

Artwork: Dennis Nona  
Title: Baidam/Shark Constellation



conviction  
**leadership** &  
transformaCtion<sup>®</sup>

**IFSI Australia**  
06 - 11 March 2008

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How do you exercise leadership in your organisation?

Would you like to explore how your organisation influences your leadership?

Do you want to develop your authority as a manager?

Are you willing to explore your contribution to your own difficulties?

Are you ready to learn how to improve your own and others' team work?

Would you like to understand how the context influences roles?

Do you want to better understand the many latent processes that occur in your institution and in human systems in general?

Are you ready to explore and transform the roles that you take within your organisation?

Would you like to discover how you can initiate, contribute to, and lead the transformation of the organisations in which you participate?



## **Conviction, Leadership and TransformaCtion®**

This conference provides a rigorous space for work that will give you opportunities for:

### **Discovery**

Of the nature of the roles that you take in the institutions of which you are a part

### **Insight**

Into why you take these roles and your potential impact on the organisation

### **Conviction**

About your own capacity to take authority in your roles

### **Action**

Through the transformation of these roles during the course of the conference

### **Transformation**

Founded on a greater understanding of the physical, political, psychic and spiritual dynamics that animate the social and institutional body



### **Why is this conference important for Australia?**

The socio political challenges facing Australia, as in any developed country, impact how the leaders, managers and consultants of institutions discern and enact their roles. These links need to be explored and understood so that Australia can continue to develop its participation in the dynamic global context. The post second world war economic rationalist dimension that has shaped Australia's engagement globally must continue to evolve through innovation and social development in order that our resources can be mobilised and sustained for future generations.

Specifically, the Australian industrial relations changes, skill shortages and the ageing workforce will have far reaching impacts on workforce participation and engagement over the next five years. The criticality of skilled participation in Australia where the population is aging and the management of natural resources is at crisis point will need to be continually transformed through the strong conviction of leaders who are able to take action that serves the whole, not just a privileged few.

Leaders, Managers and Consultants participating in this conference will have the opportunity to explore the nexus between their own personal conviction of leadership and their social responsibility in the context of the emerging Australian landscape.



The following is feedback from members of our 2006 Conference:

**Consultant – Self Employed**

A well structured, rigorous, confronting professional learning event, designed to elicit powerful insights about the relations between self, role and system, the nature of the interaction, both consciously and unconsciously.

**Project Manager - Corporate**

Becoming aware of the unconscious factors that affect me and the way in which myself and others are connected in unexpected ways was a powerful experience. I actually felt in shock about some of the things that I found myself thinking or observing. I have since learnt that this is a common reaction for participants in these sorts of conferences ("Psychic Shock") which comes from the 'recognition of something that's not been seen before but has presumably always been there'.

I was also amazed to see the transformation of others in the conference (and the resistance or insistence on control) and feel part of a hyper learning environment where these things that I may not have seen before suddenly became visible, became real and I was able to see (some of) the influence it was having on me. A greater understanding of the forces that influence behaviour has given me greater ability to guide mine and read others. I didn't think I would get this from 6 days... I was wrong.



### Consultant - Asia

Self – could examine how my need for visibility in the group impacted my role as learner. Also had the disturbing awareness that even if in the interest of task, my taking on the role of an unauthorised consultant constituted a violation of boundaries and a kind of abuse for the system as a whole.

Interpersonal – Was able to (painfully) explore how something about the way I communicate my thoughts and feelings ends up alienating me from people around me – my holding back warmth and affection that I actually feel for others, perhaps because I get caught with proving my competence! Was able to work on this to quite an extent in the TAG Group – since this was my first international conference, I understood (experientially) something about how I (as an ‘outsider’ from India) got unconsciously set up to play the role of the confronter in the White-Aboriginal divide in Australia. My own competitiveness made me collude in this process, until I was able to (with help of consultants) identify this pattern, and parallel work on my competitiveness, which ultimately led to a shift in me and in the group.



