

ALI

12TH
edition
of the "Seminari di Arona"

Authority, Leadership and Innovation for changing organizations

26 February - 1 March 2009

ARONA - Lake Maggiore - Hotel Concorde

Experiential Residential Conference

"A" This is for participants
who have not attended a conference of this kind before

"B" This is for participants who have already
experienced learning from Group Relations Conferences

"TG" Gruppo di Training

DAL 1968

CESMA

divisione del GRUPPO CESMA

in collaboration with

IL NODO GROUP
FORMAZIONE | CONSULENZA | RICERCA

T
TAVISTOCK
& PORTMAN
NHS FOUNDATION TRUST

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GRUPPO CESMA, founded in 1968, today is a company with four divisions (Be Oltre, Microethics, Contacto, CESMA) specialized in training and consultancy to the business world in order to meet the needs for development in a non traditional way.

CESMA is part of ASFOR Management Committee and since 1998 it organizes experiential Conferences, such as ALI, Authority, Leadership and Innovation and EMSSO, designed for Organizational Development.

Its mission is to plan training and organizational development projects that empower People who work in the business world, by leading them to new learning, fostering an attitude to discovery and enhancing the awareness of one's own role so as to effectively improve the achievements required by the organizations.

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THE TAVISTOCK Clinic, founded in 1920, provides a comprehensive clinic and training program. The TAVISTOCK Clinic continues to offer organisational consultancy informed by a systemic-psychodynamic approach. The TAVISTOCK as well as running annually three Group Relations Conferences has supported the Leicester Conference over many years.

The institutions with which the Tavistock cooperates, beside CESMA and IL NODO Group Association, are among others: AGSLO (Sweden) – A.K.Rice Institute (USA) – FIIS (France) – GRUBB Institute (Great Britain) – GROUP RELATIONS AUSTRALIA (Australia) – IEEPP (Spain) – OFEK (Israel) – POHTO (Finland).

Associazione IL NODO group

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IL NODO Group is a scientific and cultural non-profit Association that historically originated from a professional team formed in Turin in the ninety-ninties in collaboration with the Tavistock & Portman NHS Trust, London, and other national and international scientific institutions.

After a few years of activity within a consortium, IL NODO Group has chosen to pursue its original mission of a multi-professional group in the form of an association of professional members with interdisciplinary and cross-sector expertise in the socio-health system, the business world, education, social cooperation and civil service.

IL NODO Group Association is part of the scientific direction and the organization of the residential Seminari di Arona "Authority, Leadership and Innovation" that have been taking place yearly since 1998.

Authority, Leadership and Innovation for Changing Organizations

The "Seminario di Arona"

CESMA, Centro Esperienze e Studi di Management
in collaboration with

TAVISTOCK & Portman NHS Foundation Trust

Associazione IL NODO group - Formazione, Consulenza e Ricerca

12th edition in Italy: 26 February - 1 March 2009
Arona (Lago Maggiore) - Hotel Concorde****

LEADERSHIP CAN BE LEARNED FROM EXPERIENCE

ALI Conference is designed to provide opportunity for learning by creating a **temporary learning organisation**. It allows participants to explore their behaviour in organizations. It helps understand and manage one's role in conditions of uncertainty, conflict, change and unpredictable risks.

ALI Conference includes multiple events and variously sized groups with different tasks. During the Conference participants are able to study their own behaviour and of others as it happens in different events. **This is learning from experience.**

ALI Conference is based on exploring "**in real time**" (i.e. in the same moment in which they occur), the relationship and relatedness among individuals and groups, as well as roles taken, tasks assigned and organisational belongings.

Learning from experience is enhanced by the **residential setting**. By living and working together for four days, and with the consultants' help, participants will be able to observe and study in the "**here and now**" the relational and organizational processes that may go unnoticed in their daily work environment.

The Conference provides the participants with a unique setting where important issues connected with their work can be addressed. Particular emphasis is placed on applying what is learned to the working context of the participants.

The Conference is an ideal context to study and to explore the nature of authority, power, leadership, innovation and management processes in organizations, being alert to both the conscious and unconscious aspects and their role in promoting or hindering innovation.

Staff and members come from different professional backgrounds and belong to a wide range of Italian and international organizations. This variety enhances the learning by bringing different perspectives to the issues at hand.

