

2016
18th - 23rd Jan
Bengaluru
India

KNOWING

A group relations conference offered by

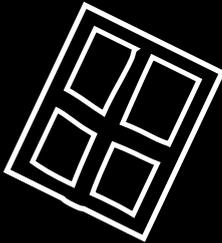
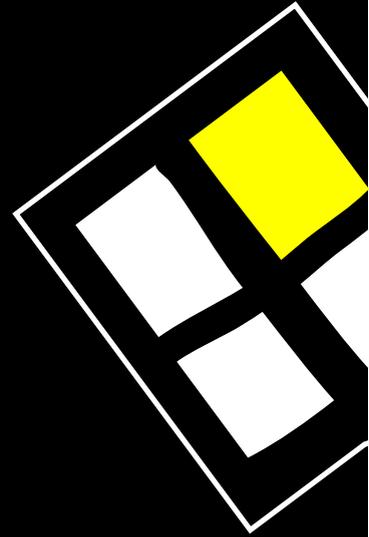
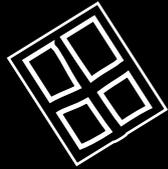


NOT

Group Relations India &
Human and Institutional Development Forum

KNOWING

Exploring intention and risk in self and systems



Knowing and Not Knowing:

Exploring intention and risk in self and systems

18th-23rd January 2016 Bengaluru, India

The Eighth Group Relations Conference



Offered by **Group Relations India**
& **Human and Institutional Development Forum**



Knowing and Not Knowing:

Exploring intention and risk in self and systems

Dear prospective member,

If there is one common denominator across the entire history of human culture, it is the insatiable hunger to know the not known and to know it with certainty. Paradoxically, this urge is itself the enemy of the human spirit – the essence of which is to accept the mystery of the unknown and the unknowable!

This relationship, indeed tension, between knowing and not knowing can bring out both the best and the worst in us – lead to high levels of creativity and spirituality but can also be the source of deep anxiety and dysfunctional patterns of behaviour.

This Group Relations Conference focuses on the theme of knowing and not knowing and explores how both these stances influence the forming of our intentions and the possibility of our taking risks. What is our intention in this changing world where what one took as the truth yesterday, becomes a question mark today and is seen as obsolete tomorrow? What choices do we make – consciously and unconsciously – about what we will know and not know? What risks are we taking and avoiding? What is their real nature? And their implications?

Group Relations Conferences (GRCs) are intensive experiential temporary organisations, which offer unique opportunities to explore your role as leader, manager and follower as well as the habitual patterns that influence individual and group identities and collective behaviour, both conscious and unconscious. Through its title and task, this GRC is an invitation to explore these dynamics at various levels – the individual, group and system, recognising that these levels of awareness are interdependent and are constantly shaping and co-creating each other.

We invite members representing a range of work settings, roles and identities, to focus on these issues in an open atmosphere of thinking about, and making sense of, one's experience. Note that we use the word "conference" in the sense of to 'confer' – to bring together – in conversations, dialogue and exploring together. The setting is not a series of lectures or speeches to a passive audience. Far from it!

If learning from direct experience and a methodology of learning based on one's own authority is appealing to you then this 'conference' is likely to be of immense value to you. We look forward to hearing from you and welcoming you to the conference.



Rosemary Viswanath & Zahid Hoosein Gangjee
Conference Directors

What are Groups Relations Conferences?

Group Relations Conferences (GRCs) are designed as temporary organisations for learning through direct experience, which may well be the only way of sustaining learning. GRCs are designed to provide a variety of opportunities for members to exercise authority to take up roles in here and now situations. Also to unravel and deal with the opportunities and resistances encountered in doing this. GRCs provide an exemplary opportunity to experience and study how authority is held and worked with in reference to its conscious and unconscious determinants. Taking up authority and acting based on one's authority involves intention and risk as well as recognizing ones accountability to others.

The focus in a GRC is on one's conscious behavior, thoughts and emotions, but more significantly on unconscious processes - those that take place beyond one's normal awareness, within oneself and in the groups that one works with. The spotlight in the GRC is also on groups as systems and how they develop a conscious and unconscious life.

Group Relations Conferences (also known as Working Conferences) were pioneered by The Tavistock Institute of Human Relations, London, in 1957, based on the frameworks of systems psychodynamics developed by social scientists and psychoanalysts such as Lewin, Freud, Klein, Bion, Turquet and Miller, among others. Over time the design and structure of the conferences have undergone many changes and adaptations as they were offered the world over. However, the focus on unconscious processes in groups and systems, and learning through experience, has remained intact. In India, GRCs were introduced in 1973. Participating members thus far represent a wide range of interests - the corporate sector, civil services, government organisations, the churches, academic institutions, consulting organisations, NGOs, networks and people's movements, among others.

The theme in context

Knowing & Not Knowing: Exploring intention and risk in self and systems

Associations to the word 'know' may be many - being aware of, having information about, being acquainted with, recognizing, having experience of, understanding. Thus, 'knowing' may connote for us a sense of accomplishment, confidence, and the right to influence others. An unintended

consequence may be complacency, ceasing to explore and learn. 'Not knowing' may trigger uncertainty, feelings of being not in charge, a dented self image, but also an opportunity to risk, learn more and grow.

At another level, knowing is a myth – albeit a useful one. For example, it may be too much for us to wake up each morning, look at ourselves in the mirror and ask, “Who am I?” Yet, not asking the questions, “What else am I? What also am I?” from time to time, may lead us to believe that we are ‘finished products’. This may lead to repetition, stagnation, lack of vitality and frustration.

Do we really know others? If human beings are not ‘finished products’ but ‘work in progress’, then we are continuously changing. We often don’t see the changes in others, for if we did, we too would have to change to continue relating with them meaningfully. And so, when we don’t change, relationships break down or become mechanical and lacklustre.

