



THE  
TAVISTOCK  
INSTITUTE®

LITHUANIAN GROUP RELATIONS SOCIETY, VILNIUS UNIVERSITY & THE TAVISTOCK INSTITUTE  
OF HUMAN RELATIONS

invite you to attend

**The 11<sup>th</sup> International Group Relations Conference  
in Lithuania**

# TRUST IN LEADERSHIP AND AUTHORITY: FINDING ONE'S VOICE FOR A POST COVID ERA

**20<sup>th</sup> – 24<sup>th</sup> August 2021**

A working conference based on Tavistock  
experiential learning methodology





When we chose the theme for this Conference we had only a vague idea of what the COVID virus would bring to our societies locally and globally. Now we see more clearly how the pandemic's spread has changed our life, work routines, channels of communication, and the ways in which we connect with each other. The world has become more fragmented, reduced to the size of the computer screen and defined by it.

Citizens now focus more intently on decisions of their countries' leaders. Vaccine nationalism is common. Some countries are turning inwards and fighting for survival nationally. At the same time there are also instances of cooperation between nations with differing levels of success. Trust in leadership and traditional authority is questioned and altered.

The fear of social chaos around the pandemic, immigration, climate change, and economic uncertainty pushes us towards tribalism and the longing for containing leadership, even if more authoritarian. Can we trust our leaders? Do we believe they care for us? Can we trust that they are able to make the right decisions? Which survival strategies do we adopt? All these questions come to mind thinking about authority and our relationship to it.

A Group Relations Conference offers a unique and rich learning opportunity for making sense of these social dynamics. Participants can emerge with a greater capacity to join and fully engage in work and community life. The conference provides opportunities for participants to find themselves and claim their voice as part of the larger world we are all part of.

**Organizers are aware of the present situation and will take necessary measures for the safety of participants.**

# WHO IS THIS PROGRAMME FOR?

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

# WHAT WILL YOU GAIN FROM THIS PROGRAMME?

You will have opportunities to learn how to:

- **manage yourself in the multiple roles** necessary to successfully perform in 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 an-other, or a group of others.
- support 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 help you:

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

**explore the conscious and unconscious nature of leadership and followership, and the exercise of authority in these and other roles as they develop through the interpersonal, intergroup and organisational relations within the conference, as a temporary institution that reflects complex global dynamics.**

# THE METHOD

This conference is based on the theoretical perspectives and methods of GROUP RELATIONS as developed in the Tavistock 'Leicester' working conferences on Leadership, Authority, Role and the Organization.

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 develop clearer understandings of their own organisations and their **roles** within them.

The programme offers the participants opportunities to use their imagination to explore how **they are taking up leadership roles and reacting to the leadership of others.**

