



# Between Skepticism and Hope

Leadership and collaboration  
in organisations and societies

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5<sup>th</sup> Group Relations  
Conference

August 29<sup>th</sup> to September 1<sup>th</sup> 2015

**B&K**  
change



 **ECONOMÍA Y  
NEGOCIOS**  
UNIVERSIDAD DE CHILE  
DEPARTAMENTO DE ADMINISTRACIÓN

**THE  
TAVISTOCK  
INSTITUTE®**



## Dear prospective member

The 5th Group Relations conference finds us in a moment of historical and cultural transition beset by deep transformations in which subjectivity is often scattered, looking for a place to accommodate its own identity. Group Relations conferences are intensive experiential temporary organizations that offer unique opportunities to explore the roles we assume in everyday life. At the same time they explore our habitual behavioural patterns which, in turn, influence individual identity and collective attitudes. The topics of this conference focus on exploring and rethinking collaboration and leadership through direct experience.

While the practice of leadership depends on the person who exercises it in a given context, its impact is much more powerful when it is practiced and distributed in a collective manner. Leadership is not something you own and only belongs to you. Credentials and skills are important, but not important enough to influence the current organisational world. Often we are at an impasse: we repeat the same behaviours over and over again, unable to leave the patterns which make us repeatedly act with the belief that gaining

power, personal prestige, status and fortune will be enough for us to achieve personal wellbeing.

Why are there so many courses on leadership and it still remains a contentious issue for companies and organizations? How can we learn to influence and share space with others while being able to recognize when we have to lead and when to follow others, without losing our own personal authority?

How to use leadership to promote change in a system like this? How do we understand the systemic dynamics that we have co-created to give rise to the current social conditions? Do we all share responsibility?

If learning by direct experience through an innovative methodology based on finding your own authority it feels attractive, novel and original to you, if you believe that hope and collaboration can be constructed to apply back to your organization. If you have already tried listening to presentations and discourses that claim to know how to do, and you still believe that to leave your own footprint still worth, I invite you to join us at: **"Between skepticism and hope: leadership and collaboration in organizations and societies"**.

**Gabriela Barrial - Conference Director**  
Group Relations Argentina

# THE PRIMARY TASK OF THE CONFERENCE

To provide opportunities to experience, explore and understand the exercise of authority and leadership in groups and organizational life within the framework of the conference understood as a temporary organization.

## Who is this conference for?

The conference is designed for anyone who is interested in increasing their capacity to function effectively in work settings by developing a deeper understanding of authority and leadership in contemporary organizations. It is also recommended for those who have an interest in group dynamics within organizations.

Companies and institutions generally include this seminar by way of part of a transitional or organizational change process, as a meaningful way of preparing the members of a team that are taking part in the process. It is also useful for the development of potential and teamwork.

## Conference methodology Learning from experience

The current design of the seminar integrates various standpoints: it develops the tradition on knowledge of human behaviour from the 1950s (Wilfred R. Bion, A.K. Rice, P. Turquet, Eric Miller, Isabel Menzies and others). Since then, this theory and practice has developed as Group Relations, Institutional Transformation (GRIT) and Social Analysis with input from organizations that have contributed to learning through experience in different parts of the world.

It also includes other systemic approaches, particularly Bateson's views; the Socio-Technical perspective (Emery, Trist); Viable Systems (Beer); Soft Systems Methodology (Checkland).

During the seminar, there will be no lectures or master

classes. We invite each one of the members to learn through experience, that is, to experience what happens as it happens, and as far as possible, to be aware of what is going on.

During the temporary experience of the seminar we recreate paradigmatic situations that are common to experience in actual organizations.

## Members will have opportunities to:

- Understand the differences in influence among those with formally authorized work roles and those of informal leaders.
- Innovate the way in which we take up roles and relate to the people we interact with.
- Recognize and integrate the emotional and irrational aspects of organizational life and the various forces that affect our own roles and organization.
- Explore how the incongruities between the stated and apparent purposes of groups affect organizational life.
- Discover what stirs the team members into action to fulfil their tasks.
- Experience and identify personal characteristics while exercising leadership and their effect on others.
- Allow and authorize ourselves to go forward, address problems and take the lead.

