A Three-day Group Relations Conference in the Tavistock Tradition sponsored by:

LEADERSHIP AT THE BOUNDARIES

Authority, Power and Justice. Leadership for Change Series at Boston College
Stokes Hall, Chestnut Hill, Massachusetts
April 1–3, 2016
Dear Prospective Member,

Every moment of every day, at every level, everywhere, we are confronted with the need to make, manage, negotiate and cross boundaries. Internationally, we see people leave their homes in droves to make risky journeys over mountains, seas, and deserts, seeking refuge, as governments struggle to manage borders, paths to entry and citizenship, and an obligation to a growing displaced population. Nationally, we see cities struggle with role boundaries as we question whether uniformed officers pose a threat or offer safety, and whether street vendors selling cigarettes should be protected or handcuffed. Within our living spaces, such as college dorms, we are told to define what means yes and what means no, what constitutes free speech and what is a micro-aggression. On an interpersonal and personal level, we are challenged by the evolving boundaries around gender, race, and our own identities. These are just a few examples of the ever-changing nature of boundaries that confront us constantly, challenging and unsettling our sense of who we are. The persistence with which we face these issues suggest how deeply rooted they are in our systems, and propel us to explore below the surface to unearth our profound relatedness. To be an effective leader in these times requires more than simply knowing how to make, cross and hold boundaries. Leadership for change requires being at the boundary and experiencing and learning from the constantly shifting nature of the terrain both above and below the surface.

Leadership at the Boundaries is a Group Relations Conference in the Tavistock tradition that offers experiential learning about the dynamics of authority, power, justice and leadership at the boundaries as they arise and develop in the moment. You will have an opportunity to study how effective you and others are in taking up authority and leadership in a changing environment, to study what is happening above and below the surface, and to explore the conscious and unconscious ways we are bound together. Participants and staff learn together about rational and irrational group processes that assist and hinder our work as well as the impact that collective actions and inactions have on systemic dynamics and the experience of justice. If you are concerned about these issues and want to develop your own capacity to authorize yourself and others to lead at the boundaries, join us!

Evangeline Sarda, Conference Director
Jeanine Baillie, Director of Administration
What can I learn from this conference?

- How can I improve my ability to recognize, manage, create and negotiate boundaries effectively?
- What is the impact of individual characteristics such as race, ethnicity, nationality, gender, sexual orientation and age on roles, authority, and boundaries?
- How do I manage the boundary between being an autonomous individual and being responsible to a group?
- How do I manage myself in a constantly changing environment? When am I an agent of change and when do I resist it?
- What can I learn from my experiences of competition, collaboration, conflict, coalition-building, and delegation? How can I apply what I learn to situations back home?
- What is the difference between authority, power and leadership?
- How do the dynamics of authority, power and justice play out in groups with differing sizes, structures and tasks? How are leadership roles authorized, and how does this authorization affect the group’s work?
Purpose

The purpose of the conference is to enable participants to improve their leadership and organizational effectiveness by providing experiential opportunities to learn about the rational and irrational ways that organizations and groups function. This conference provides the opportunity to study the impact group processes have on the exercise of authority particularly as it relates to the experience of power and justice.

Methodology

The conference is designed to be a temporary organization, or system, which comes to life when staff and participants come together. As a social system, the conference serves as a microcosm of larger organizations, systems, and societies in the world and is the context for group-level analysis. In the conference system, learning is experiential and based on reflection-in-action, which means that there will be no presentations given by experts to direct and organize one’s learning. Instead, learning occurs when participants attend to their experiences in the moment, and using their experience as evidence, dialogue with others to negotiate meaning and boundaries in real time. During the conference, staff and participants work together to understand the rational and irrational aspects of the organizational culture that is emerging. Staff stay within and work from management and consulting roles, while participants are free to take up roles and their own authority to engage the primary task as they choose, gaining insight into the conscious and unconscious processes that influence their leadership style. This learning is done in the context of the evolving culture of the conference system and through the inter-personal, inter-group and institutional relations that develop in the conference as a temporary organization set within the wider context of society.

Primary Task

The primary task of this conference is to study the conscious and unconscious development and exercise of authority, leadership, power and justice at the boundaries as it occurs over the life of the conference.

Research

During this conference, Tracy Wallach, Ph.D. will be conducting research about the learning that takes place during and after the conference event. As part of this research, you will be invited to complete pre and post conference surveys. Responses are anonymous and your participation is completely voluntary. Dr. Wallach will also be observing staff meetings and select events during the conference.

Small Study Group Training Track

A small study group training track will be offered at this conference for those interested in training related to small study group consulting. Participation in at least one group relations conference is a minimum requirement. Those interested in applying for the training component should contact Dr. Johanna Malaga at apjgrc@gmail.com for more information.
Conference Events

The conference is organized as a series of events that provide opportunities to learn through the examination of experience in a variety of social contexts. The events will begin and end promptly at the times designated. A schedule will be provided at registration. Conference events may include:

- **Opening and Closing Plenaries:** These sessions open and close the conference, providing an opportunity for members and staff to express their thoughts and feelings on crossing the boundary from the outside environment into the conference in the opening plenary, and from the conference back to the outside environment in the closing plenary.