THE LEICESTER CONFERENCES

ALI Conference is informed by the work, research and tradition of the Tavistock Clinic in London and is associated with the "Leicester Conference" approach, the Group Relations Conferences, developed by the Tavistock Institute of Human Relations in London that take place every year in

Great Britain for more than 50 years.

ALI Conference represents a version of the "*Leicester Conferences*", adapted to the Italian context.

WHO WILL MOST BENEFIT FROM THE CONFERENCE

ALI Conference may prove beneficial to a broad range of professionals whether in the corporate business or public services or no-profit organisations, etc. In view of the application of the Conference experience to one's workplace, it can be helpful that **two or more** people from the same organization, **also a whole team**, participate together in the Conference, especially in the context of **large organisational change**, crisis (ex. downsizing), **merger, acquisition, start-up, outsourcing**, etc.

The fee is defined so as to encourage the registration of more people coming from the same organization.

LANGUAGE

ALI Conference working language will be Italian. English can be a second language depending on membership registration. Groups may be both in Italian and in English. Foreign participants are encouraged to register even if they are not fully fluent in Italian. A Conference Interpreter will be part of the staff. This can allow to study the impact of language on relationships and relatedness in the context of internationalization and in the global world.

BENEFITS

From this training experience participants can expect to:

- Achieve greater capacity **to take up leadership and followership roles** to meet the set goals, to **manage themselves in multiples roles** necessary for contemporary leadership and to perform more effectively in their environment.
- Acquire a **systemic perspective that allows to have a better strategic overview** of the whole organisation and its context.
- Acquire greater **awareness of emotional, non-rational, unconscious or latent dimensions** and use their emotional literacy to inform their action.
- **Understand and overcome resistances to change and that hinder innovation** in organizations in themselves and in others.
- **Improve communication** within the organization (be it a business or a service organization) and with other organizational systems.

- Increase one's own awareness and managerial skills in **decision-making and problem solving processes**.
- Improve one's own skills in managing human resources and delegation processes.
- Explore the **relationship of an organisation to its social, political and economic environment**.
- Study the **impact of language and culture on groups and organisations and how it affects leadership and followership**.

PRIMARY TASK

To study the exercise of authority, leadership and of innovation processes and to explore the conscious and unconscious phenomena in the same moment in which they occur through the analysis of the interpersonal, intergroup and inter-systemic relationship which develop within the Conference.

TOPICS

The main topics examined in the Conference are:

- The nature of authority, leadership and innovation processes.
- Organizational roles, tasks and boundaries in organizations.
- The organisation and its context as open systems.
- The dynamics that produce resistance to change.
- Relationships and relatedness between individuals, groups and organizations, i.e. the exploration of ways of relating that connect people, groups and the organizations to which they belong.
- Leadership and/or followership: how conscious and unconscious processes affect the culture and the functioning of an organization.
- Language and its impact in organisational processes.

CONCEPTUAL FOUNDATION

This residential Conference is a “**temporary organization**”, created to meet training objectives. Its “primary task” is to work at understanding **the overt and latent (non rational and unconscious) processes that affect relationships among people in groups and organizations**. Taken together these inform both the production and the loss of efficiency and creativity on one hand, and the management or resistance to change on the other.

Understanding these dynamics is very important for manager, leader and trainers, and in general anyone who wishes to be effective in performing the organizational task.

The Conference as a “**temporary organization**” is **alive and real**. It will provide an organizational experience as members in a managed environment within a given place and space, time and organisational boundaries enabling participants to carry out set tasks and assessing methods to check their implementation. In this sense, the organization develops its own dynamics, rituals and way of working within its structure.

The individual, the group and the organization can be thought of as different **systems which are interconnected through relationships and relatedness**.

From the psychodynamic-systemic perspective which informs the TAVISTOCK model, **leadership** can be described as managing the **boundary** between what is **inside** and what is **outside** the group or organization.

During the Conference a strong emphasis is given to the exploration of the **different systems and to the connections between systems**, which need to be unveiled since they are often hidden or unconscious. The awareness of the different relationships and connections among systems can help to overcome the trend to fragmentation and individualism in contemporary organisations.

The Conference members have the opportunity to explore what happens in the interaction between the **individual** and his **role**, between the **inner world** of one's private thought and **fantasy** and the **outer world** of relationships and social systems. Participants can also explore various kinds of contradictions and discrepancies between:

- the officially designated role and that which the individual seems called upon by the group to adopt.
- the authority formally delegated by a senior, the authority sanctioned by subordinates, the colleagues or the clients, and the authority that each person gives to himself in role.