## Languages

The official Conference languages are Spanish and English.

# CONCEPTS

## Authority

The right to take action and make decisions. Authority can arise from inside or from outside, from "above" or from "below", from formal or from informal sources. It is also recognized that the experience of authority is related to a significant authority from the distant past.

## Leadership

This has to do with identifying the needs of an organization or group, containing the emotional dimensions of a situation, and offering meaningful direction. The conference provides opportunities to explore the qualities of leadership, the internal and external conditions that enable or prevent the exercise of leadership, and the unconscious factors that influence leadership.

## Boundaries

They separate and connect the inside and the outside. This includes boundaries between the organization and its environment, between sub-groups and their organization, between the individual and the group, between the personal self and the role one occupies, etc. Boundaries can be rigid or flexible, open or closed, permeable, semi-permeable or impermeable.

# DISEÑO DE LA CONFERENCIA



Diagram adapted from Group Relations India

*You will learn from experience moving through a series of events:*

## Plenaries (P)

There are 3 plenaries, involving all members and staff. The Opening Plenary introduces the conference and provides an opportunity to explore the experience of crossing the boundary into the conference and taking up roles within it. The Closing Plenary is also designed for work on the process of sense-making and ending.

## Network Exploration Session (NES)

This session is an opportunity to explore and learn about the relationships between different groups and how leadership and authority takes action in the organization in action when they are engaged on a common task. Members are invited to co-create organizational network dynamics to understand the group phenomena.

## OrganizAction Event (OE)

All participants are involved. Members will join specifically defined groups at the beginning of the event and the task is to study the ongoing processes of establishing and developing relationships in the system as a whole. Staff will take part in the event as a management group and will also make consultancy available. The event closes in a plenary session.

## Small Study Groups (SSG)

These are mixed groups of 8-12 members, with a staff consultant. The task is to study the behavior of the group, as a group, in the here and now.

## Large Group (LG)

This group brings together the entire conference membership with two staff consultants. The task is to study the 'here and now' of the large group process as it unfolds.

## Role Exploration Session (RES)

Groups of 5-7 members will be formed. The purpose is to enable members to examine and reflect on their experience in the roles they have taken within the conference. Furthermore, to work at understanding the conference experience and in particular exploring its future application to the members' professional and other roles. A staff consultant will facilitate this work.

# STAFF

## CONFERENCE DIRECTORATE



**Gabriela Barrial**  
Conference Director

I am a Clinical Psychologist, Organizational Consultant and Executive Coach. I am the Director of B&K Change consultancy group where we work to design and implement interventions that help people and businesses in the process of changing and transformation. I am also the Founder and President of Group Relations Argentina. I have been trained as organizational consultant at PA Consulting, London and at the Tavistock Institute's "Leicester Conferences" where I also obtained a Practitioner Certificate in Consulting and Change (P3C). I gained experience in Group Relations in Latin America, Europe and Israel. Member of I.S.P.S.O. and O.P.U.S. (Organisation for Promoting Understanding of Society).

Argentina / Italy



**Carlos Sapochnik**  
Associate Director

Trained in London at the Royal College of Art and at the Tavistock Clinic, where he is Associate Organizing Tutor of the MA in Consultation and the Organization; and Visiting Tutor in the MA in Working with Groups. He has been a staff member and director of several Group Relations Conferences in the UK; works as an organizational consultant to individuals and groups in education, mental health and the voluntary sector; and has an interest in the development of visual methodologies in psychosocial research.

England / Argentina



**Guido Espector**  
Resources Coordinator

Guido is a Psychologist from the University of Buenos Aires (UBA) and is currently finishing a Masters in Organisational Studies at the University of San Andrés. He has over 10 years working in education and group dynamics. He has interest on the study of emotions at the workplace; has participated in many activities related with the human capital development. He is currently working as an organizational consultant at BK Change.

