

2nd China orglab 2011

Group Relations Conference on leadership, self-management in roles, internationality and psychodynamic processes in organisations

- A systemic-psychodynamic approach -

21st to 24th of June 2011, Wuxi/ China



Organised by: BSW Wuxi, China and oezpa international, Germany

Supported by:
Tavistock Institute, United Kingdom, London

THE
TAVISTOCK
INSTITUTE®

Fresenius University, Cologne

 HOCHSCHULE
FRESENIUS
UNIVERSITY OF APPLIED SCIENCES

Participants of Group Relations (GR) -Training:

The GR-Training has been designed for people who want to improve their understanding of their roles, their personal authority and their responsibility in roles in order to manage them accordingly.

Primary Task of this GR-Training:

The GR-Training is designed as a temporary learning organisation. The primary task of the GR-Training to which Training Staff will work to provide opportunities, is to experience, explore and learn from development and management of roles and systems, to experience leadership, authority, self-management in roles, internationality and psychodynamic processes in organisations.

This goal can be reached by allowing oneself and others to experience the GR-Training to communicate these experiences and to explore their meaning in order to learn from it.

Background:

Organisations can be seen as dynamic, social and living systems, which are under the continuous influence of their internal and external environment. The changes that companies and organisations are exposed to are dramatic and often vital to their existence. In these times of change, managers and employees are continually confronted with new questions and challenges in a situation where they are often already overtaxed.

In this changing environment people need to develop new competencies in order to master the complexity and to be able to manage and support changes in a goal oriented way. This GR-Training gives participants ample opportunity to reflect on and to develop both their personal authority and their social authority. Also different forms of leadership can be tried out and worked with in order to learn.

This GR-Training is a temporarily set up social institution and therefore a very dynamic and complex event.

The GR-Training develops its own dynamic system and processes, which can be then examined. As participant you can take on different roles, try them out, experience them and reflect on that experience. For example, you can take up a leading role and feel its dynamics; you can experience what it means to belong to one system or to another; you can experience the unconscious processes in the one system and between the different systems (e.g. different departments and managerial teams) by exploring your experiences with the participants and the Training Staff.

For persons taking over managerial roles in the future or who have already taken them this GR-Training offers opportunities for further personal development and training.

This GR-Training is different from more conventional leadership and technical trainings and offers helpful learning and development opportunities within the extremely important field of social and systemic competencies.

By taking up roles participants can try out his or her authority and leadership abilities as participants. Processes of leadership can be observed and managed. Here also the question about taking one's own authority, the struggle with finding ones own voice and taking responsibility is relevant. The dynamics of taking up formal and informal roles and observing that process represent further learning opportunities.

Each institution or person can be understood as a social system. As such each has boundaries that define what is within the system, what is without, and what is outside in the environment. The management of boundaries of an organisation regarding role, task, time and territory is of crucial importance.

Handling differences and diversity is an important aspect. Differences based on the affiliation to different generations, gender, professions, nationalities and cultures.

Such differences are becoming increasingly important in our world marked by globalisation and the increasing internationalisation of the economy.

In different systems and settings during this GR-Training you will have the opportunity and the possibility of experiencing, examining and of understanding processes of belonging, integration and of splitting.

Learning concept and method:

The GR-Training is designed as and can be understood to be a temporary organisation system, which has learning as its primary task. This design enables and supports experiential and experimental learning in the real life of the company.

During the GR-Training the participants will belong to several systems and subsystems of different size. Different systems and events will be formed: Plenaries, Large System, System Event, Organisational Review, Review and Application Groups, Seminar Events etc.. Each system and event will pursue a distinct primary task. In the different systems and events members will have the opportunity to concentrate on the respective primary tasks, to take up an appropriate role and to discover and experience the authority in this role.

The focus of learning in this GR-Training is on the following aspects:

- Leadership, power, authority and delegation
- Psychodynamic processes in organisations
- Self management in role
- Relatedness and relationships
- How systems connect to and interact with each other
- Diversity, internationality and integration
- Boundaries and open systems in organizations
- Unconscious phenomena in organisations
- Change dynamics and innovation processes

Participants learn through experience, reflection as well as through cognitive work during the GR-Training. The prerequisite is a real desire to learn from participation in the GR-Training.

Structure of the Group Relations Training as an overall system:

Plenary (P)

A plenary will take place at the beginning and the conclusion of the GR-Training.

In these two plenaries all participants and staff can take part.

The Opening Plenary serves to introduce the GR-Training, e.g. presenting Training Staff, becoming acquainted with each other in this context and organisational or administrative issues. The Opening Plenary gives the participants the possibility of reflecting on the images and expectations, which develop with the entry into the GR-Training as an overall system. The experience of entry into the Group Relations Training and crossing this boundary can be examined.

The Plenary at the end of the Group Relations Training gives the opportunity to reflect on the end of the Group Relations Training and the process of ending. The relationships but not the learning can be terminated in this Plenary.

Large System (LS)

All participants together form the Large System. This offers the possibility to learn from processes, relationships and temporarily formed structures (e.g. subsystems). Unconscious fantasies, myths and social fictions can be analyzed and interpreted.

The primary task for the Large System consists of learning about the dynamics in large systems by experiencing, communicating and analyzing the experiences in the Large System. Consultants are present and available to the Large System.