The residential Conference allows to examine the nature and the meaning of these boundaries in a variety of settings. A permanent boundary that can be explored throughout the entire Conference is the boundary between management, consultants and membership.

The organizations we belong to are also an expression of **cultural processes** that permeate our society. National perspectives and trends, religious opinions, political and economical ideologies, along with the assumptions about human behaviour associated with them, also affect the way of perceiving the organization to which we belong.

The Conference helps participants study the impact of such dimensions on the emotional climate of the organization, the sense of belonging and loyalty, on how we take up our role, on our motivation and performance.

Members and staff are part of this organisation and can look at its processes and how they contribute to its culture.

By examining their own experience of the Conference as organization, participants can develop their skills in exploring and understanding other kinds of organization (in particular those in which they work) and their own organizational roles.

Each member can examine how his/her own experiences may affect his/her own behaviour in taking up **leadership or followership roles**.

The **primary task** is based on the possibility to observe and examine in the “**here and now**” the processes while they occur.

Each participant uses his/her **authority** to accept what proves useful learning and to reject what is not. Through this process participants can reconsider the way they gain or loose power and exercise their **authority** in different contexts of their daily life, in particular in their own approach to new ideas and innovation.

The Conference has **no therapeutic purpose** and its focus is not on individual personality. However, at least in part, such

experiential learning contributes to personal development. Participation in the Conference might be a source of **stress**. For this reason, it is advised to postpone participation at a Conference to another year to those persons who are particularly sensitive to stress or are going through a difficult time in their personal lives.

MEMBERSHIP

“A” Membership: this is for participants who have not attended a Conference of this kind before. Beside experiencing how this Conference can be useful in one’s current or future professional development, newcomers may find out that what they learn might have unexpected applications.

“B” Membership: this is for participants who have already experienced GR Conferences learning, since they have already attended a previous edition of ALLI or another Group Relations Conference of the International Tavistock network. There will be the opportunity for developing new ideas about how to apply learning to further and different aspects of one’s own professional activity.

“TG” Membership: this is the Training group, a group of advanced learning with the purpose of examining the role and function of consultancy within Arona Conference and in organizations in general, following the Tavistock Model. To apply to the Training Group some experience achieved by attending at least two editions of Seminario di Arona or Group Relations Conferences of the International Tavistock network is required.

Applications for the Training Group will not automatically be accepted.

THE ROLE OF THE STAFF

The staff - Director, Associate Directors, Administrators and Consultants – are an important element of the dynamics at work in the Conference. They are not mere observers of the process but are actively involved in it with clear and explicit tasks and roles.

The staff plays different roles. First, they act collectively as the **management**. In this respect, all staff members have the responsibility and the authority to provide the boundaries conditions - **task, territory and time** - in order to enable all Conference members, both staff and participants, to engage in the primary task. Secondly, individual members of staff take up specific roles as Director, Associate Directors, Administrators or Consultants. As Consultants in the various events will be offering **working hypotheses** based on their understanding of what is happening.

EVENTS

The membership are given the opportunity to explore group processes in a variety of different contexts.

To this end, the Conference is structured through 7 different “events”:

1. Plenary Sessions (P)

Attended by all members and staff. The Conference starts with an Opening Plenary, which promotes the process of crossing the boundary into the Conference/Temporary Organization. Both the Intergroup and the Organizational Event are introduced by a Plenary, and the Organizational Event ends with a Plenary session.

The Closing Plenary takes place at the end on the last day, and members are given the opportunity to explore their

Conference experience as a whole and to examine the processes of separation, the ending of relationships and leaving the organizational boundaries of the Conference.

2. Large Study Group (LSG)

The Large Study Group engages all the “A”, “B” and “TG” sub-systems members. Its task is to study, in the “here and now”, the processes that develop in the Large Group. In this event the strain between constructive forces, contributing to the task accomplishment and creativity, and the resistances and threats of destructive forces will be examined.

3. Small Study Group (SSG)

With 4 - 12 participants and one consultant. The primary task of the Small Study Group is to study the relationships within the group itself, in the “here and now” experience, i.e. while it occurs. The Small Study Group setting allows to explore interpersonal vis-a-vis relationships.

