning for its sustainable and prosperous future, she works as a leadership and management coach, process consultant and supervisor. Her work is informed by ideas of emergence and self-organisation as well as dialogue and power dynamics and includes developing skills and attitudes to working in conditions of uncertainty and ambiguity. She helps, supports and challenges managers through their journey of growth by inviting them to think about and reflect upon their flow of experience as leaders in innovated the TIHR Group Relations Leicester conference 'Authority, Role and Organisation' and she is passionate about its application to understanding leadership development, ethical practice and socio-political changes in different cultural landscapes

Conference Associate Director:



Jolita Buzaityte-Kasalyniene, PhD, is a head of the Social Work Department at Vilnius University Faculty of Philosophy. She teaches social research methods and methodologies; theories of social work; methods of non-formal education; and youth policy. Her research focuses on risk and protective factors for adverse outcomes of socialization process of young people. She is frequently invited by Ministry of Education and Science and the Youth Department at the Ministry of Social Security and Labour as an expert of non-formal education, students' social support; social education and socialization and study programs of higher education. She has experience as a project manager of national and transnational projects. Jolita has attended three Tavistock Leicester Group Relations conferences; and consulted at two Group Relations conferences. She is a member of the National Board of Social Work, and representative of Vyduņas Youth Foundation.



Consultant Staff will be drawn from the following:



Frances Abraham BA, MA, is Principal Consultant and Researcher at The Tavistock Institute of Human Relations, where she practises as an organizational consultant, educator in organizational consultancy and researcher. As a consultant she works with large and small groups in organizational and inter-organizational re-design projects and with organizations providing services to vulnerable and marginalized people. As a researcher she brings the perspective of system-wide learning to the evaluation of large scale public programmes, such as the EU Programme to combat social exclusion.

Frances' background is in the history of political thought, followed by work for political consultants before taking up an apprenticeship in action research in organizations at The Tavistock Institute in 1976. Discourse, dialogue and narrative methods feature prominently in her methods. Frances has been a member of numerous group relations training conferences and a staff member on two group relations events and chaired the Institute's Group Relations Sub-Committee for a number of years.

David Armstrong is an organizational psychologist and an Associate Consultant at the Tavistock Consultancy Service, The Tavistock and Portman NHS Foundation Trust, London. He has extensive experience as a consultant, working within a systems psychodynamic framework, across the private, public and voluntary sectors. Trained in Group Dynamics at the Tavistock Institute, he has directed and worked as a staff member in many Group Relations conferences, in the UK and abroad. He is the author of *Organization in the Mind: Psychoanalysis, Group Relations and Organizational Consultancy*, London : Karnac 2005 and is a member of the International Society for the Psychoanalytic Study of Organizations (ISPSO).



Tim Dartington, PhD, is a writer, researcher and group and organisational consultant working with human service organizations in health, social welfare, education and religious sectors. He has a particular interest in the place of vulnerable people, including those with physical and mental disabilities and the elderly, in post-dependency societies. He is past staff and now Associate of the Tavistock Institute and visiting lecturer with the Tavistock & Portman NHS Trust, London. His book, *Managing Vulnerability*, the underlying dynamics of systems of care, is published in the Tavistock Clinic series (Karnac Books). Member, OPUS (Organisation for the Promotion of Understanding in Society) and ISPSO (International Society for Psychoanalytic Study of Organisations). He lives in London, UK.





David Lawlor, PhD, MSc, CQSW, DipAppBehScience. He is a Consultant Social Worker at the Tavistock & Portman NHS Trust where he is the Head of the Social Work Discipline and member of the Senior Management Team. He initially trained as a social worker. David trained in organizational consultancy and psychoanalytic psychotherapy at the Tavistock Clinic. He works as an organisational consultant and coach. He is a Principal Consultant with the Tavistock Consultancy Service and also works independently. David has an MSc in Human Resource Development from London South Bank University Business School. He has delivered a wide range of training and staff development

programmes to the whole range of staff in the public and private sector. He has consulted to senior management teams on the management task. He is particularly interested in the impact that working with people in distress has on staff functioning. He is the organizer of a number of leadership development programmes. He has conducted research on the effects of stress on staff functioning. He has a PhD in the evaluation of Tavistock consultancy. At the Tavistock he teaches management and leadership and organizational consultancy.

