



THE  
TAVISTOCK  
INSTITUTE®

LITHUANIAN GROUP RELATIONS SOCIETY, VILNIUS UNIVERSITY & THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

invite you to attend

The 12<sup>th</sup> International Group Relations Conference in Lithuania

**24<sup>th</sup> – 28<sup>th</sup> August 2023**

**EXPLORING LEADERSHIP & AUTHORITY:  
WORKING WITH DESIRES & FEARS**

A face to face working conference based on the Tavistock experiential learning methodology



# Introduction to the theme


Recent years we spoke about living in uncertain, turbulent ... times, about a splitted world. However even in our darkest dreams, we haven't imagined the war in Europe and that the world would come back to the situation in which it was during the Cold War.

The war in Ukraine isn't just a war between two neighbouring countries but rather a war between East and West or two sets of values, grounded in democratic and authoritarian regimes. Lithuania, because of its centuries-long struggles with Tsarist and later Soviet Russia and its geopolitical position, is in the front lines between Russia and the Western world and its values. Traumatizing experiences from the past and in the present impact our fears and desires which we have towards leaders and their authority. These challenging times trigger primal dynamics and basic dilemma's, around power, (inter)dependency and vulnerability. We might desire to lead others or to be led, and might fear the leader who abuses our trust by misusing his/her/their authority. Finding grey areas and being able to tolerate them is hard.

Developing leadership and authority means finding the courage to feel and create. To uncover the courage, you need to be willing to take a

role purposefully. To explore your boundaries in-the-mind, to shape the interface between yourself and the world, in the here-and-now. How to be true to yourself and recognize the other, while acknowledging both, including your fears and desires?

This conference offers a transitional space; to feel, to try, to take and mistake, to think in the context of "being under fire". We invite you to take this opportunity for reflection in the here-and now of a world that is acting out its traumas. Join us in this deepening exploration of (your) leadership and authority; and find your place to stand.



# Who is this Programme for?

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

# What will you gain from this Programme?

**You will have opportunities to learn how to:**

- **manage yourself in the multiple roles** necessary to successfully perform in contemporary organisations where greater inter-personal and inter-organisational dialogue and cooperation is called for.
- **find and take up authority.** Taking up authority involves risk, and putting one's authority into action involves recognizing not only one's **responsibility**, but also one's **accountability** to another, or a group of others.
- support a new generation of skillful leaders and managers who will **develop vision and foster creativity** in changing organisational and social worlds.
- take up formal and informal **leadership and followership roles** as you explore group, institutional, communal and national dynamics as they happen.

**The aims of the programme, therefore, are to help you:**

- bring together understanding of both the **conscious and the unconscious, hidden** motivations and resistances of work and social groups as they engage collaboratively and competitively with one another;
- become more effective in working with the **underlying dynamics** within and between organisations, communities and the wider society;
- **apply the roles** discovered and taken up within the programme to your own organisations, communities and networks.

With these aims in mind, **THE PRIMARY TASK** of the conference is to ...

**explore the conscious and unconscious nature of leadership and followership, and the exercise of authority in these and other roles as they develop through the interpersonal, intergroup and organisational relations within the conference, as a temporary institution that reflects global dynamics.**

# The method

This conference is based on the theoretical perspectives and methods of group relations as developed in the Tavistock 'Leicester' working conferences on Leadership, Authority, Role and the Organization.

The conference is designed to provide opportunities for learning for leadership. **By examining, interpreting, reflecting and making sense** of experiences in the programme events, participants will develop clearer understandings of their own organisations and their **roles** within them.

The programme offers the participants opportunities to use their imagination to explore how **they are taking up leadership roles and reacting to the leadership of others**.

The programme focuses on **culture, structure and task**, and the need for understanding the roles of participants as they relate collaboratively and competitively with each other. Such understanding involves disciplined attention to one's own **experience**, openness to the experience of others, tolerance of **uncertainty**, readiness to **interpret** what is happening, and courage **to test one's interpretations** through communication and action. This includes being alert to both **conscious** and unconscious aspects of behaviour and the 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. **Consultancy** is always available in the programme events.