Argentina

## Consultants will be drawn from the following:

**Gabriela Barrial**



**Lucía Huertas**

Lucia is a Psychology graduate from the University of Buenos Aires (UBA) and is currently in the final stages of a Masters in Organizational Studies at the University of San Andrés. She is a Consultant specializing in areas of Organizational Analysis, Change Management and Human Resources. She has over 10 years of experience in the management and development of human capital as an external consultant and positions within the HR structure. She has served as a university professor in the department of Psychology of Work II at the UBA and has taught and participated in numerous specialized courses.

Uruguay



**Alejandra Núñez**

She has a BA in Communication and a Master's degree in Human Resources and Knowledge Management from the Universidad Complutense de Madrid. She has also obtained a Diploma in Organizational Change and Development from the University of Chile. She is a part-time Business School professor and a Project Director of training and consultancy within the Organizational Change and Development Management Development Centre which is associated with the Department of Administration of the Faculty Economics and Business, University of Chile.

Chile



**Paulo Sabbag**

He has a doctorate degree in Business Administration from the Fundacao Getulio Vargas in Brazil and a degree in Engineering from the University of San Paulo.

Paulo has specialised in group dynamics at the Brazilian Society of Group Dynamics. He has also trained in Group Relations Conferences at Leicester, UK (Tavistock Institute) and at similar events in Buenos Aires, Argentina.

Brazil



**Matías Sanfuentes**

Matías is a Clinical Psychologist and PhD in Psychoanalytic Studies (University of Essex, UK). He is Assistant Professor and Director of the Diploma in Organizational Dynamics, Faculty of Economics and Business Administration, University of Chile. He is a Psychoanalytic Psychotherapist, Organisational Consultant and Executive Coach Member of ISPSO and O.P.U.S. (Organisation for Promoting Understanding of Society).