Arnold Hjelm Nielsen, BSc (ee), is an independent consultant. He has a varied background and has been working in an international concern for 15 years. He has long experience as Project Manager for large international projects, and he has been Managing Director for TAKS (Faroeese Customs & Tax Authorities). Arnold attended the Tavistock's Leaders' Conference, and two Tavistock Leicester Group Relations Conferences. He is a member of NOV a Group Relation Network on Faroe Island, a member of the National Board of the KFUM Scouts, and he is one of the conveners in the OPUS listening post 2010 & 2011 on Faroe Island.



Mannie Sher, PhD, BA, TQAP, FBAP, is a Principal Social Scientist and Director of the Group Relations Programme at the Tavistock Institute of Human Relations, London. He manages organisational development and change projects and consults to top teams of organisations on the role of leadership in effecting strategic change. His research and consultancy work focuses on the impact of thought on the dialectic relationship between social constructivism, the unconscious and liberal democracy. He is a Fellow of the British Association of Psychotherapists (BAP) and a practicing psychoanalytical psychotherapist. Mannie has published on subjects of consultancy, leadership,

organisational development, ethics and corruption.

Mannie is a member of the Israel Association for the Study of Group and Organisational Processes (OFEK) and of the Organisation for the Promotion of Understanding in Society (OPUS).

Milena Stateva (PhD) is a Senior Researcher/Consultant at the Tavistock Institute of Human Relations London. She has been working for years across national borders and disciplinary boundaries on understanding violence and trauma employing a psychoanalytically-informed approach. This includes psychotherapy of survivors of gender-based violence, conceptual and empirical research, training/consultancy, policy development (especially in Europe's new democracies), academic courses in leading UK and Bulgarian universities and a range of international expert positions. Currently, she works to enhance groups and organisations tasked with containing anxiety, managing vulnerability and working through traumas whilst deploying rigor from psychology (MA), social and political thought (MA), groups and systems dynamics (PGC and Leicester Group Relations Conference), and sociology (PhD). The source of her motivation is in action research, in working with reflexivity and to improve the position and situation of disadvantaged groups with a view of a sustainable society. She is a member of the British Psychological Society, British Sociological Association, MENON European Innovation Network, the British Association for the Study and Prevention of Child Abuse and Neglect and the European Network for Research of Conflict, Gender and Violence.



The Role of Staff

Staff have specific roles in the programme:

1. They act collectively as management. Collective management takes responsibility and authority to provide the boundary conditions - task, territory and time - in such a way that all participants in the programme, the staff themselves and the participants, can engage with the primary task of the programme.

2. Working in their consultancy roles in the various “here and now” events, informed by their own experiences of the events and working to the primary task of the event and the programme overall, the staff will offer working hypotheses based on their understanding of what is happening. Programme staff members are not observers of the process but are actively involved in it. It is important, therefore, to be as explicit as possible about their task and roles throughout the programme. The way they take up these roles is always open to examination.

Working Language: The working language of the programme will be English. However, where all the members of a group are Lithuanian, Lithuanian may be the language of usage in that group.

When is the Programme? Where? How much?

Time: The programme will begin at 09.00 on Wednesday, 22nd August 2012, and end at 16.15 on Sunday 26th August 2012.

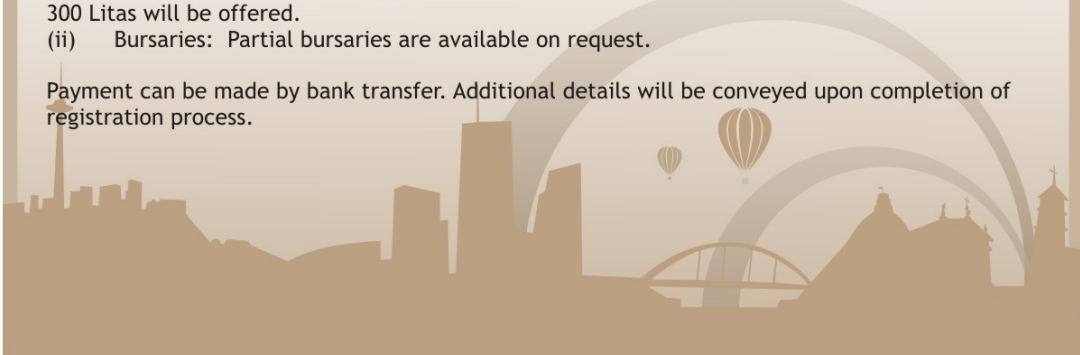
Place: The programme will be held at Vilnius University, Faculty of Philosophy, Universiteto st. 9/1, Vilnius. It is not residential event. Participants from other cities or countries should consider of booking hotels.