4. Inter-Group Event (IG)

The Inter-Group gives the opportunity for studying the relationships between various groups that develop in real time and, in particular, the issues of delegation and the exercise of authority on behalf of others. The participants are given the opportunity to spontaneously create groups; the consultants are available for the groups and for any meeting between whole groups or their representatives.

5. Organizational Event (OE)

This is an event in which all Conference participants, members and staff, take part. It allows to study how authority, leadership and innovation are exercised and to explore the boundary between staff (management and consultants) and membership. It gives the opportunity to examine the relationships and relatedness between “A”, “B”, “TG” sub-groups, management and consultants of the Conference as a whole. Its focus is placed on the Conference as organization, with its ideas and beliefs. In this event management will work in public.

6. Review Group (RG)

This group consists of 3-8 members and one consultant. Its goal is to promote reflection on and review the Conference experiences.

7. Application Group (AG)

In this group the same members of the Review Group meet together to focus on exploring the connections of their own experiences in the Conference to their role in the organization they belong outside the Conference.

There is a functional continuity between the two last groups, as both focus on personal reflection and review. The Review Group gives the participants an opportunity to examine their own experience and the various roles taken up during the Conference. The Application Group enables them to connect these experiences with the roles participants will perform, once they are back in their organizations.

The Training Group “TG” will have a separate and different programme from the “A” and “B” members that will be defined and communicated subsequently. Some of the events will be the same for all members, others will be specially devised for the Training Group.

CONFERENCE STAFF

Director:

Louisa Diana BRUNNER, Consultant for leadership development and organization for companies, in particular family business and those going through generational transition, as well as non-profit organizations. Participates as Consultant for the Bocconi University Graduate Orientation Project; Selection and Career Counselling to the Executive MBA courses SDA Bocconi. Also Consultant in Group Relations Conferences in Leicester, Israel and Cyprus. Member, OFEK, OPUS, and CSGSS-The Boston Affiliate of AKRI.

Associate Directors:

Franca FUBINI, Psychoanalytic Psychotherapist, Organisational Consultant, Supervisor. Senior Fellow of University College of London, collaborates with the Universities of Perugia and Rome. Director, Social Dreaming LTD UK; Founding Member, "Socialdreaming.it".

Julian LOUSADA, Former Clinical Director of the Adult Department of the Tavistock Clinic. Psychoanalytic Psychotherapist. Has been staff of many Group Relations Conferences, including Leicester, in the USA, Holland, Israel. Teaches organizational consultancy at East London University and is involved in many other educational and editorial activities.

Pre-Conference Administrator: Salvatore DE LUCA, Executive Master Secretary Coordinator, CESMA Courses and Seminars.

Administrators and Consultants, to be selected from

Administrators:

Luca MINGARELLI, President of the Associazione Rosa dei Venti onlus, Psychotherapist (ECP), Director of a Therapeutic Community, Trainer, Supervisor and Consultant to profit and non-profit organizations. He teaches Psychosomatics in national and international Free Universities.

Daniela VANDONI, Vice President of the IL NODO Group Association, Psychologist, Psychotherapist. She trained in institutional observation and in Group Relations at the Tavistock Turin's seminars and attending the Arona Conferences. She is Project Manager, Supervisor and Trainer for socio-health services and third sector businesses.

Consultants:

Francesca CARDONA, is a Coach and Organizational Consultant who provides consultancy and training in team building, leadership development, organisational transition and change and career consultancy. She teaches at Tavistock and Portman NHS Trust and is a Coach at the London Business School. She is an Associate of Careers in Depth, the Grubb Institute and the Studio APS (Milan).

Chiara FICHERA, Expert in "in-house" training design and trainer at CESMA in behavioural techniques (leadership, group dynamics, teamwork, etc.). She is an assessment and evaluation of human capital consultant. She has a certificate in using personality indicators MBTI and Success Insight MDI and she uses other tools in the assessment of aptitudes and persons potential.

Giovanni FORESTI, is Full Member of the Italian Psychoanalytic Society and the International Psychoanalytic Association. Psychiatrist, he teaches Management Training Courses of the Region of Lombardy (IREF) and is Lecturer in Work and Organization Psychology at University of Pavia. Former Medical Director of the Fatebenefratelli-AFaR Centre in San Colombano al Lambro, he is now Consultant and Supervisor in numerous socio-health services and faculty member of various school of psychotherapy (Area G, IIPG, SIPP).

