

# THE MAKING OF MANAGEMANT, ROLES AND DECISIONS

An experiential event in the  
Tavistock tradition

1 pm 3<sup>rd</sup> December to 2 pm 7<sup>th</sup>  
December 2020

Moscow, Holiday Inn  
Seligerskaya, Korovinskoe  
Highway 10

Registration:  
[https://apcbc.timepad.ru/event/  
1278497/](https://apcbc.timepad.ru/event/1278497/)

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## We are pleased to announce a Moscow Group Relations Event: "The Making of Management, Roles and Decisions"

### Who is this for?

Anyone who works in teams and groups or who would benefit from a deeper understanding of management and organisational dynamics. This includes: Coaches and consultants, managers, HR staff, sales staff, team leaders and members, trainers, clinicians, entrepreneurs and community workers.

### What will you get from the Conference?

The opportunity through experience and reflection to:

- Learn how decisions are made both consciously and unconsciously
- Discover about the management of one's self in different roles
- Be in a group that makes its own decisions, allocates its own roles and relates, across boundaries to other groups
- Understand the emotional and intuitive dimension of group and organizational life
- Discover how the group context influences how people "see" situations
- See how formally agreed upon and informal (un-thought out) roles are found, given, made and taken up
- Learn about how roles are created in differing group dynamics
- Understand how groups cooperate or compete, and how differences (e.g. history, power, etc.) affect how they relate to each other.
- Develop deep learning about conflict and collaboration within and between groups.

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## What is the task of the Event and how may it be useful?

The Overall Task of the Event is:

*To provide opportunities to learn about how management, roles and decisions are made by engaging with and reflecting on experience as it happens.*

Professional roles and activity entail management in organisations. This requires a constantly making decisions about working relationships and practices and about how roles are allocated to get jobs done. While this is often regarded as solely a rational process following logical procedures, neuroscience now tells us that the brain makes decisions intuitively and unconsciously and that this shapes the way we use rational arguments to explain and shape how we behave. Studying the unconscious ways in which we “see” complex situations at work can reveal how decisions, management and roles are also made on another level.

Learning from engaging with and learning from present time experience opens a window to both individual and group dynamics, as well as inter-group and organisational dynamics. Looking through this “window” provides opportunities to also learn about the impact of previous experiences, the role of culture, and how the context shapes what emerges. This focus for learning is on groups and organisations, and how they shape individual emotions and behaviour.

This is often very useful. Many who attend such events report having learned surprising things about themselves and others, about how they have related to groups, organisations, and about their attitudes toward management. And, most importantly, many report feeling more capable and effective in the various roles they occupy in their regular lives.

Today, management is no longer simply top-down nor bottom-up. The authority to engage others in meaningful work arises from multiple sources. This is not only a question of motivation through compelling vision or shared values, but also of negotiating how people work together. This, in turn, is influenced by hidden resistances and motives that need to be faced before progress becomes possible. The modes of resentful obedience, dominating authority relations or seductive management are becoming less and less effective in organizations that increasingly require flexibility and maximum engagement of people to survive and thrive.

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## Participation

Because learning in this conference is integrated across all sessions, it is important that members participate in the entire event. If you are unable to do this, please wait for a future event.

A certificate of professional development will be provided.

## What is the Method for learning? What is the Role of Staff?

The method of learning involves a series of events with different tasks. There will be small study groups to learn from emerging present time experience; large study groups to learn about the dynamics of larger systems; an event to study the inter-action between the groups; and application groups designed to help participants see how their conference experience illuminates aspects of their back-home organizations. Each event has a different task yet centering on the primary task of the conference: offering opportunities to learn about group dynamics by engaging and reflecting on experience as it happens.

Staff members will take two roles: consultants and managers. As a team they will manage the whole event, its administration, recruitment and resourcing. *Unlike traditional conferences, where faculty lecture and provide intellectual input, this conference uses a different method of learning, one based on learning from the direct experience of participants rather than presentations or lectures.* As consultants the staff will assist groups with their learning tasks as they occur. They invite members to join them in questioning and/or adding to their speculations, so all may learn from and contribute to experiences that unfold.

The methods used are based on those developed and currently practiced through the Tavistock Institute (London) Group Relations Programme, the A.K. Rice Institute (USA) and through other affiliated centres across the world.

## Event languages

The event will be in English and Russian. Staff members will work in English or Russian, or both languages with the possible assistance of a conference translator.

The application form includes a section to indicate whether you can work in English or in Russian.

**Please note:** this event is not a form of therapy although individuals may gain valuable personal insights and experience. It is an experience that can be emotionally demanding and challenging. Because, we encourage people who are in stressful situations to attend at a later date.