### **Senior Manager - Corporate**

Prior to coming to the conference, I knew that I was miserable in my current role and organisation, I knew I wanted to leave but I had not realised just how sick my perspective had become.

Through the conference I was able to self-examine where I was and the impact the organisation was having on me. I gained a deep understanding of how I was currently experiencing the organisation and importantly, healed tremendously through the conference. I was then significantly detached emotionally and was able to leave the organisation and take up another role. I really felt free.

### **The primary task of the conference**

To transform from experience the way members practice conviction, authority and leadership within the conference taken as an institutional system. This definition of the primary task allows all the members (participants and staff) to recognise what is and what is not the work of the Conference.

### **Methodology**

We seek to learn from experience, which is the only way to learn to discover and transform human actions and institutions.



The staff will form with the participants a temporary learning institution, in which each member will take roles and responsibilities in the different subsystems that form the total system of the Conference. Learning will take place analysing and reflecting on the lived experiences. Each member will use his or her own authority to choose how to participate. Thus, learning will be unique for each member, according to the singular experience that each one will live in the Conference.

- Based on the experience of being a member of an institution, each one will reflect on how he or she behaves in it, how s/he is perceived by the group, how s/he impacts it and in turn is impacted by it. That way, each participant will reach an understanding of what a system is, the roles s/he takes within it, and how to transform his/her roles and the system.
- Each participant will be able to discover how his/her experience is conditioned by their inner world and by the conscious and unconscious processes of the group.
- For the learning process, it is imperative to recognise and accept feelings, fantasies, wishes and desires, because they offer each participant an extremely valuable source of information about themselves and about the group as a system.



Since the Conference implies a non-conventional way of learning, no previous training or specific type of education is required. The only indispensable precondition is the desire to explore and to learn from experience.

### **Antecedents of our methodology**

This learning methodology was systematized 50 years ago by the Tavistock Institute of London. IFSI in Paris has been applying and developing it for 30 years, including work on innovation and institutional transformation. Many other institutions in the world have been working on the same line to help potentiate the learning about roles, leadership, group processes, institutional systems, and the processes of transformation of roles and systems. To mention only some: ISMO (Italia), Innova (Barcelona), Grubb Institute (England), Norstig (Noway), MundO (Germany), Potho (Finland), AGSLO (Sweden), AK Rice Institute (in several states of the USA), Innovación (Perú), Universidad de la Habana (Cuba), Siach (Israel), Mend and Al-Quds University (Palestinian Authority). A wide range of literature in this field exists, which can be found on the IFSI web site: <http://www.ifsi-fiis-conferences.com>

### **The theoretical foundation of the work of the Conference flows from three main sources:**

- The approach of W.R. Bion and his associates to dynamic processes in groups;



- The theory of open systems as first applied to organisational and social institutions by A.K. Rice and others;
- The institutional transformation approach developed by IFSI to address the particular processes through which people innovate in terms of social behaviours, envisioning options that go beyond repetition and reproduction of past behaviour, transforming roles and thereby contributing to the transformation of systems and institutions.

### **Design and Program**

The members participate in diverse events with different specific tasks:

**Plenary Sessions (PS):** Reflect on the expectations and experiences.

**Macrosocial System (MAS):** Study the life of the here and now of a macrosocial system.

**Microsocial System (MIS):** Study the life of the here and now of a microsocial system.

**Institutional System Event (ISE):**

Study the relations here and now between the members and the management as well as among the subsystems of the institution.

**TransformaCtion® Analysis Group (TAG):** Study the different roles members take in the Conference, in order to transform them and to work in the transformative applications in their institutions.