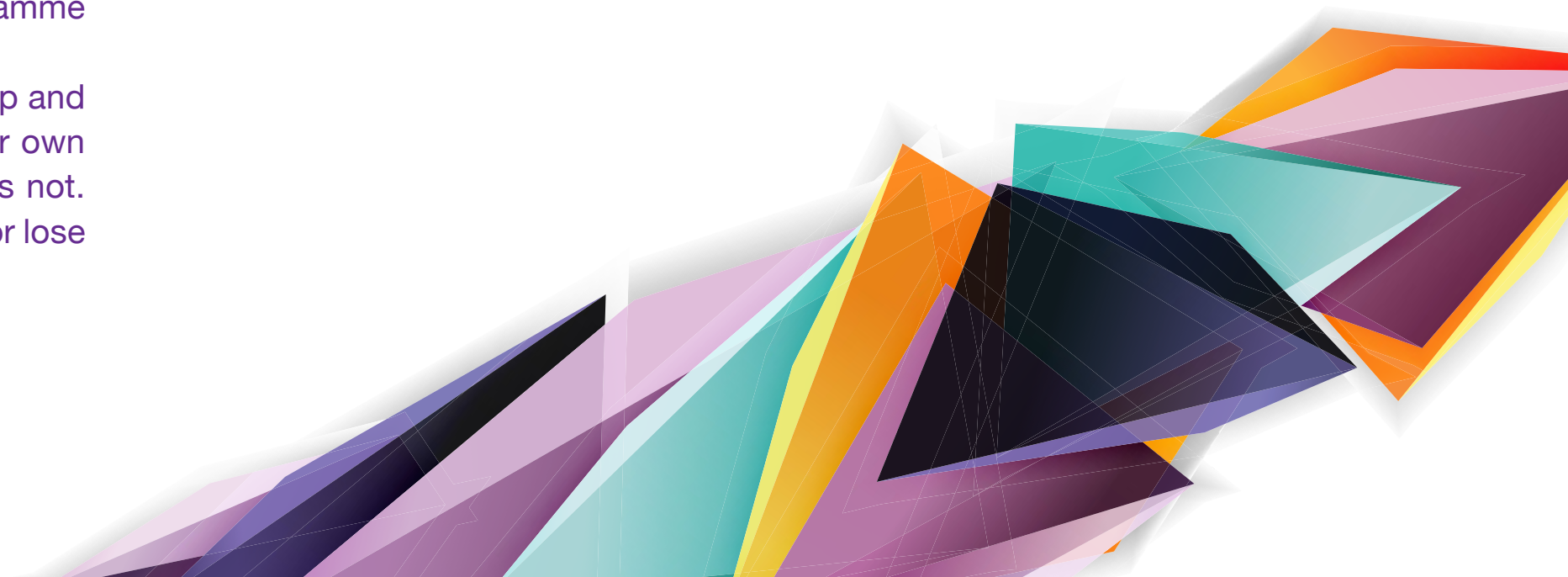
The programme focuses on **culture, structure** and **task**, and the need for understanding the **roles** of participants as they relate collaboratively and competitively with each other. Such understanding involves disciplined attention to one's own **experience**, openness to the experience of others, tolerance of **uncertainty**, readiness to **interpret** what is happening, and 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 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 exploring 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 to be 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.

## Consultancy Learning Group

The conference design includes a Consultancy Learning Group (CLG). Participants of the CLG will have an opportunity to strengthen their ability to exercise their authority through drawing upon the consultative stance. Using the group relations model of experiential learning, which emphasizes the value of inner experience as an important guide, participants will develop their consulting abilities during the conference. The aim is to help participants to apply their learning in their external roles to relevant groups and organizational settings. The CLG is not intended primarily as training to take up roles in GROUP RELATIONS CONFERENCES, but as an opportunity to experience the group relations model in different perspectives, by taking up consultative roles. **The CLG is open to those who have been members of at least two GROUP RELATIONS CONFERENCES** and are interested in developing this type of learning and applying it to their professional life. The consultancy learning group has its own separate timetable, which combines experience with time for reflection. **The number of places in the CLG is limited.**



# 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 Conference Director, Associate Director and Director of Consultancy Learning Group, in addition to their consultancy roles, together with the Conference Administrators, constitute the **Conference Directorate**:

## DIRECTOR:

**Jolita Buzaitytė-Kašalynienė**, PhD, Associate professor of Sociology and Social Work Institute, Vilnius University. Co-founder and President, Lithuanian Group Relations Society. Associate of oezpa GmbH - Akademie & Consulting (Germany). Member of Lithuanian Sociologists Society and Lithuanian Scouting Association. Representative, Vydūnas Youth Foundation (Chicago). Based in Vilnius, Lithuania.

## ASSOCIATE DIRECTOR:

**Moshe Bergstein**, PhD, Social work, MSc, Chemistry and Life Sciences. Psychotherapist and training psychoanalyst in private practice. Teaches in various post-graduate psychotherapy programs and in the Israel Psychoanalytic Institute. Member, Israel Psychoanalytic Society, Jerusalem. Member, OFEK. Based in Ramat-Hasharon, Israel.