## Application Form

Application form is available via the link: <https://apcbc.timepad.ru/event/1278497/>

After filling in the application you will be transferred to the payment section.

## Fees, Payment and Cancellation

Payment is to be made by debit/credit card online via the link:

<https://apcbc.timepad.ru/event/1278497/>

Cancellation policy: 75% return if cancellation occurs prior to the 15<sup>th</sup> November, 25% return if cancellation occurs on or after the 15<sup>th</sup> November.

	Early Bird 10% off (until October 20)	From October 21 <sup>st</sup>
Standard fee	62 100 rubles	69 000 rubles
Members of APCBC ISPSO, AKRI Student and Alumni of MP HSE – 5% off	58 900 rubles	65 500 rubles
Group of 3 and more – 5% off	58 900 rubles	65 500 rubles
Standard fee with accommodation from December 2 till December 7	90 000 rubles	100 000 rubles*
Fee with accommodation from December 2 till December 7 for Members of APCBC ISPSO, AKRI, Student and Alumni of MP HSE – 5% off	85 500 rubles	95 000 rubles*

\* This fee depends on hotel rates.

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## Staffing



### Director:

**Richard Morgan-Jones**, Group Relations, Organizational Consulting and Executive Coaching. Supervising and Training Psychoanalytic Psychotherapist with British Psychotherapy Foundation, Author. Registered member of British Psychoanalytic Council (BPC). Elected Board member of International Society for Psychoanalytic Society of Organizations (ISPSO). Mentor and member of the AK Rice Institute (USA) and member of the Organization for Promoting the Understanding of Society (OPUS). Visiting faculty member at the Indian Institute of Management at Ahmedabad, India and the Higher Education College Moscow, Russia. Associate consultant of Work Lab, New York. Director of Work Force Health: Consulting and Research.



### Assistant Director/ Training:

**James Krantz**, Ph.D. is an organizational consultant and researcher from New York City where he is a principal of Worklab, a firm that concentrates on strategy implementation and senior team development. Jim earned his Ph.D. in Systems Sciences from the Wharton School. He has served on the faculties of Yale and Wharton and has taught at numerous universities including Columbia, Harvard, INSEAD and the Universidad de Chile. Jim's writing focuses on the impact of emerging social trends on management, leadership in contemporary organizations, and on the socio-psychological challenges posed by new forms of organization. He is past president and Honorary Member of the International Society for the Psychoanalytic Study of Organizations (ISPSO), a Fellow of the A.K. Rice Institute, and former Director of the Center for Socio-Analytic Studies at IPTAR. He serves on the editorial boards of the Journal of Applied Behavioral Science, Organisational and Social Dynamics, and Socio-Analysis.

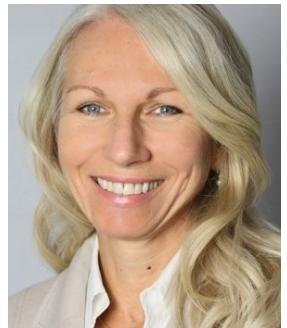
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## Staffing



**Consultant:**

Jolita Buzaitytė-Kašalynienė, Ph.D, Associate professor of Sociology and Social Work Institute, Vilnius University. Independent Expert of the Youth Department at Ministry of Social Security and Labour. Member of Lithuanian Sociological Society and Lithuanian Scouting Association; Representative, Vyduinas Youth Foundation; Co-founder and President, Lithuanian Group Relations Society. Based in Vilnius, Lithuania.



**Consultant:**

Anna Frank, Organizational and Leadership Development Consulting and Coaching. Teaches in post-graduate Coaching Programs at Inscape (Institute for Coaching and Consulting, Cologne). Staff in Group Relations Conferences since 2009 in Germany. Clinical Psychologist in private Practice for Psychoanalysis, Psychotherapy and Supervision, Germany. Teaching in post-graduate Psychotherapy Programs at the Heidelberg Institute for Psychotherapy (HIP) and at the Wiesbaden Academy for Psychotherapy (WIAP). Member of the International Society for the Psychoanalytic Study of Organizations (ISPSO) and of the Organization for Promoting Understanding of Society (OPUS).

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## Staffing



### Head of Administration:

**Ekaterina Dzhabar-Zade**, M.A. Psychology, Independent psychodynamic coach and consultant specializing in work with individuals, groups and organizations in private and public sectors. Staff member Masters' Program 'Psychoanalysis and Business Consulting' National Research University Higher School of Economics. Certified Analytic-Network Coach, Certified Professional Business Coach of Association of Psychoanalytic Coaching and Business Consulting. Member of ISPSO. Based in Moscow, Russia.