Program

March 2008	6th	7th	8th	9th	10th	11th
9.00 - 10.00		MIS	MIS	MIS	MIS	PS
10.30 - 11.30		MAS	MAS	MAS	MAS	TAG
12.00 - 13.00		MIS	MIS		MIS	TAG
13.00 - 15.00	PS 13.45 - 14.45	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
15.00 - 16.00	MAS	ISE (P)	ISE		TAG	
16.30 - 17.30	MAS	ISE	ISE	ISE	PS	
18.00 - 19.00	MAS	ISE	TAG	ISE (P)	TAG	
19.00 - 20.30	DINNER	DINNER	DINNER	DINNER	DINNER	
20.30 - 21.30	MIS (P)	ISE		TAG		

PS - Plenary Session

MAS - Macro Social System

MIS (P) - Micro Social System (Plenary)

MIS - Micro Social System

ISE (P) - Institutional System Event (Plenary)

ISE - Institutional System Event

TAG - TransformaCtion Analysis Group



### **Role of the Staff**

The staff take two roles in the conference:

First, they act collectively as Management of the Conference. Thus, they assume the responsibility of managing boundaries in such a way that the participants can confront the primary task of the Conference and get involved in its various events. Shared management, of course, includes the administration. The way in which management delegates roles and responsibilities among its members will be open to examination. Second, staff members intervene as consultants during the events. In this role, they offer their own perception and experience of the events while they are happening in the sessions, in order to promote the learning of the relation between leadership, conviction and transformaCtion. The staff members meet in exchange sessions in order to optimise the resources offered to the participants in the pursuit of the work.

### **Organisers**

IFSI Australia (IFSI – A)

IFSI Australia was created in 2006. The desire to create IFSI Australia was born from a passion to provide a forum for the exploration of social innovation within the Australian context. The objective is to offer leaders, managers and consultants the opportunity to learn from experience what is required in order to truly be involved in and contribute to institutional transformation.



Specific focus is given to the conscious and unconscious impacts of human behaviour and the relationship to how people take up their roles in institutions in order to participate in transformation. Through the exploration of the dynamics surfaced through participation in institutional transformation methods a deeper understanding of the connections that exist across various dimensions can enable greater capacity to understand, innovate and create possibilities in institutions and society. Membership typically comprises of people from various disciplines in business and society who are interested in advancing the thinking and action required to transform institutions

**The International Forum for Social Innovation (IFSI-FIIS)**

Created in Paris in 1978, IFSI-FIIS has taken the task of facilitating social innovation and thus contribute to the institutional transformation of organizations: public or private enterprises, associations, public administration, teaching or educational institutions, whether religious or secular. IFSI-FIIS continues the Group Relations tradition initiated among others by W.R. Bion, Isabelle Menzies, A.K. Rice and P. Turquet, and inspired by Psychoanalysis and Open System theories, its specific contribution being the social dimension and the approach called Institutional TransformaCtion® (IT) which is the result of its work in economic, political, and social environments.



During these years, IFSI-FIIS has had an impact in several countries developing and conducting different seminars on topics of Authority, Leadership and Transformation, and other related issues, in collaboration with universities and other organizations. Since 2001 it has a training programme for Managers and Consultants (Leading Consultation, M.Phil, Ph.D.), first with the Business School of the University of Glamorgan (UK) and then with the Business School of the University of Hull (UK).



## ADMINISTRATIVE INFORMATION

Residential Conference.

Date and time of the Conference

6th March 2008, 13:45 to 11th March 13:00

### Location

Hawthorn Suites - 13th Beach Golf Links,  
Barwon Heads Rd, Barwon Heads, Victoria  
Tel: (03) 5254 1777 Fax: (03) 5254 1666

### Cost

\$3500 AUD (inc GST). This amount covers membership fees for 2008, conference enrolment fees, food and lodging in single room in a two bedroom apartment. An additional \$150AUD will be charged for registration after 27th February 2008.

### Payment

All fees must be paid before the beginning of the Conference.

### Bursaries

A limited number of bursaries may be available in special-need cases. For information write to: [ifsi.australia@bigpond.com](mailto:ifsi.australia@bigpond.com)



### **Cancellations**

A 50% cancellation fee will be levied for cancellations after 20th February, 2008. The full fee will be charged when cancellations are made after 27th February 2008.

### **Number of Participants**

Due to the nature of the Conference, members will be limited to 48.

### **Pre-registration**

In order to secure participation, pre-registration is recommended. A \$200AUD deposit, deductible from the total fee, is required for this purpose.