- **Here and Now Small and Large Study Groups:** Small study groups provide an opportunity to learn about dynamics in small groups such as teams and committees. The small study group consists of no more than 12 members with one or two staff consultants. In contrast, large study groups provide an opportunity to study the systemic forces and dynamics that arise in large groups, such as groups in society where it is difficult or impossible to know or see every member face-to-face. A team of consultants will work with the large study group. The task of the small and large study groups is to study the conscious and unconscious dynamics of the group as they arise in the moment.

- **Institutional Event:** The Institutional Event (IE) takes place during several sessions and provides an opportunity to study institutional forces that arise as different groups form and interact with each other. During the IE, members form their own groups and determine their own tasks. The task is to explore the boundaries and relationships between groups within the conference system in relation to the theme of authority, power, justice and leadership at the boundaries.

- **Community Reflections/Morning Reflections, Dreams and Associations:** All conference participants, members and staff, participate in these events. The task of these events is to explore the state of the conference system through silence, though creative expression, and through dreams and associations. The purpose of these events is to access conscious and unconscious dynamics through a different means and form of expression.

- **Role Analysis Group and Review and Application Group:** The task of these groups is to provide members the opportunity to reflect on their experiences in conference events, and to begin to apply the learning to life outside the conference.
Staff

Staff design and manage the conference as a whole and take up consulting roles during conference events. As management, staff serve the primary task by managing the boundaries of conference events, particularly in relation to time, task and territory. Staff do not manage the participants or their behavior, but instead collectively manage the boundary conditions that allow the participants freedom to engage the primary task as they choose and as they authorize themselves and each other to do. As consultants, staff serve the primary task by linking their own experiences to the activities of the conference and offering working hypotheses and reflections that explore the unconscious aspects of the organizational behavior that is emerging. In these roles, staff are actively involved in the life of the conference. Their interpretations focus on group level dynamics rather than on the individual, and on unconscious as well as conscious dynamics. Attempting to articulate unconscious group level dynamics is an unusual activity and may seem strange to those unfamiliar with this approach. The ways in which staff work are always open for examination. Staff for the conference will be drawn from the list below, and may include others not listed here. A final list of staff will be provided at registration.

Director: Evangeline Sarda, JD, Associate Clinical Professor of Law, Boston College Law School. Director, Prosecution Clinic; Co-Director, Criminal Justice Clinic. Co-creator, Group Relations International (GRI). Treasurer, the Research and Education Collaborative with Al-Quds University (RECA). Cohort 16, Boston College Leadership for Change Program. Past Postgraduate Fellow, Massachusetts Institute for Psychoanalysis (MIP). Past Board Member, CSGSS. Member: New York Center, AKRI.

Director of Administration: Jeanine Baillie, PsyD, Clinical Psychologist, Senior Staff Psychologist, Boston College University Counseling Services. Graduate of William James College, formerly Massachusetts School of Professional Psychology (MSPP).

Administrator: Johanna Malaga, PsyD, Clinical Psychologist, Staff Psychologist, Boston College University Counseling Services. Graduate of Nova Southeastern University.

Researcher: Tracy Wallach, PhD, LICSW, Lecturer, College of Management; Gender, Leadership, and Public Policy Program, University of Massachusetts, Boston. Organizational Development and Leadership Consultant, Brookline, MA. Past President and Member, Center for the Study of Groups and Social Systems (CSGSS). Associate and former Board Member, A. K. Rice Institute for the Study of Social Systems (AKRI).
Consulting Staff

Justin Brogden, JD, Private Attorney for the Committee for Public Counsel Services Children and Family Law Division. Bachelor of Arts, Oberlin College. Juris Doctor, Boston College Law School.

Azadeh Devari, MSc, PhD student in Leadership Studies (Organizational Leadership and Consulting), School of Leadership and Education Sciences (SOLES), University of San Diego (USD), California. Doctoral Research Assistant, Caster Family Center for Nonprofit & Philanthropic Research, SOLES, USD. Co-founder, The Middle-East Nutrition Leadership Program (ME-NLP). Cohort 9, Asia Pacific Leadership Program (APLP), East-West Center, University of Hawaii.

Frank Dwyer, MA, MPA, M. St., MSW, Consultant, Vigilant Resources International. Thirty years police experience with the NYPD. College faculty member and consultant. Associate, A. K. Rice Institute.


Larry Penwell, PhD, Professor Emeritus: Management and Psychology, University of Mary Washington. Fellow of the AK Rice Institute for the Study of Social Systems. Member of the Midwest Center of AKRI. Organizational change consultant.