Matilde HERNANDEZ, trained at the Tavistock Clinic, London and at Leicester. As Organisational Consultant and Coach has a special interest in consulting to education and health organisations. Founding member of the Spanish Coaching Association and member of ISPSO - International Society for the Psychoanalytic Study of Organisations. Staff member on many Tavistock Group Relations Conferences in Spain and Italy.

Paolo IZZI, Consultant in organizational development. He has been Director of management training and managerial development projects for the HR Direction of FINCANTIERI and HR Director for MAGNETI MARELLI, has deepened his knowledge of the psychodynamic/systems approach to organizations at the Tavistock Institute of London, IL NODO Group and CESMA.

Mario PERINI, President and Scientific Director of IL NODO Group Association, Organizational Consultant and Executive Coach, Psychoanalyst; member, AIPsi and IPA; trained in organizational analysis and in Group Relations with the TAVISTOCK Institute and the TAVISTOCK & PORTMAN NHS Trust; Scientific Responsible of the "Arona Seminars".

Elio VERA, Programme Director of Executive GRC and Intercultural Education of CESMA, has operated in the marketing departments of HENKEL, UNILEVER, POND'S, YOUNG & RUBICAM, trained in Group Relations with CIS, FIIS and TAVISTOCK; in 1997 was co-founder of the GR Arona Conferences. Board member of EDTF European Training and Development Federation and Sietar Europe. Member of OPUS, EATGA and EFMD.

Vincenzo VILLARI, Director of the Psychiatric Emergency Service of the San Giovanni Battista Hospital of Turin. Psychiatrist and Psychotherapist. He teaches at the School of Specialization in Psychiatry and Clinical Psychology of the University of Turin. International Rowing Umpire.

Conference Interpreter: Isabella NEGRI, Interpreter specialized in economics, psychotherapy and psychoanalysis, with a special interest in Group Relations; collaborates with training agencies, therapeutic communities, health agencies, universities. Translates for Einaudi, Edizioni di Comunità, Borla and Bollati Boringhieri.

Scientific Advisor: Anton OBHOLZER, Founder of the "Consulting to Institutions Workshop of the TAVISTOCK Centre"; former Chief Executive of the Tavistock & Portman NHS Trust; Psychoanalyst; member BPsA and IPA; Teaches at the Leadership Centre of INSEAD (France), Advisor to international consultancy courses, experience with businesses, public administration, social services and third sector.

CONFERENCE TIMETABLE

ARONA, 26 FEBRUARY - 1 MARCH 2009

Thursday 26 February	Friday 27 February	Saturday 28 February	Sunday 1 March
/	08.00 Breakfast	08.00 Breakfast	08.00 Breakfast
/	09.00 - 10.15 GG	09.00 - 10.15 GG	8.30 - 9.45 GG
/	10.15 - 10.35 Coffee Break	10.15 - 10.35 Coffee Break	9.45 - 10.00 Break
/	10.35 - 11.50 PG	10.35 - 11.50 PG	10.00 - 11.15 PG
/	11.50 - 12.00 Break	11.50 - 12.00 Break	11.15 - 11.45 Coffee Break
/	12.00 - 13.15 IG	12.00 - 13.15 EO	11.45 - 13.00 GA
13.00 - 14.00 Registration	13.15 Lunch	13.15 Lunch	13.00 Lunch
14.00 - 15.00 P	14.30 - 16.45 IG	15.30 - 19.30 EO	14.15 - 15.30 GA
15.00 - 15.15 Break	↓	↓	15.30 - 16.00 Coffee Break
15.15 - 16.30 PG	↓		16.00 - 17.00 P
16.30 - 17.00 Coffee Break	16.45 - 17.15 Coffee Break		/
17.00 - 18.15 GG	17.15 - 18.30 OEP		/
18.15 - 18.30 Break	18.30 - 18.45 Break		/
18.30 - 19.45 IGP	18.45 - 19.45 GR	↓	/
19.45 Dinner	19.45 Dinner	19.45 Dinner	/
21.00 - 22.00 GR		21.00 - 22.15 OEP	/

- P = Plenary
- PG = Small Group
- GG = Large Group
- IGP = Intergroup Plenary
- IG = Intergroup
- OEP = Organizational Event Plenary
- EO = Organizational Event
- GR = Revision Group
- GA = Application Group