The focus of learning is based on examining the '**here and now**' of group and institutional behaviour. You will be invited and challenged to take up your own **authority** to accept what proves to be 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 **authority** in your organisations.

## Consultancy Learning Group

The conference design includes a Consultancy Learning Group (CLG). Participants of the CLG will have an opportunity to strengthen their ability to exercise their authority and build up the consulting competence by taking up different roles that provide opportunities to take up a consultative stance within the conference. Members of CLG will be invited to experiment, use creativity, explore their own consultancy related desires and fears during the conference. Members of CLG will be invited to learn, experience and make links with their external roles outside the Conference. The CLG is not intended primarily as training to take up roles in group relations conferences, but as an opportunity to experience the group relations model while deepening learning and experience that can be applied beyond the conference Membership role. **The CLG is open to those who have been members of at least two group relations conferences** and are interested in developing this type of learning, exploring roles requiring consultative stance and applying it to their professional life. The consultancy learning group has its own separate timetable, which combines experience with time for reflection. **The number of places in the CLG is limited.**



# Conference Staff

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Participants will be working with a staff group that is invited by the Conference Director on behalf of the sponsoring organisations of the Conference.

The Conference Director, Associate Director and Director of Consultancy Learning Group, in addition to their consultancy roles, together with the Conference Administrators, constitute the **Conference Directorate**:

**Director:**

**Jolita Buzaitytė-Kašalynienė**, PhD, Associate professor of Sociology and Social Work Institute, Vilnius University. Co-founder and President, Lithuanian Group Relations Society. Associate of oezpa GmbH – Akademie & Consulting (Germany) and professional partner of Tavistock Institute of Human Relations. Member of Lithuanian Sociologists Society and Lithuanian Scouting Association. Representative, Vydūnas Youth Foundation (Chicago). Based in Lithuania.

**Associate Director:**

**Martijn van der Spek**, M. General Social Sciences, BSc. Health Psychology; assistant professor, senior organisational consultant, program leader executive programmes Inside Dynamics in Organisations. Theory and Practice of Working with Hidden Processes in Organisations at Utrecht University School of Governance, Netherlands; international Group Relations practitioner; professional partnership with Tavistock Institute of Human Relations, UK; associate consultant Tavistock Consulting; UK; member International Society for the Psychoanalytic Study of Organizations (ISPSO). Based in the Netherlands.

**Director of Consultancy Learning Group:**

**Leslie Brissett**, PhD, Group Relations Programme Director, Company Secretary and Principal Consultant Researcher at the Tavistock Institute of Human Relations, London. Director of 7 Leicester Conferences, directed the first Tavistock Conferences in China and the Caribbean. Consultant to boards and nations. Past British Psychoanalytic Council lay member, initiated institutional membership of ISPSO and Eco-Leadership Institute. Member of UK Judiciary. Based in the United Kingdom and United States of America.

**Administrators:**

**Agnė Mažvilaitė**, MA, Executive Master in Management. Graduated from Vilnius University and from ISM University of Management and Economics. Has Executive Management experience in the fields of Business, NGO and Public sector. Member of Lithuanian Group Relations Society. Based in Lithuania.

**Žilvinas Mažeikis**, MSc, Medicine at Lithuanian University of Health Sciences; Training candidate at Psychoanalytical Psychotherapy programme, Lithuanian Society for Psychoanalysis and Vilnius University. Consultant at Vilnius University Counselling and Training Centre. Based in Lithuania.

**Consultant Staff will be drawn from the following:**

**Milda Autukaitė**, MSc Organizational Psychology, Cert. TIHR (P3C), Leadership and Organizational Development Consultant in private practice, co-founder of "Gijos", co-author of Leadership program LeadInn, Teacher and Supervisor in post graduate Group Dynamics course in Vilnius University. Co-founder and member of Lithuanian Group Relations Society, member of Lithuanian Group Analytic Society. Based in Lithuania and the United Kingdom.