Evangeline Sarda


Tracy Wallach

Kathleen Pogue White, PhD, Principal, Pogue White Consultancy; Co-Founder and Past Director of the William Alanson White Institute Organization Program. Fellow, A.K. Rice Institute for the Study of Social Systems (AKRI). Professional Associate, Tavistock Institute. Member, Board of Directors, International Society for the Psychoanalytic Study of Organizations (ISPSO).

Phyll Zuberi, MD, Medical Director, Freedom Care Program, Cedar Hills Hospital (for active duty soldiers returning from Iraq and Afghanistan). MA, Political Science. Advanced Candidate, Oregon Psychoanalytic Institute. Course Instructor, Political Negotiation Using Insights from Psychoanalysis. Affiliate Assistant Professor, Department of Psychiatry, Oregon Health and Science University (OHSU). Former Director, Psychiatric Consultation Liasion Service, Providence St. Vincent Medical Centre. Present and Past Lecturer at UT Southwestern Medical Center-Dallas, University of Florida, OHSU, KU Medical Center, UMKC, and LSU.
Attendance
A diverse membership creates the possibility for rich learning. To that end, we welcome individuals who represent a cross section of the community who are interested in the study of authority, power, justice, and leadership at the boundaries. The conference is designed to be a single integrated educational experience. Individuals who know in advance that they are unable to attend all sessions are discouraged from applying. Anyone who must leave for any reason is requested to inform the administration. **Special note:** The conference is an educational endeavor and does not provide psychotherapy or sensitivity training. Although the experiential learning available can be stimulating and enriching, it can be emotionally demanding as well. Thus, applicants who are ill or experiencing significant personal difficulties should forgo participating at this time.

Conference Dates
**Friday, April 1 to Sunday, April 3, 2016**
Times for each day will be provided in February, 2016.

Meals and Lodging
Light refreshments will be available at each break. Meals are the responsibility of members. The conference is nonresidential. Those who require assistance in securing overnight accommodations should contact Dr. Johanna Malaga at apjgrc@gmail.com.

Conference Fees

___ $400  Basic Fee/General Public

Discounted fees offered for:
___ $300  Public Interest Practitioner Fee/Boston College Staff Fee
___ $150  Student Fee (please provide picture ID)

The fee includes materials and light refreshments. A limited number of partial scholarships and fee discounts are available based on need and on the overall enrollment of the conference. Please contact Dr. Johanna Malaga (apjgrc@gmail.com) for more information.

Total due: $__________________

Please make check payable to Authority Workshop.

*Pictures in this brochure are taken from the internet. Drawings are by artist Yao Lu and Rini Templeton (work can be found at riniart.org). The black and red square borders are adapted from publications from Just Associates at justassociates.org.*
APPLICATION FORM

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April 1–3, 2016

*Name: _______________________________________________________ ________________________________

*Title/Role and Organizational Affiliation:  __________________________________________________________
(*Indicates information that will be published to participants.)

Home mailing address: ____________________________________________________________ ______________

*City/Town______________________________  *State ________________________ Zip Code ________________

E-mail and phone numbers where I can be reached. E-mail _________________________________

Home____________________ Work___________________ Cell____________________

Race ______________________ Gender and preferred pronouns ____________________________

Ethnicity _____________________ Age _________________ Religion/faith _______________________

Do you require special accommodations? If yes, please describe. _________________________________

__________________________________________________________________________________________

Other ways that I self-identify. _____________________________________________________________

Name of close associates attending this Conference, if any. ________________________________

________________________________________________________________________________________

If there is anyone with whom you would prefer not to be in a Small Study Group, please state here. Although we cannot guarantee it, we will attempt to accommodate your preferences. ________________________________

________________________________________________________________________________________
Brief description of work role/primary role. __________________________________________________________
_____________________________________________________________________________________________

Previous experience with Tavistock/ group relations conferences or other experiential learning.
_____________________________________________________________________________________________

What do you hope to learn from this conference? _____________________________________________________
_____________________________________________________________________________________________

_____________________________________________________________________________________________

Other information I would like you to know, including any concerns I have. ______________________________
_____________________________________________________________________________________________

I have read the brochure and hereby apply for membership to this Conference. I understand that through my
application and signature, I authorize the sponsoring organizations to conduct the Conference in the manner
described in the brochure.

Signature. ____________________________ Date. ____________________________

Withdrawal Policy. Requests to withdraw must be submitted by March 18, 2016 to receive a full refund.
REGISTRATION. Send application and fee (check payable to Authority Workshop) by March 18, 2016 to:

Dr. Johanna Malaga
University Counseling Services Boston College
Gasson Hall 001
140 Commonwealth Avenue,
Chestnut Hill, MA, 02467

If you have questions or would like additional information, please contact Dr. Johanna Malaga at
apjgrc@gmail.com.