Organisational Reviews (OR)

All participants form the Organisational Review System. Each person and the system as a whole will have the opportunity of examining experiences and roles he or she has taken up within the GR-Training as well as the company so far. The GR-Training experience can be linked with the experiences in the company. The boundaries and overall situation of the company can be explored as well.

Systems Event (SE)

All participants and staff form together the Systems Event. Participants will have the opportunity to form their own sub-systems with consultancy available to them. The SE consists of all the self-formed subsystems and the Staff. The SE examines the relationships in the context of the overall event, between the subsystems of members and between members and Staff.

Staff will work in the roles of management and of consultants.

In the SE members will have the possibility and opportunity

- of experiencing how individuals take up and manage roles in the process of the formation and development of systems
- of taking up authority and delegation
- to exercise leadership
- to try out different roles and to manage oneself in role.

The SE allows also the examination of that which happens consciously and unconsciously, when systems enter into relationships with one another. The SE begins and ends with a plenary.

Review Groups (RG)

In Review Groups the participants can explore the roles and the dynamics of these roles within the GR-Training. Experiences which have been formed in taking up different roles in different events and different system contexts can be reflected on. These experiences can be connected to experiences in the own work situation.

Application Groups (AG)

These groups have the same composition as Review Groups working with a consultant. Experiences which have been formed in taking up different roles

in different events and different system contexts can be reflected on and can be connected to experiences in the own work situation.

Seminar Event (Sem)

Seminar Events given by staff members will be offered. The primary task of the Seminar Events is to introduce key concepts of system thinking and psychodynamics in systems as well as to reflect on these in accordance to the experiences of the Group Relations Training. The Seminar Events gives a chance for adaption of the experience into a more cognitive understanding.

Role of Training Staff:

The Training Staff members work in this Group Relations Training in different roles. All staff members together form the management of the conference.

In this role the Training Staff takes up the responsibility for the establishment and adherence to boundaries of time and territory of the Group Relations Training as a whole. The Training Staff also takes up the responsibility for the primary task of learning in the Group Relations Training.

Individual Training Staff members will take up directorial, administrative and advisory roles.

In the role of the consultant Training Staff will offer working hypothesis concerning the occurrences and the processes "in the here and now" based on their observations and their own experiences:

- They observe the behavior. Based on their experiences they formulate working hypotheses concerning the existing social processes
- They help the participants with the interpretation of and understanding the situation and in examining the hypotheses which are made regarding the psychodynamic processes
- They work with the participants on the challenges and problems based on their experience and roles in their own work and the experience and roles in different parts of the Group Relations Training
- They examine what is projected into the management of the Group Relations Training and onto the consultant

Participants can observe the way staff manage themselves in role in the various events in which they participate, in order to learn from it.

STAFF

Director:

Hüseyin Özdemir (Germany, Turkey, Switzerland), Dipl. Ök., Principal OD Consultant. Senior Coach DBVC (German Association of Coaching). Associate OPUS, London. Member ISPSO. Institutional Associate SIETAR. Associate OD – Institute USA. Co-Director of national and international oezpa Group Relations Programme. Co-Director, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development - Consulting & Academy, Erftstadt-Liblar, Germany.

Associate Director:

Mannie Sher (United Kingdom), BA, TQAP, FBAP. Director, Group Relations Programme; Principal Researcher & Consultant, Tavistock Institute of Human Relations; Fellow, British Association of Psychotherapists; Board Member, International Society for the Psychoanalytic Study of Organisations.

Conference Administrator:

Jingjun Wang (China), HR-expert, Human Resource Department, BSW, Wuxi, China.

Pre-Conference Administrator:

Larissa Jost (Germany), Assistant to the Directorate, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development, Erftstadt-Liblar, Germany.

Qin Yu (China), Assistant QMS & Certificate, Quality Department, BSW, Wuxi, China.

Consultants (further staff will join):

Barbara Lagler Özdemir (Germany, Switzerland), Senior Coach; Large Group facilitator (e.g. Future Search, Open Space, World Café); Certified MBTI Coach; Associate 'Future Search Network Marvin Weisbord'. Institutional Associate SIETAR. Co-Director of national and international oezpa Group Relations Programme. Co-Director and Leading Consultant, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development - Consulting & Academy, Erftstadt-Liblar, Germany.

Dr. Brigid Nossal (Australia), Senior Associate at Innovative Practice specialising in leadership development and work culture diagnosis and improvement through Organisation Role Analysis (individual and group) and Action Learning interventions; Founder member of Group Relations Australia; Fellow of the Australian Institute of Socio-Analysis; Member of the International Society for the Psychoanalytic Study of Organisations (ISPSO); Sessional lecturer in the RMIT University Organisation Dynamics Masters program.

Lucia Shijin (China), MBA CEIBS, Organisational Development Consultant, Beijing, China.

Mannie Sher

Hüseyin Özdemir

Contact oezpa

oezpa GmbH – Academy & Consulting

Schloss Buschfeld

D-50374 Erftstadt (by Cologne)

Germany

Developing organisations and people.

Barbara Lagler Özdemir	Hüseyin Özdemir
Director	Director
Tel.: +49 - (0)2235 - 92 94 00	Tel.: +49 - (0)2235 - 92 94 00
Fax: +49 - (0)2235 - 92 94 09	Fax: +49 - (0)2235 - 92 94 09
E-Mail: b.oezdemir@oezpa.de	E-Mail: h.oezdemir@oezpa.de
Website: www.oezpa.de	Website: www.oezpa.de