**Leila Djemal**, MA, Organization Development Consultant and Executive Coach; Founder and Co-Director, Touch OFEK Continuing Education; Graduate, William Alanson White Psychoanalytic Institute Program in Systems Psychodynamics, New York; Associate, A.K. Rice Institute for the Study of Social Systems; Member, OFEK. Based in Israel.

**Helen Fatkulbayanova**, MA in Leadership and Organizational Consultancy from the Tavistock Consulting/ Essex University, UK and MBA from Indiana University-Bloomington, USA. She is a certified executive coach and consultant working with individuals and organizations across sectors using a systems-psychodynamic approach and integrates mindfulness for stress resilience. She is a member of the ISPSO and OPUS. Based in Switzerland.

**Jurgita Gaukštė**, MSc, Business Management, Organisational consultant working with leadership and culture. Lecturer at identity institute iGrow. Board Member of Lithuanian Group Relations Society. Alumna of postgraduate studies of organisational psychodynamics in Vilnius University, Institute of Clinical Medicine. Based in Lithuania.

**Francesco Nosedà**, MA, Clinical Psychologist and Supervisor, Psychoanalyst, Group Analyst, Organizational Consultant. Member, International Federation of Psychoanalytic Societies (IFPS); Teaches group psychotherapy and psychoanalytic psychodrama in post graduated program. Has worked in different roles in Group Relations Conference in Italy and internationally. Member, OPUS (London). Member, Il Nodo Group, Italy. Based in Italy.

**Carlos Remotti-Breton**, MA, Organisational & Leadership Consultant, C3 + Partners; Strategic Leadership Module Lead, Durham Business School; Director and Board Member of OPUS: an Organisation for Promoting Understanding in Society. Training Candidate British Psychoanalytic Association (BPA); Member of the A. K. Rice Institute for the Study of Social Systems. Based in the United Kingdom.

### Consultant in training:

**Kęstutis Vingilis**, Organizational development consultant, Tavistock Institute of Human Relations, P3C, MA Vilnius university Mindfulness in Theravada Buddhism and Gestalt Therapy. Comparative study, University of Oxford, Said Business School, Scenario planning. He is both attracted and focused on the complexity & co-dependency in organizational development along with hidden issues underneath of "corporate rationale", unspoken culture, unconscious assumptions and irrational defenses. Works with organization using a systems-psychodynamic approach. Based in Lithuania.

## The Role of Staff

Staff have specific roles in the conference:

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 Conference, members and staff, can engage with the primary task of the Conference.
2. They work in their consultancy roles to the various events, informed by their own experiences of the events and the primary task of the event and the Conference overall. The staff will **offer working hypotheses** based on their understanding of what is happening.
3. Staff members are not only observers of the process but are actively involved in it. It is important, therefore, for staff to be as **explicit as possible about their task and roles** throughout the Conference. The way they take up these roles is always open to examination.

**Working Language:** The working language of the conference is **English**. However, where all members of a group are Lithuanian or of some other nationality, their native tongue may be the language of usage in that group.

# When is the Conference? Where? How much?

**Time:** The conference will begin at 09.00 on Thursday, 24<sup>th</sup> and end at 17.00 on Monday 28<sup>th</sup> August 2023.

**Place:** The conference will be held at Vilnius University, Faculty of Philosophy, Universiteto st. 9/1, Vilnius.

**Fees:** The conference fee is **760 EUR**.  
Additional fee for participation in the Consultancy Learning Group is **100 EUR**.

## Discounts:

**(i)** There is a reduced fee of **560 EUR for public and NGO sector workers in Lithuania**.

**(ii)** In addition, there is an **early bird discount of 80 EUR** for all applications received before **15<sup>th</sup> June, 2023**.

