

VILNIUS UNIVERSITY & THE TAVISTOCK  
INSTITUTE OF HUMAN RELATIONS

invite you to attend

The 8th International Group  
Relations Conference in Lithuania

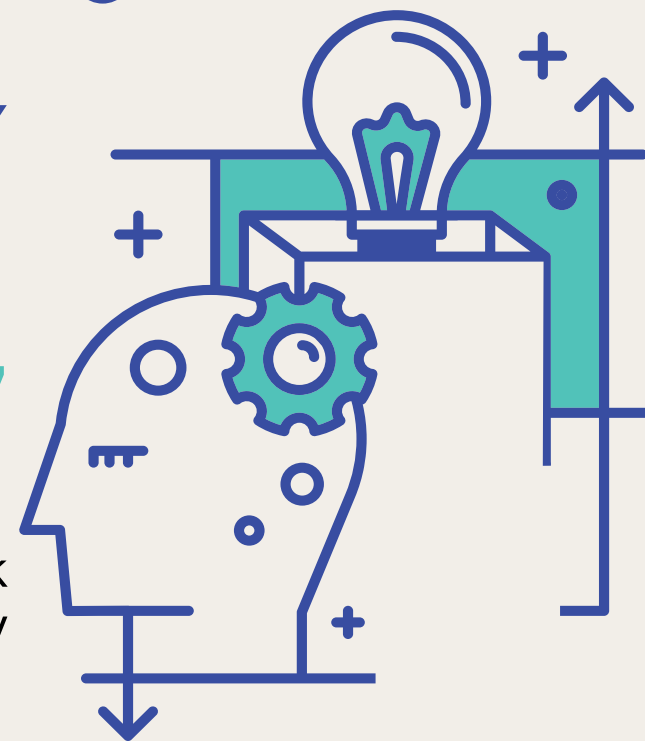


THE  
TAVISTOCK  
INSTITUTE®

# RE-IMAGINING LEADERSHIP AND AUTHORITY

18<sup>th</sup> – 22<sup>nd</sup> August 2017

A working conference based on Tavistock  
experiential learning methodology



## The theme

This conference is taking place within a rapidly changing organisational and social world. Older structural and cultural paradigms are shifting under the pressures of new technologies of communication and analysis; new patterns of employment are emerging, affecting the nature of organisational and professional affiliations; organisational boundaries are increasingly fluid, roles discretionary and networking, both within and across organisational boundaries, becoming a dominant working mode. New questions are also being asked about the wider ethical and/or social accountabilities of both private and public corporations.

Within this contextual environment, culturally accepted ways of thinking about and practising leadership or exercising authority can no longer be taken for granted. As in other periods of transformational change, the challenge and the opportunity is to re-imagine what we thought we knew, to test it against experience and to risk it in action.

## Who is this Programme for?

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

## What will you get out of this Programme?

You will have opportunities to learn about how to:

- **manage yourself in the multiple roles** necessary for 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.
- bring up a new generation of skilful 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:

- bring together understanding of the **conscious and hidden, sometimes unconscious**, 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 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 ...

...study the nature of leadership and the exercise of authority in the taking up of roles, through the interpersonal, intergroup and organisational relations that develop within the Conference itself, as a temporary organisation in its context.

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## The method

This conference will mark the eighth 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 Tavistock 'Leicester' working conferences on Authority Role and Organisation.

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 further develop understanding of their own organisations and their roles within them.

The programme allows the participants 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 on 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**, the readiness to **interpret** what is happening, and the 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 being 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 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.

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## Conference Staff

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 University of Vilnius and the Tavistock Institute of Human Relations. The Conference Director and Associate Director, in addition to their consultancy roles, with the conference administrators, constitute the Conference Directorate:

### Conference Director:

**JOLITA BUZAITYTĖ-KAŠALYNIENĖ**, Ph.D, Associate professor at Social Work Department, Vilnius University Faculty of Philosophy. Advisor, Ministry of Education and Science and the Youth Department, Ministry of Social Security and Labour; Member, National Board of Social Work, Lithuanian Sociologists Society and Lithuanian Scouting Association; Representative, Vydūnas Youth Foundation; President, Lithuanian Society of Group Relations.

### Conference Associate Director:

**DAVID ARMSTRONG**, BA, Associate Consultant, Tavistock Consulting, Tavistock and Portman NHS Foundation Trust, London; Distinguished Member, the International Society for the Psychoanalytic Study of Organisations.

### Conference Administrator:

**TOMAS RAKOVAS**, MA, Clinical Psychology, organizational consultant and trainer working in the field of non-formal education and teachers' professional development. Deputy director for education at Lithuanian Children and Youth Centre, long-time volunteer at Lithuanian Scouting.