### **Registration and further information**

All inquiries may be addressed to:

Pre-Conference Coordinators: Rebekah O'Rourke and Naomi Walton

**IFSI Australia**

**10 Bond ST**

**Abbotsford Vic 3067**

**Postal Address: PO Box 1202**

**Collingwood Vic 3066**

**Tel: 0418 546 008**

**Fax: 03 8621 6911**

**[ifsi.australia@bigpond.com](mailto:ifsi.australia@bigpond.com)**

**Or to**

**International Forum for Social Innovation:**

**Prof. David Gutmann:**

**60, rue de Bellechasse, 75007 Paris, France.**

**Tel: +33 (0)1 45 51 39 49**

**Fax: +33 (0)1 45 51 39 42**

**[ifsi.fiis@wanadoo.fr](mailto:ifsi.fiis@wanadoo.fr)**

**[www.ifsi-fiis-conferences.com](http://www.ifsi-fiis-conferences.com)**



## CONFERENCE DIRECTOR

### **David GUTMANN (France)**

Executive Vice-President of the International Forum for Social Innovation – IFSI. Visiting Professor of the Business School, The University of Hull, United Kingdom and Director of the Leading Consultation Programme (M.Phil, Ph.D.); External Professor of the Business School, University of Glamorgan, UK. Executive Chairman of Praxis International • Advisers in Leadership. Board Member of the International Association for Group Psychotherapy and Group Processes (IAGP) and Past – Chairman of its Organizational Consultancy Section. Maître de Conférences, Ecole Nationale d'Administration, Paris. Federal Instructor of ski Alpin, France

## COORDINATORS OF RESOURCES

### **Naomi WALTON (Australia)**

Consultant, Diploma of Education, Deakin University; Master of Business Administration USQ; Student in Masters of Psychoanalytic Studies, Deakin University. Member of IFSI Australia.

### **Ruth REARK (Australia)**

Organisational Development Practitioner Thiess Pty Ltd. Master of Industrial and Organisational Psychology (Deakin University); Post Graduate Diploma in Psychology (Deakin University); Bachelor of Arts: Psychology and Cinema Studies (Monash University). Member of Group Relations Netherlands, Member of the Australian Centre for Socio-Analysis, Member IFSI-Australia.



**CONSULTANTS will be chosen among...**

**David GUTMANN (France)**

**Mónica Rocío VELARDE LAZARTE (Perú)**

Consultora Praxis International • Advisers in Leadership • ,  
Paris-Francia. Editora de IFSI Inter@Ctions. Miembro delFSI;  
Miembro de InnovAcción, Lima-Perù; Miembro de Matris,  
Bélgica; Miembro of IAGP-OCS. Estudiante del Programa  
Leading Consultation-IFSI Paris, Francia. Licenciada en  
Psicología-Universidad de Lima, Perù. Especialidad en  
Psicología Social y Organizacional

**Jean François MILLAT (France)**

International Permanent Faculty of the Program Leading  
Consultation of the International Forum for Social Innovation  
– IFSI, Paris, France. Member and past President of IFSI.  
Member of IAGP. Consultant, member of Praxis International  
Network. Formerly responsible for HR in the Groupes  
Electricité de France and Gaz de France, Paris, France

**Rebekah O'ROURKE (Australia)**

Director of the International Forum for Social Innovation  
– Australia. General Manager, People & Culture, IDP Education  
Pty Ltd. Bachelor of Business, RMIT. Master of Applied Science,  
RMIT. Graduate of the Program Leading Consultation # 3,  
IFSI-París, Member of IFSI.



**Jorge PARODI (Perú),**

Founding member of InnovAcción (Perú).

Member of IFSI. Student of the Program Leading Consultation # 3 IFSI-Paris, France, Member of the Peruvian Psychoanalytic Society. Member of the International Psychoanalytic Association.

**Anuradha PRASAD (India)**

M.Sc, Ph.D Extension Education (New Delhi), Executive Director of Human and Institutional Development Forum, Bangalore, Professional member and Dean for Social Development of the Indian Society for Applied Behavioural Science, Process and organisational development consultant, member of a programme on depth psychology at the Jung Center, Bangalore. Member of IFSI.