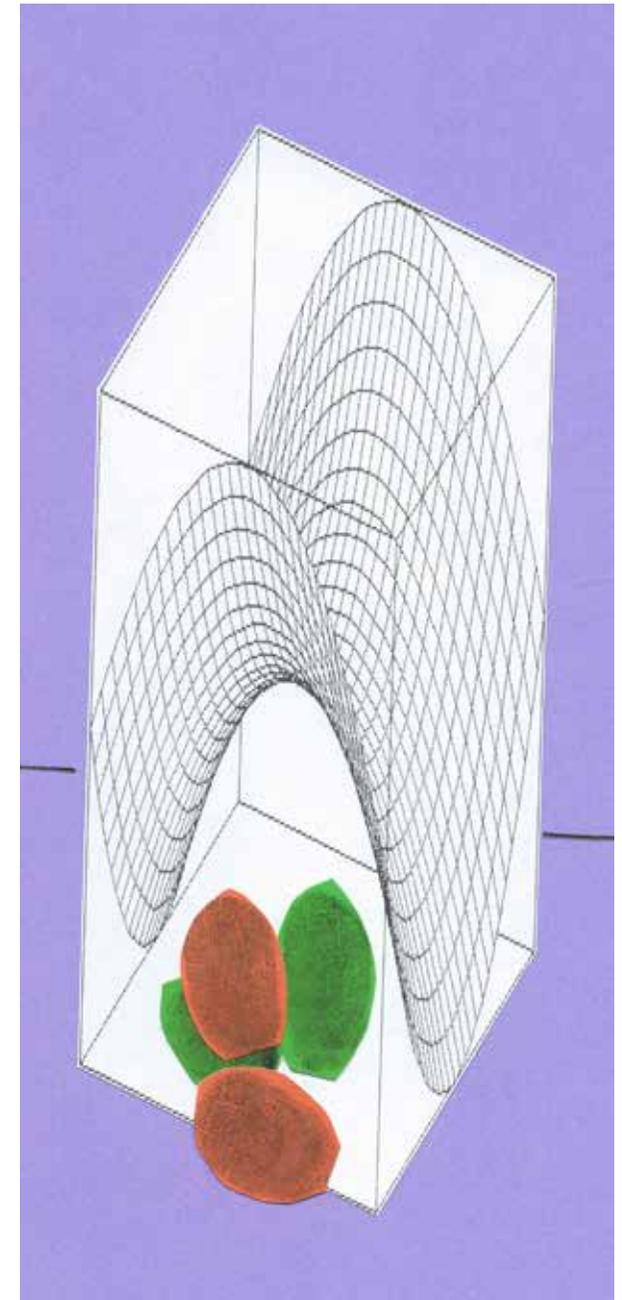
Chile

**Carlos Sapochnik**

# Organizations who participated in Group Relations Argentina's Conferences 2011–2014

ABRH: Asociación Brasileira RRHH, Brasil  
Agilpro Seguros SA, Argentina  
B&K Change, Argentina/Chile  
Banco Central de Chile  
Banco Fibra, Brasil  
CAPS Consultants, Argentina  
CODELCO, Chile  
Consultora Pedro Algorta, Argentina/Uruguay  
Convergencia RH, Brasil  
DB Transnacional, Brasil  
Ejército de Chile  
EMS, Brasil  
Brouchou, F. Madero & Lombardi, Argentina  
EXO - Excelencia Organizacional, Brasil  
Forex Chile  
Fundación Getulio Vargas, Brasil  
Banco Supervielle, Argentina  
Guayaki, Argentina  
Human Work, Argentina  
Instituto Educativo Ballester, Argentina  
Instituto Lisondo de Desenvolvimento, Brasil  
Jamming Escuela de Coaching y Desarrollo, Perú  
JBS - Divisão Couro, Brasil  
Leadership International Management, Colombia

Los Pinos Hotel, Brasil  
Mac Kinsey Brasil  
MAIM Dead Sea, Argentina  
MB Foco Estratégico, Brasil  
NCHapira Assessoria, Brasil  
Noble Brasil SA  
Octuplos Desenvolvimento Humano, Brasil  
Parrado & Asociados Seguros, Argentina  
RHO Consultora, Argentina  
RPM Consulting, Argentina  
Sabbag Consultoria, Brasil  
Samarco Mineração, Brasil  
SDP Consultores Asociados S.R.L., Argentina  
Seguros Mattioli, Argentina  
Tavistock Institute of Human Relations, Inglaterra  
Tecno Fast Acte, Chile  
Universidad de Chile, Chile  
Universidad Empresarial Siglo 21, Argentina  
Universidad San Ignacio Loyola, Argentina  
Universidad San Sebastián, Argentina  
Universidad de Nottingham & Essex, Inglaterra  
Universidad Peruana Ciencias Aplicadas, Perú  
VFS Insurance, Argentina



# TESTIMONIALS



**“Never doubt that a small group of thoughtful, committed, people can change the world. Indeed, it is the only thing that ever has”**

**Margaret Mead**

“I learned to position myself more “firmly” on issues that I believe in and that I want to defend. I believe that since the conference took place, I have been more “assertive”, knowing that running greater risks is the only way to stand up for what I believe in, otherwise the vision would be only in the head. It was certainly one of the most unique experiences I’ve had so far.”

**Rafael Russo, McKinsey & Company, Brasil**

“I think that after the conference, I find myself in a different internal position. It is as if the conference had activated a process that cannot be stopped and it works all the time as a new way of thinking, listening and looking.

I feel myself authorized, connecting with the group more fluently without getting lost, without losing my authority.”

**Lucia Made, Sociologist, Argentina**

“I think we are formatted for the logic of action and achievement. The debacle of this system resulted in the appearance of another logic: the logic of “being” in the “Here and Now.”

**Jaime Fernandez Madero, Lawyer, Argentina**

“The reach and deep methodology “Learning by experience,” is the art of sustaining uncertainties and the responsibility for what is created (or not) in the immediate moment. To me, that was the essence of what I lived and embodied in a Group Relations Conference.”

**Valeria Lisondo, Lisondo Institute, Brasil**

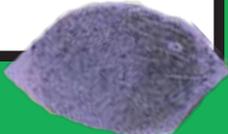
“Nothing is as you think. Things happen, people change, the system takes you, and you struggle to adapt and find your place. An amazing laboratory for understanding how one’s personal interests and agendas intersect with the interests of the groups in which we have to participate.”