### Conference Associate Administrator:

**JULIJA ORLOVSKAJA**, BA, Social Work, MA, Social Work in a process, junior specialist at Social Work Department, Vilnius University Faculty of Philosophy.

# SHIP

## Consultant Staff will be drawn from the following:

**MILDA AUTUKAITĖ**, MA, Organisational Psychology; Human Resource Management Consultant, HR Director, Swedbank, Lithuania.

**RAYMOND BAKAITIS**, Ph.D., Associate Clinical Professor of Psychology, University of California, Los Angeles (U.C.L.A.); President, Grex, the West Coast Affiliate of the A. K. Rice Institute for the Study of Social Systems.

**BARBARA LAGLER ÖZDEMİR**, MA, Coaching & Organizational Consulting; Managing Director, oezpa GmbH, Academy & Consulting Germany/Switzerland. Director and Staff member of international Group Relations Programs. OD Consultant and Senior Coach (DBVC); Cooperating Partner International Coach Federation (ICF) and DBVC (German Coaching Association) Germany/Switzerland.

**MARTIJN VAN DER SPEK**, MA. General Social Sciences, BSc. Health Psychology; assistant professor, senior organisational consultant, program leader executive program Coaching and Consulting in Context at Utrecht University School of Governance, Netherlands; professional partnership with Tavistock Institute of Human Relations, UK; associate consultant Tavistock Consulting; UK; associate Organisation for Promoting Understanding of Society (OPUS), UK; member International Society for the Psychoanalytic Study of Organizations (ISPSO).

**MIKE TEPLITZ**, Ph.D, Psychologist, Director Psychological Services of Upper Gallilee; Co-director Psychodynamic Psychotherapy Program in Safad College; Board member OFEK; Member Israeli Society of Psychoanalytic Psychotherapy; Consultation, psychotherapy and supervision in private practice.

**KAY TRAINOR**, Ph.D, Principal Consultant at Tavistock Consulting in London where she consults to a wide range of organisations. She also directs the Tavistock's Masters programme Consulting and Leading in Organisations: Psychodynamic and Systemic Approaches. Member of OPUS and ISPSO.

## The Role of Staff

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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, the staff themselves and the participants, can engage with the primary task of the Conference.

2. Working in their consultancy roles in the various events, informed by their own experiences of the events and working to 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. Conference 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 Conference. The way they take up these roles is always open to examination.

**Working Language:** The working language of the conference 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 Conference? Where? How much?

**Time:** The conference will begin at 09.00 on Friday, 18<sup>th</sup> and end at 16.15 on Tuesday 22<sup>nd</sup> August 2017.

**Place:** The conference will be held at Vilnius University, Faculty of Philosophy, Universiteto st. 9/1, Vilnius. The conference is not residential and participants from other cities or countries should reserve their accommodation at hotels in the vicinity.

**Follow-up event:** all members will be invited for the follow-up event the task of which will be to share the learning achieved during and after the group relations conference; and discuss possibilities of the application of learning to work. The preliminary date is Saturday 7<sup>th</sup> October 2017.

**Fees:** The conference fee is 540 EUR.

## Discounts:

(i) There is a reduced fee of **340 EUR for public and NGO sectors'** workers in Lithuania.

(ii) In addition there, is an **early bird discount of 80 EUR** for all applications received before **3rd June, 2017**.

(iii) Partial bursaries may be available upon request. For more information please, contact the pre-conference administrator - Tomas Rakovas.

**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 14<sup>th</sup> August, 2017: 75% of payment will be returned.

Cancellation occurring after 14<sup>th</sup> August, 2017: 25% of payment will be returned.

# How do I apply and reserve my place?

**Please complete the accompanying application form and return to:**

Mr. Tomas Rakovas  
E: grupiusantykliai@gmail.com  
mob: +370 678 06610

**Closing Date for Applications:** Monday, 17th July 2017.

## Other Administrative Details

**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 essential. 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.

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

# 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.

# Vilnius University, Department of Social Work

Vilnius University was the first institution in Lithuania (1992) to develop social work study programmes which took their place alongside other study programmes in the social sciences. The VU Social Work Department offers four study programs: bachelor and master programmes of social work and social policy and 13 programs for continued professional development (CPD).

In 2014, the External Experts' Committee concluded that the social work study programmes 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 improving 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 Erasmus+ and other programmes. It has 29 bilateral agreements with institutions of higher education for exchange of students and teachers; it is a partner of "REFLECT: reflection as core transferable competence in higher education and adult education", and networks of research and doctoral studies; and member of European Association of Schools of Social Work. The Department has developed strong partnership with Tavistock Institute of Human Relations and within the partnership group relations conferences are organized at the University annually since 2010. International cooperation creates and provides opportunities equally for teachers and students to broaden understandings, enrich learning experiences and develop personal and professional competencies.