## DIRECTOR OF CONSULTANCY LEARNING GROUP:

**Olya Khaleelee**, M.A., Corporate Psychologist, Pintab Associates Ltd; Professional Partner, The Tavistock Institute of Human Relations; Organisational Consultant; Past Director of OPUS: an Organisation for Promoting Understanding in Society. Based in London, United Kingdom.

## ADMINISTRATORS:

**Vilma Ferrari**, M.A. Education Management, Pedagogy in Information and Communication Technology and Environment Protection Engineering. Director and Project Manager at the Institute of Mobile Technologies for Education and Culture. Expert of the Press, Radio and TV Support Fund, the Agency of International Youth Cooperation, and the Education Exchanges Support Foundation. Member of Lithuanian Group Relations Society. Based in Vilnius, Lithuania.

**Algimantas Stancelis**, Ba, Computer Science, agile coach—organisational consultant working in the field of software development. Based in Vilnius, Lithuania.

## CONSULTANT STAFF WILL BE DRAWN FROM THE FOLLOWING:

**Milda Autukaitė**, MSc Organizational Psychology, P3C Cert. Tavistock Institute of Human Relations, Senior HR Project Manager in “Swedbank” Lithuania, OD Consultant, Teacher and Supervisor in Vilnius University, Member of Lithuanian Group Relations and Group Analytic Societies. Based in Vilnius and London.

**Raymond Bakaitis**, Ph.D. President, the A. K. Rice Institute for the Study of Social Systems (AKRI). Member, Lithuanian Group Relations Society. Associate Clinical Professor, Retired, UCLA Department of Psychology. Past-President, Los Angeles County Psychological Association. Based in Los Angeles, USA.

**Markus G. Feil**, Dr. biol. hum.; Psychoanalyst, German Psychoanalytic Society; Psychotherapist, systemic-psychodynamic business Coach. Director of a Forensic Outpatient Service for Violent and Sexual Offenders. Freelance Consultant in the Psychosocial not for profit, Forensic, Mental Health and Economic sector. Member of Lithuanian Group Relations Society. Based in Munich, Germany.

**Jurgita Gaukštė**, MSc Business Management, Organizational consultant working with leadership and culture. Consultant at EMBA leadership modules at IMD Business School, CEIBS Business School and the Moscow School of Management SKOLKOVO. Member of Lithuanian Group Relations Society. Student at postgraduate studies of organisational psychodynamics in Vilnius University. Based in Vilnius, Lithuania.

**Francesco Nosedà**, psychologist, psychotherapist, psychoanalyst of the International Federation of Psychoanalytic Societies (IFPS), member of “Il Nodo Group” (the association that organizes the international Group Relations Conference in Italy) and SIPRe (Italian Society of Relational Psychoanalysis); expert in group psychoanalysis, psychoanalytic psychodrama and psychoanalysis for adolescents. Staff member in Italian and International GRC. Based in Milan, Italy.

**Irina Ponomarchuk**, executive and psycho-dynamical coach, Director of Group Relations Russia, works with business executives in Russia, China, Saudi Arabia, France and Switzerland. Studies psychoanalysis at High School of Economics. Based in Moscow, Russia.

**Miki Rozenstine**, M.A., Clinical psychologist and Organizational Consultant. Manager-partner Mifgash-Individual, Team and Organisational Development. Co-Director and Faculty Member of the Program in Organisational Consultation and Development: A Psychoanalytic-Systemic Approach, sponsored by Tavistock institute. Former Commander of the school for Leadership Development – IDF. Member of OFEK. Based in Tel-Aviv, Israel.

# THE ROLE OF STAFF

## 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, members and staff, can engage with the primary task of the Conference.
2. They work in their consultancy roles to the various events, informed by their own experiences of the events and 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. Staff members are not only observers of the process but are actively involved in it. It is important, therefore, for staff 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 is **English**. However, where all members of a group are Lithuanian or of some other nationality, their native tongue 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, 20th and end at 17.00 on Tuesday 24<sup>th</sup> August 2021.

