

# LTL

## Learning to learn

Group dynamics  
institutional processes  
and organizational change

ILNODO  
GROUP

FIRST INTERNATIONAL EDITION

A learning experience designed  
for a small group of participants

## ONLINE 2021

Managers of statutory, private, and  
third sector organizations, HR  
executives, organizational consultants

1° Module	26-27	November	H. Shachar-Paraira, A. Sama, C. Carminati
2° Module	3-4	December	K. Eisold, G. Foresti, G. Micene
3° Module	11-12	December	J. Neumann, A. Mavolwane Wright, E. Barreri

to enhance awareness of conscious and  
unconscious organizational dynamics and to  
develop the skills needed for understanding  
and dealing with them, for the benefit of  
individuals, groups and organizations

Organizational and Scientific Committee: Giovanni Foresti e Antonio Samà  
Emanuela Barreri, Cristina Carminati, Giorgia Micene

**INFO**

LTL@ILNODOGROUP.IT

[www.ilnodogroup.it](http://www.ilnodogroup.it)

26-27  
November

Friday 3 pm - 6 pm  
Saturday 9 am - 13 pm

## I Module

### Leading through diversity

Hagit Shachar-Paraira and Antonio Sama  
Tutor Cristina Carminati

3-4  
December

Friday 3 pm - 6 pm  
Saturday 3 pm - 7 pm

## II Module

### Organizational role analysis and continuum authority/power

Ken Eisold and Giovanni Foresti  
Tutor Giorgia Micene

11-12  
December

Friday 3 pm - 6 pm  
Saturday 9 am - 13 pm

## III Module

### Difficulties as a source of learning in organisational change

Jean Neumann and A. Mavolwane Wright.  
Tutor Emanuela Barreri

## LEARNING OUTCOMES

By the end of the programme participants should be able to:

**demonstrate** an understanding of the latent dynamics in organizations;

**identify** the implicit and explicit processes influencing organizational practices;

**analyse** the processes and practices that contribute to overcoming organizational barriers and resistances.

Participants will work in groups to develop the following skills and competences:

- Understanding of latent dynamics in organizations
- Identification of organizational processes that influence institutional practices
- Analysis of processes and methods useful for overcoming organizational blocks and resistances
- Identification of the skills necessary for the management of the role Authority in decision-making processes
- Elaboration of creative solutions for organizational dilemmas
- Creation, development and management of teams and work groups
- Management of inter-professional and inter-institutional collaboration
- Identification of self-supervision and continuous learning processes..

'Experiential learning' is based on the reorganization of the relationships between concepts and theories on one hand and 'archives' of personal experiences on the other.

Learning requires a willingness to recognize the inadequacy of previously acquired conceptual models along with the values on which they are based.

It is required the willingness to live/feel the processes in which one takes part without the protection afforded by identity, role, and ideology.

This painful passage occurs at different levels and involves necessarily long, non-linear processes which differ greatly both between and within subjects.

The Learning to Learn (LTL) programme aims to facilitate the careful selection, patient acquisition and critical consolidation of the conceptual and practical competencies the participants deem most effective for intervening, understanding, and transforming the institutional and social processes in which they live and work.

## Fee

### earlybirds, by November 14

740 € (902,80 € VAT included) Full price

720 € (878,40 € VAT included) Reduced

### after November 14

810 € (988,20 € VAT included) Full price

770 € (939,40 € VAT included) Reduced

Reduced fee for members of: Il Nodo Group, Tavistock Institute, Ofek

# STAFF

## **Emanuela Barreri**

Organizational psychologist, business consultant and accountant. Lecturer for the Management Department of the University of Turin on startups, business creation and soft skills. She deals with organizational analysis and consultancy, support for change, organizational well-being and coaching. Co-founder of Oltre Il Dato, a multidisciplinary consulting company; president of Environment Park, a scientific and technological park based in Turin, member of Il Nodo Group

## **Cristina Carminati**

Individual and group psychotherapist and psychologist, member of Il Nodo Group and of the Group Analysis Laboratory. For the Turin branch of the COIRAG School of Specialization in Psychotherapy, she is a member of the National Direction, of the Headquarters Board, and teacher of Theories and methods of observation in groups.