**(iii)** A limited number of partial bursaries will be available. To apply for a bursary, please complete the Registration Form and send a request with a short description of the relevant background before **15<sup>th</sup> June, 2023**.

**Early booking** is advised as the number of places is limited and not guaranteed.

Payment can be made by bank transfer. Other administrative details will be given upon completion of the registration process.

## Cancellation Policy:

Cancellation occurring on or before 5<sup>th</sup> August, 2023: 75% of payment will be returned.

Cancellation occurring after 5<sup>th</sup> August, 2023: 25% of payment will be returned.

# How do I apply and reserve my place?

To register for the conference, please click on this link -> [REGISTRATION FORM](#) and fill out the online form. We will get in contact with you. Registration will take effect once payment has been made.

Participation in the Consultancy Learning Group will be confirmed by the CLG Director on the basis of the experience and motivation of the applicant.

For further details or if you have any questions please contact the conference administrator, **Agnė Mažvilaitė**, at [grupiusantykliai@gmail.com](mailto:grupiusantykliai@gmail.com)

**Closing Date for Applications:** Saturday, 5<sup>th</sup> August 2023.

## Other Administrative Details

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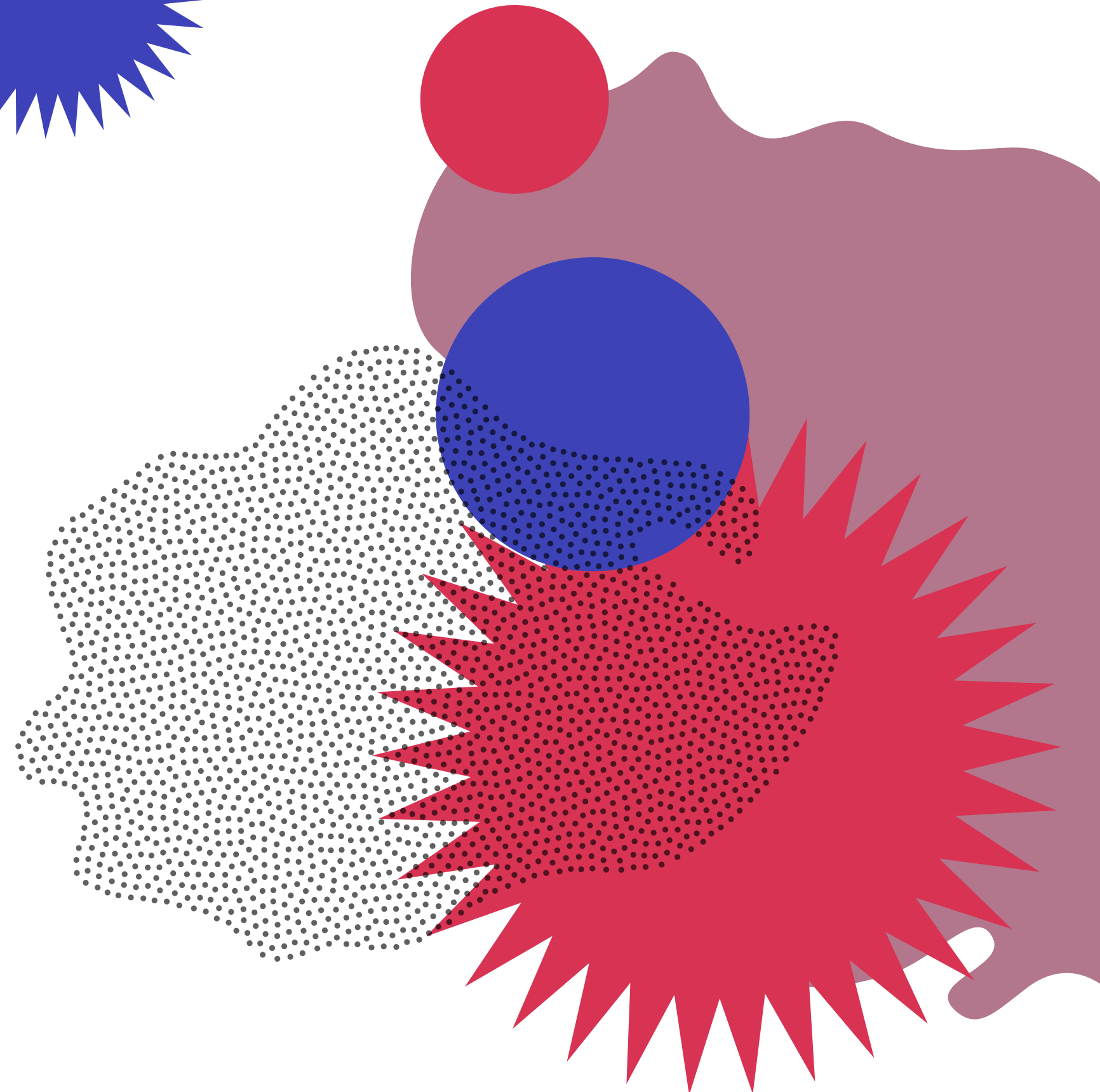
**Meals:** Refreshments will be served morning and afternoon. Meals will not be provided by the conference.