### Assistant Administrator:

**Dragana Vranješ**, MS in Psychology (HSE, Moscow) and MBA (Hult International Business School, Boston). Psychodynamic business coach and psychoanalytical psychotherapist with past professional experience in management consulting and the financial services sector. Certified Business Coach from the Association of Psychoanalytic Coaching and Business Consulting. Elected Board member of the Association of Psychoanalytical Coaching and Business Consulting. Currently studying Clinical psychology at the Pirogova State Medical University and Clinical Psychoanalysis at the Serbskiy State Medical Center for Psychiatry. Based in Moscow, Russia.

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## Staffing



### Consultant in Training:

**Ekaterina Shapovalova**, MSc Management (LUBS, Leeds, UK), MA Psychology (HSE, Moscow) Psychodynamic coach and business consultant working with private clients and organisations, psychodynamic psychotherapist. Managing partner at Subcon Business Solutions, Senior lecturer on the Master's Program 'Psychoanalysis and Business Consulting' at Higher School of Economics, Member of ISPSO, Board member and Certified Professional Business Coach of Association of Psychoanalytic Coaching and Business Consulting. Based in Moscow.



### Consultant in Training:

**Irena Izotova**, M.A. Psychology, Executive and Team Psychoanalytic Coach and Organizational Consultant, Certified Dynamic Consultant (CFAR), Certified Analytic-Network Coach working with business organizations, business owners and start-ups. Psychoanalyst of Lacanian orientation. Member of faculty at Higher School of Economics, Master's Program 'Psychoanalysis and Business Consulting'. Member of ISPSO. President and Certified Professional Business Coach of Association of Psychoanalytic Coaching and Business Consulting.



### Consultant in Training:

**Denis Kulikov**, M.A. Psychology (HSE, Moscow), organisational consultant and coach. Works with private and corporate clients. Studied psychodynamic and systemic approaches in consulting organisations at D10 course of Tavistock and Portman (London). Guest lecturer on the Master's Program 'Psychoanalysis and Business Consulting' at Higher School of Economics. Certified Wingwave coach. Member of ISPSO and APCBC. Partner at SeaLine Insurance Brokers Ltd.



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## Sponsoring Organizations

**ASSOCIATION OF PSYCHOANALYTIC COACHING AND BUSINESS CONSULTING (APCBC)** was set up in 2014, is the first and largest professional association in the field of applied psychoanalysis of business in Russia. Set up by the management and alumni of the Masters' Programme "Psychoanalysis and Psychoanalytical business consulting" of HSE (see next page for info) the Association aims to foster further professional development of specialists in the field and promote psychoanalytic approach and methods in working with organisations, groups and leaders in business and educational societies. APCBC offers professional support in various formats: educational events, professional conferences, supervision support to over a hundred members so far and is strategically determined to closely cooperate with international professional societies in the field, firstly with ISPSO. 10 members of APCBC are also members of the International Society for the Psychoanalytic Study of Organizations (ISPSO), including two members of the organising committee for this event.

**MASTER PROGRAMME AT HSE**, "Psychoanalysis and Psychoanalytical Business-consulting" and "Psychoanalysis and Psychoanalytic Psychotherapy" HSE, Moscow.

National Research University – Higher School of Economics has long been among the leading Russian universities. It is especially renowned for its management and business studies programmes.

The pioneering Master Programme "Psychoanalysis and Psychoanalytic Business Consulting" led by Prof. Andrey Rossokhin is the only higher education programme in the field of applied psychoanalysis of business in Russia. The programme aims not only at educating highly competent professionals in the field of coaching and psychoanalytic business consulting but also at creating a strong and viable community of professionals and a constantly developing school of practitioners and experts.



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## Sponsoring Organizations

### INTERNATIONAL SOCIETY FOR THE PSYCHOANALYTIC STUDY OF ORGANIZATIONS

The common purpose of the International Society for the Psychoanalytic Study of Organizations (ISPSO) is to explore how contemporary psychoanalytic thinking can further our understanding of organizations and the wider social influences that impact on them. ISPSO has an international membership consisting of consultants, academics, clinicians, coaches, managers, leaders, students and others who are active in applying psychoanalytic frameworks to inform their work. It holds both annual conferences and regional events across the world.

### A.K.RICE INSTITUTE

A national educational institution, AKRI was founded in 1969 by Rioch to create a United States organization for management and promotion of Group Relations Conferences using the methodology developed by Rice in his work at the Tavistock Institute of Human Relations in the United Kingdom.

AKRI's original mission was to explore what events and processes produced non-rational behaviour in social groups and relations. Today, the Institute's mission has broadened to a more diverse audience in efforts to explore the different ways in which groups interact. AKRI continues to hold regular Group Relations Conferences, symposia, and training with the hope to promote further discussions and research on social interaction in the United States.