Fees: The membership fee is 1000 Litas. Early booking is advised as the number of places is limited and not guaranteed.

Discounts

- (i) Early Bird Discount: For applications received before 5th July 2012, early-bird discount of 300 Litas will be offered.
- (ii) Bursaries: Partial bursaries are available on request.

Payment can be made by bank transfer. Additional details will be conveyed upon completion of registration process.



Cancelation Policy:

Cancelation incurred before 20th August, 2012: 75% of the payment will be returned.
After to 20th August, 2012: 25% of the payment will be returned.

How do I apply and reserve my place?

Please complete the accompanying application form and return to:

Ms. Vilma Kuodyte
E: grupiusantykiai@gmail.com
T: +370 5 2667610, mob: +370 682 28208

Closing Date for Applications: Friday 3rd August 2012.

Other Administrative Details

Meals: Meals will not be provided by the programme. Refreshments will be served twice a day.

Attendance: As the programme constitutes an integrated whole and its events are all inter-related, participation in all the sessions of the programme is essential. If you know in advance that you will be unable to attend all the events in the programme, we would discourage you from applying.

Certificate: Participants will be issued with a certificate of professional development by Vilnius University.



What is the Tavistock Institute of Human Relations?

The Tavistock Institute of Human Relations is a not-for-profit organisational consultancy, research and professional development organisation which apply social science to contemporary issues and problems.

History

The Tavistock Institute of Human Relations was formally founded as a not-for-profit company and registered charity in September 1947 although its work had started at least a decade previously, as part of the Tavistock Clinic. The Tavistock Institute and Clinic, which consisted of a multi-disciplinary group of psychiatrists and social scientists (social psychologists, sociologists and anthropologists) introduced and developed significant and innovative practices to deal with post-war problems including the setting up of transitional communities designed to help re-adaptation to civilian life and the invention of the therapeutic community for psychiatric patients in a military hospital (Miller, 1999).

Currently

The Institute's work today, under the direction of Dr Eliat Aram, is consistent with its original aims. Action research is still a central approach and management of change an almost universal theme. Its approach to organisational consultancy and development reflects its social science tradition. This takes the professional staff of the Institute into a wide range of issues and organisations, nationally and internationally: for example, policy-related research for government departments and local authorities; development in industry and commerce of new forms of work organisation consistent with new technologies; re-alignment of strategy, structure and culture in institutions for higher education, health and social care services and voluntary bodies; support for partnerships; organisational start-ups; development and evaluation of experimental programmes and many others.

The Institute's work with organisations feeds and is fed by the Institute's professional development programmes which taken together form integrated learning pathways for leaders, managers, social scientists and organisational consultants.

University of Vilnius, Department of Social Work

Vilnius University was the first institution in Lithuania (1992) to develop social work study programs. In 1996, the Department of Social Work was established in the Faculty of Philosophy, as this faculty already had related study programs in the social sciences, such as psychology, sociology, and education.

At present, VU Social Work Department offers three study programs: a bachelor programme of social work; and two Masters programmes of social work and social policy and 13 programs for continued professional development (CPD).

In 2006, the External Experts' Committee concluded that social work study programs of Vilnius University represent professional social work training at a good European level. The Department puts strong emphasis on the scientific research knowledge and development of broad, transferable skills and it is oriented towards knowledge production. On the other hand, by placing a strong value on practice, the Department aims towards practice research by trying to improve the connection of knowledge in social work practice and the scientific 'tools' for innovative social research and developments.

The Department has intense and functional international relations with European universities in the form of international projects in the frame of Socrates Erasmus, Leonardo da Vinci and other programmes. It has 29 bilateral agreements with institutions of higher education for exchange of students and teachers; it is a partner of two intensive programs, a partnership developing a European Master of Social Work Programme, and networks of research and doctoral studies. Recently, the Department started having exchanges with non-academic institutions in the frame of the ERASMUS programme. International cooperation creates and provides opportunities equally for teachers and students to broaden understandings, enrich learning experiences and develop personal and professional competencies.