## **Ken Eisold**

PhD, is a practicing psychoanalyst and organizational consultant. He has served as president of the International Society for the Psychoanalytic Study of Organizations and as a director of the Organizational Program at the William Alanson White Institute, which he helped to found. For several years he directed the A. K. Rice Institute's National Conference on Leadership and Authority. He lives and works in New York City.

## **Giovanni Foresti**

Graduated in medicine and specialist in psychiatry, he is an analyst with training functions for the SPI and the IPA. Partner of OPUS, London, and Il NODO Group, Turin. He teaches at the School of Specialization in Psychiatry of the University of Milan-Bicocca and at the Faculty of Psychology of the Catholic University. He works as a supervisor and organizational consultant in several institutions

## **Giorgia Micene**

Psychologist and psychoanalytically oriented psychotherapist. Consultant for third sector organizations working with vulnerable groups. Member of Doctors Without Borders Italy, Opus London, member of the scientific editorial staff of Psicologi del Mondo-Torino, member of the Scientific Committee of the Nodo Group

**Jean Neumann**

As a supervising organizational development and change (OD&C) consultant and practice-based researcher (BA, MA, PhD), Jean operates a consultancy practice, teaches consultants and change agents, and studies workable approaches to real life change. Her private practice currently provides supervision services for both internal and external OD&C practitioners who need backstage support and guidance. Jean serves The Tavistock Institute of Human Relations as Senior Fellow in Scholarly Practice (since 2010) and NTL Institute as a Professional Member (since 1993).

**Hagit Shachar-Paraira**

Organizational and Group Consultant; lecturer at the Haifa University and The program of Organizational Consultation & development: A Psychoanalytic-Systemic Approach; Founder: RoomToConnect - a mutual space that connects people, thoughts and actions. Areas of expertise: Gender, leadership, organizational & Individual change, group facilitation. Member of Ofek

**Antonio Sama**

University lecturer and organizational consultant. He is Professional Partner of the Tavistock Institute of Human Relations. His interests include the role of systemic psychodynamics in university education, action research and complexity and the processes of change in the third sector. He holds roles in Italian and British universities

**Alexandra Mavolwane Wright**

Specialises in supporting small groups and teams, particularly within local authorities, charities and education. Her approach is grounded in the Tavistock model of systems psychodynamics, integrating group process theory and open systems thinking to facilitate improvements in both intergroup and intragroup functioning.

Recent projects - set against the background of the pandemic - have included the facilitation of dialogues exploring racism and racial equality in a variety of organisational settings, with a view to highlighting the issues around difference and improving inclusivity.

**Associazione Il Nodo Group** is a social enterprise that was founded by a professional team established in Turin in the 90s. The team carried out study, training and consultancy activities in collaboration with The Tavistock & Portman NHS Trust in London and with other national and international scientific institutions.

The primary task of Il Nodo Group is to promote the exploration and understanding of conscious and unconscious relational processes in individuals, groups, organizations and society, as tools for managing change, supporting development and well-being

**OFEK – Organization-Person-Group** – the Israeli Association for the Study of Group and Organizational Processes was founded in 1985 and today functions as a community interest company. OFEK strives to promote in Israel the field of experiential learning of group and organizational processes in the group relations approach, as developed in the fifties of the twentieth century in the Tavistock Institute in London. Since then this approach has spread to other countries. The study of these processes is of special importance in Israel, where belonging to groups and identifying with them are central features of social life

**The Tavistock Institute of Human Relations** is a non-profit organization that applies social sciences to contemporary issues and problems. It was formally founded as a charity in 1947, although its study and research activities began after the First World War, along with those of the Tavistock Clinic. The Institute promotes evaluation and action-research projects, organizational development and change consultancy, executive coaching and professional development, aimed at supporting sustainable change and continuous learning

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