**Jacqueline TERNIER-DAVID (France)**

President of the International Forum for Social Innovation. CEO of Praxis International- Advisers in Leadership. Paris, France. Permanent Faculty of the program Leading Consultation of the International Forum for Social Innovation and the Business School of the University of Hull. Academic Adviser of the Leadership and Consultation Group. The Business School, University of Hull. Visiting Fellow of the Business School, University of Glamorgan. Member of the IAGP.



**Peter SHAPIRO (U.S.A)**

BA. Founder and Director, Rawlings Center for Public Leadership, Burns Academy of Leadership, University of Maryland. Former Chair, County Council, Prince George's County, Maryland . Leadership Programme Consultant, IMD, Lausanne , Switzerland. Associate, Washington-Baltimore Center for the Study of Group Relations. Associate, A.K. Rice Institute for the Study of Social Systems.

Student of the Program Leading Consultation # 3. IFSIParis, France. Member of IFSI

**Brendan DUDDY (Ireland)**

Independent Member of Northern Ireland Policing Board. Head of Independent family business, Derry. International experience as Tavistock Consultant. Principal architect of Irish Peace process. Former secret negotiator between IRA and British Government.



THE SECOND INTERNATIONAL WORKING CONFERENCE

Conviction, Leadership and Transformation

13th Beach Golf Links 6th March - 11th March 2008

REGISTRATION FORM

Send to :

IFSI Australia, PO Box 1202, Collingwood, Vic 3066 or via fax to: (03) 8621 6911

**Details:**

First Name \_\_\_\_\_

Family Name: \_\_\_\_\_

Age: \_\_\_\_\_ Gender: \_\_\_\_\_

Race/ethnicity \_\_\_\_\_

Nationality \_\_\_\_\_

Title: \_\_\_ Dr. \_\_\_ Ms. \_\_\_ Mr. \_\_\_ Other \_\_\_\_\_

Occupation: \_\_\_\_\_

Organizational Affiliation: \_\_\_\_\_

Work Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Personal Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail \_\_\_\_\_

Indicate the address where you want to receive communications from IFSI

Australia \_\_\_ Work Address \_\_\_ Personal Address

I found out about the Conference through: \_\_\_\_\_

The following information is required for the formation of groups:

Name of the persons participating in the Conference whom you are acquainted with: \_\_\_\_\_



**Additional Information:**

Main functions and responsibilities: \_\_\_\_\_

Brief description of past experiences \_\_\_\_\_

Previous experiences in conferences/workshops on the Tavistock tradition:

\_\_\_ None \_\_\_ 1 \_\_\_ 2 \_\_\_ 3

When \_\_\_\_\_

where: \_\_\_\_\_

Organizing institutions: \_\_\_\_\_

**Practical information:**

a. Linguistic abilities:

English: mother tongue yes/no

Other: mother tongue yes/no please state \_\_\_\_\_

b. Occupancy: Will share the apartment with \_\_\_\_\_

c. Special meal requirements due to medical conditions \_\_\_\_\_

I hereby apply for membership to the 2008 -IFSI Australia Conference Conviction, Leadership and TransformaCtion Institution. I understand that this application constitutes a contract between me and IFSI Australia and that my application authorizes IFSI Australia to conduct this Conference in the manner described. My conference fee/deposit accompanies this application. I understand and agree to the policy that no refunds will be issued after 27th February, 2008.

Applicant Signature \_\_\_\_\_

Date: \_\_\_\_\_



**I include payment for:**

Total cost of the Conference before 27th February 2008 of \$3500 AUD

Total cost of the Conference after 27th February 2008 of \$3650 AUD

**Method of Payment:**

By cheque made out to IFSI Australia

By Credit Card (2% surcharge )

By Bank Transfer

**Westpac Banking Corporation**

**Account Name: IFSI Australia**

**BSB: 033 048**

**Account: 272743**