**Pedro Algorta, Economist, Argentina**

“The experience of the conference allowed me to explore the effectiveness or dysfunctionality of the roles that I exercise in my life, which I have acquired greater authority to lead effectively in complex situations. The conference is a revealing experience, challenging and dizzying, you can experiment, explore and learn what it means to be part of a social system.”

**José Tomás Saffrío, Executive Director, Chile**

[Watch here a testimonial video](#)



# GENERAL INFORMATION

## WHEN

Starts: Saturday 29th August at 11 am  
Ends: Tuesday 1st September at 5:15 pm

## WHERE

Estancia San Ceferino  
Ruta provincial N° 6 Km 169.5  
Partido de Lujan, Provincia de Buenos Aires  
[sanceferinohotelspa.com.ar](http://sanceferinohotelspa.com.ar)



## COST

The conference fee includes full accommodation in single rooms, all meals and attendance at the conference.  
Argentinean Participants AR\$ 18.000  
Internacional Participants US\$ 1.700

## DISCOUNTS

Will be applied only with applications forms received with payment before May 30th 2015.

AR\$ 1.000 discount for local participants  
US\$ 100 discount for international participants

Two or more people from the same organization 5% each one.  
Some bursaries are available.

## CANCELATIONS

- Untill July 15th, 2015: 75%
- July 15th – 31st 2015: 50%
- From August 1st, 2015: No refund

## HOW DO I START THE APPLICATION PROCESS?

For further information:

### Guido Espector

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### Gabriela Barrial

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[www.bkchange.com](http://www.bkchange.com)

Closing dates for applications: August 15th 2015

[Complete your application form here](#)

# OUR ASSOCIATES



**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 before the War, 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. Our staff work creatively with people involved in innovative activities, working across boundaries or in difficult situations. We combine research and analytical skills with practical help in devising solutions and in following through to implementation and are particularly known for our capacity to work with issues that are otherwise hidden, and sometimes unconscious. Our professional development opportunities include the Certificate in Dynamics at Board Level, the Certificate in Coaching for Leadership and Professional Development, the Practitioner Certificate in Consulting and Change (P3C) and a portfolio of Group Relations tailored events.

[www.tavistock.org](http://www.tavistock.org)



organizaciones  
que aprenden

**B&K Change** was created to provide services to organizations in multiple markets, whether in the public and private sector, in the areas of consulting, organizational change and transformation. Building on knowledge and experience of organizational issues, B&K Change intervenes around several key organizational dynamics, such as the behaviours of people and relational networks that are established to foster collaboration around achieving objectives. It emphasizes a systemic (organizational) approach to address the forces at work in individuals, working with groups and individuals to create links that facilitate thought and reflection in action. We offer Professional Development opportunities through our innovative programs and certificates: P3C Argentina - Practitioner Certificate in Consulting and Change (P3C) COL-LABS – Collaboration Labs; Certificate in Coaching, Group Relations Conferences, Social Photo Matrix and Organizational Role Consultation.

[www.bkchange.com](http://www.bkchange.com)



**The Department of Administration** is an academic centre in the **Faculty of Economics and Business, University of Chile**. One of its core activities is the training of undergraduate and graduate professionals in the field of Management and its various disciplines. Another major activity is research into companies and organizations in the context of global business that produces publications that are published in major academic journals. The Department, in conjunction with other programs, has a "Masters in People Management and Organizational Dynamics" which includes lectures and seminars in the field of Group Relations theory and practice.

[www.fen.uchile.cl](http://www.fen.uchile.cl)



**Group Relations Argentina** is a not-for-profit professional association whose members work as professors, consultants, psychologists and sociologists coming from the behavioural sciences. Group Relations Argentina is working to develop and apply the field of group relations, socio analysis and systems psychodynamics in Argentina and supports the application of its methods to working with groups, organizations and communities.

The idea to bring Group Relations Conferences to Argentina was born from a dream that its founder had when she participated for the first time in a group relations conference. She experienced the power that a system has to designate to some people the exercise of certain roles that frequently are taken up in an unconscious way.

To be "aware" of it allows to work on self-organization and participation in groups, communities and societies who want to build a common identity to work in collective projects.

[www.grouperelations.com.ar](http://www.grouperelations.com.ar)