**PLACE:** The conference will be held at Augustijonų st. 8, Vilnius, LT-01127.

All members will be invited to post-conference review and application groups. The task for these groups will be to extend the learning achieved during the conference and to discuss the applicability of the learning in their outside lives.

**FEES:** The conference fee is **650 EUR**.

Additional fee for participation in the Consultancy Learning Group is **80 EUR**.

## DISCOUNTS:

i.

There is a reduced fee of **450 EUR for public and NGO sector workers** in Lithuania.

ii.

In addition, there is an **early bird discount of 80 EUR** for all applications received before **15<sup>th</sup> July, 2021**.

iii.

A limited number of partial bursaries will be available. To apply for a bursary, please complete the Registration Form and send a request with a short description of the relevant background before **15<sup>th</sup> July, 2021**.

**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.

We are planning an in-person, face-to-face Conference. There is a possibility that we might be forced to postpone the Conference due to COVID conditions and governmental restrictions. Please let us know if you would like to attend and participate in the conference in August. Knowing your intentions will help us to go on with preparations.

If this Conference is postponed, we are planning to hold the conference online in autumn 2021 with a different fee structure and separate registration process.

## CANCELLATION POLICY:

Cancellation occurring on or before 5<sup>th</sup> August, 2021: 75% of payment will be returned.

Cancellation occurring after 5th August, 2021: 25% of payment will be returned.

In case the conference has to be cancelled because of COVID restrictions, payment will be refunded in full.



# HOW DO I APPLY AND RESERVE MY PLACE?

To register for the conference, please click on the <https://forms.gle/uq9wDLf9p-2pk5MmT7> and fill out the online form.

Registration will take effect once payment has been made.

Participation in the Consultancy Learning Group will be confirmed by the CLG Director on the basis of the experience and motivation of the applicant.

For further details or if you have any questions please contact the conference administrators, Algimantas Stancelis and Vilma Ferrari, at [grupiusantykiai@gmail.com](mailto:grupiusantykiai@gmail.com)

**CLOSING DATE FOR APPLICATIONS:** Thursday, 5<sup>th</sup> August 2021.

## OTHER ADMINISTRATIVE DETAILS

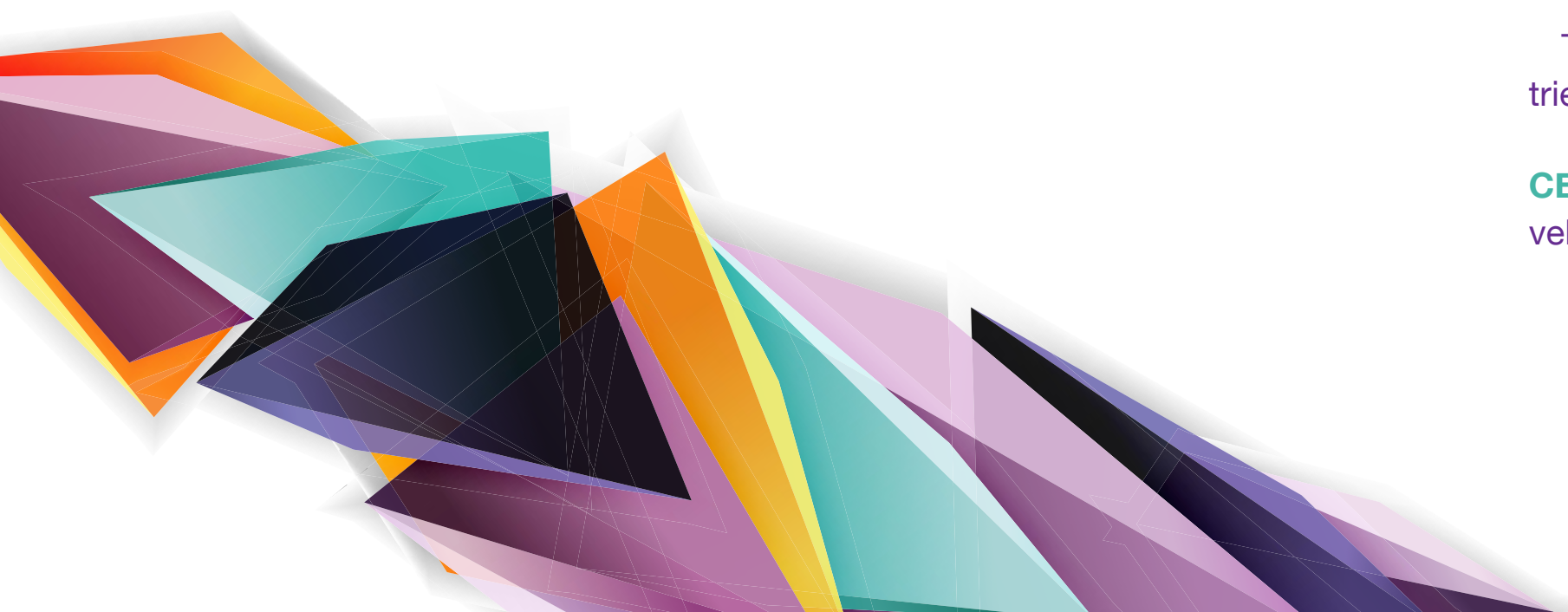
**MEALS:** Refreshments will be served morning and afternoon. Meals will not be provided by the conference.