**Attendance:** As the programme of the conference constitutes an integrated whole and its events are all inter-related, participation in all the sessions of the programme is highly recommended. If you know in advance that you will be unable to attend all the events in the conference, we suggest you defer your application to next year.

It is important to note that while experiential learning such as that available in this conference can be enriching, it can also be stressful at times. Therefore, individuals who are ill or experiencing a period of significant personal difficulty may wish to postpone attendance at this time.

**The conference is not residential** and participants from other cities or countries should reserve their accommodation at hotels in the vicinity.

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





# Sponsoring organisations

## Lithuanian Group Relations Society

The **Lithuanian Group Relations Society**, established in 2017, is an association whose mission is to develop experiential learning in groups, organizations and communities. The Society works with a group relations “learning from experience” methodology and from a psychodynamic systemic perspective. The Society strives to encourage a culture of open and reflective dialogue and fruitful collaboration between representatives of private, public, and non-governmental sectors for the purpose of enhancing leadership and empowering meaningful action.

## The Tavistock Institute of Human Relations

The **Tavistock Institute of Human Relations**, first registered as a charity in London in 1947, is a non-profit consultancy, research, and professional development organization dedicated to the application of social science to contemporary issues and problems. The Institute is engaged in evaluation and action research, organizational and change consultation, and executive coaching and professional development. All these activities are designed to support sustainable change and ongoing learning. The work of the Tavistock Institute, developed in many countries, is noted for its innovation and for working across boundaries in difficult situations. The Tavistock Institute combines research and analytical skills with practical help in devising solutions and following through to implementation. It is particularly known for its capacity to work with issues that are otherwise hidden, and sometimes unconscious. The Tavistock Institute has been a sponsoring organization of Vilnius Group Relations Conferences and Lithuanian Group Relations Society since their inception. [www.tavinstitute.org](http://www.tavinstitute.org)

## Vilnius University, Department of Social Work and Social Welfare

Vilnius University houses one of the first schools of social work in Lithuania. The Department of Social Work began operating in 1992. It initiated the process of institutionalizing the profession of the social work which hadn't existed during the Soviet regime. In 2018 the Department of Social Work and Social Welfare was established to further define the mission and scope of the profession. The Department offers master and bachelor study programmes in social work and delivers in-service training. Faculty take active roles in the discourse of social work as an academic discipline. These roles include researching the profession's field, practice, identity, and status. The Department organizes scientific events around social work leadership, social innovations, the ecology of social work, and other national and global issues. Faculty publish in the scientific journal STEPP. Faculty participate in the formation of social policies, consult as experts and evaluators of policy measures, and testify to the legal basis for social work. <https://www.fsf.vu.lt/sociologijos-ir-socialinio-darbo-institutas/struktura/socialinio-darbo-ir-socialines-geroves-katedra>