**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 highly recommended. 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.

It is important to note that while experiential learning such as that available in this conference can be enriching, it can also be stressful at times. Therefore, individuals who are ill or experiencing a period of significant personal difficulty may wish to postpone attendance at this time.

The conference is not residential and participants from other cities or countries should reserve their accommodation at hotels in the vicinity.

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



# SPONSORING ORGANISATIONS

## LITHUANIAN GROUP RELATIONS SOCIETY

The Lithuanian Group Relations Society, established in 2017, is an association whose mission is to develop experiential learning in groups, organizations and communities. The Society works with a group relations “learning from experience” methodology and from a psychodynamic systemic perspective. The Society strives to encourage a culture of open and reflective dialogue and fruitful collaboration between representatives of private, public, and non-governmental sectors for the purpose of enhancing leadership and empowering meaningful action.

## THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

The **Tavistock Institute of Human Relations**, first registered as a charity in London in 1947, is a non-profit consultancy, research, and professional development organization dedicated to the application of social science to contemporary issues and problems. The Institute is engaged in evaluation and action research, organizational and change consultation, and executive coaching and professional development. All these activities are designed to support sustainable change and ongoing learning. The work of the Tavistock Institute, developed in many countries, is noted for its innovation and for working across boundaries in difficult situations. The Tavistock Institute combines research and analytical skills with practical help in devising solutions and following through to implementation. It is particularly known for its capacity to work with issues that are otherwise hidden, and sometimes unconscious. The Tavistock Institute has been a sponsoring organization of Vilnius Group Relations Conferences and Lithuanian Group Relations Society since their inception. Tavistock Website: [www.tavistock.org](http://www.tavistock.org)

## VILNIUS UNIVERSITY, DEPARTMENT OF SOCIAL WORK AND SOCIAL WELFARE

Vilnius University houses one of the first schools of social work in Lithuania. The Department of Social Work began operating in 1992. It initiated the process of institutionalizing the profession of the social work which hadn't existed during the Soviet regime. In 2018 the Department of Social Work and Social Welfare was established to further define the mission and scope of the profession. The Department offers master and bachelor study programmes in social work and delivers in-service training.

Faculty take active roles in the discourse of social work as an academic discipline. These roles include researching the profession's field, practice, identity, and status. The Department organizes scientific events around social work leadership, social innovations, the ecology of social work, and other national and global issues. Faculty publish in the scientific journal STEPP. Faculty participate in the formation of social policies, consult as experts and evaluators of policy measures, and testify to the legal basis for social work. <https://www.fsf.vu.lt/sociologijos-ir-socialinio-darbo-institutas/struktura/socialinio-darbo-ir-socialines-geroves-katedra>