The many systems we live and work in are themselves located in contexts that are continually changing, impacting all aspects of our lives. We are being bombarded by new ways of communicating with the technology revolutions. People are choosing new ways of connecting and relating, transforming social institutions such as marriage, family and community. Individual-organisation interfaces are dramatically changing. The diversity, dynamism and the uncertainty of environments in today’s world also throw up systemic crises that require new approaches to organisation and leadership at various levels – societal, community, institutional, and group.

New forms of organisation are emerging as a response to these challenges e.g. matrix and network structures, which are inspired by complexity theories and self organising principles. Organisation research is nudging us towards the realization that the organisations we build are actually ‘complex adaptive systems’, and that this is not a technique or a new fad, but the way to describe a deeper perception of the reality, a better understanding of the real nature of organisations.

To understand complex systems we have many exciting examples – naturally occurring ecosystems such as forests, the human brain which has 86 billion neurons firing at any point in time, or a more recent human creation which we now can’t seem to live without – Wikipedia !

More attentive observation of our individual and collective experiences in organisations will show us that contradictory forces coexist. We are pulled towards stability by the human need for security and to adapt to the environment. But we are also pulled to the opposite extreme of instability by political processes, organisational divisions and decentralization, the human need for excitement and innovation, and the wish to rebel against the givens in our environment.

If an organisation is pulled in to stability it will fail because it will ossify and be unable to easily change itself, but if it is pulled in to instability it will disintegrate. Living organisations live on the boundary of stability and instability. This is the edge of chaos.

The idea of organisations as complex adaptive living systems, capable of learning and naturally evolving strategies, structures and processes, and self-adjusting to changes in environment, calls for paradigm shifts in the way managers and leaders take up their roles

Contrary to popular belief, it may be useful also to think about ‘not knowing’ not as the opposite of ‘knowing’, but as the ability to be open. This quality of not knowing will allow us the opportunity for wonder, and the useful stance of putting aside our need to constantly defend what one already knows. We expect that such a stance may invite fresh insights and interpretations of un-thought knowns and un-known thoughts both.

Conference Primary Task

The term Primary Task refers to the reason for the existence of any organisation or institution – its most important task –that defines its nature and core purpose. If not worked at, the organisation would lose its meaning.

This Group Relations Conference has a **dual** primary task:

- To study the exercise of authority in the taking up of roles through the interpersonal, intergroup and institutional relations that develop within the conference as an organisation within its wider context.
- To experience processes of learning how to learn, particularly focussing on how unconscious material can shackle oneself to repeated dysfunctional patterns, or free oneself to experience one’s potential more richly and fully.

Conference Design



The conference is designed as a temporary learning organisation that provides several opportunities through various events to differentiate how much the experience of the ‘here and now’ is influenced by fantasy (i.e. unchecked assumptions based on both conscious past experience and experience stored in the unconscious). Designed as it is, away from the busy-ness (and business!) of day to day life, and with a minimum of predetermined structure, it offers a fresh and different space to see the same things, but with new eyes. Each event is designed to offer the possibilities of a varied view from which one perceives oneself and others, through the taking up of multiple roles, which invariably reflect roles and stances in our day to day life.

The stance of the conference is one of developing a spirit of enquiry into one’s experience through attention, exploration, reflection and the capacity to wonder. There is no preset curriculum or evaluation of performance. With the framework of the theme, task, and structure available as a resource, members accept or reject learning and insights based on their personal authority. They are therefore, likely to achieve different kinds of learning.

The Role of Staff

While staff and members are both participants, the conference accords them different roles. The staff members of the conference are not in roles typically expected of teachers or faculty. They are allocated to each of the events in the role of consultants or in the role of collective management to work to the primary task of the event and to the task of the conference as a whole. This they do through the offering of working hypotheses and other forms of interventions by constantly trying to make sense of their own and members’ experiences. It is expected that staff hypotheses and interpretations will also create the possibility for individual members to reflect on what they represent to the group, what they are taking in from the group and what they are contributing to the group, particularly in terms of what may be happening unconsciously and in ways that are more hidden.

In their Collective Management role, staff also manage the conference boundaries of task, time and territory. It is expected that the membership will also use its managing capacities to manage these boundaries.

Conference Management and Staff

Conference Directors: Rosemary Viswanath and Zahid Hoosein Gangjee

Conference Administrators: Veena Pinto (pre-conference administrator too) & Uma Ravikumar

Consultants will be drawn from among:

Ganesh Anantharaman

Kushal Banerjee

Gouranga Chattopadhyay

Zahid Gangjee

Vartika Jaini

Anuradha Prasad

Haritha Sarma

Rosemary Viswanath

Gunjan Zutshi

Staff Profile

Ganesh Anantharaman, M. Phil. Political Science (Mumbai University); Professional Member and President (2014-16), Indian Society for Applied Behavioural Science (ISABS); Member, NTL Institute of Applied Behavioural Science, USA; General Manager, Leadership & People Sciences, Wipro Technologies Limited. Ganesh has been on the staff of Group Relations Conferences in India since 2003.

Kushal Banerjee, a postgraduate in HR Management from IISWBM, Kolkata, having more than 34 years in-depth exposure in strategic and tactical HRM in diverse industries. Partner, Value Consultancy Services an Organisation Development & Change consultancy. Currently empanelled as an external consultant with Ernst & Young. Has been member and staff of GRCs as well as workshops based on group relations framework for BIM, Trichy. A certified NLP practitioner and trained in Belbin Team Role evaluation, DISC and FIRO B profiling. Engaged in Assessments, Counselling and Coaching.

Gouranga P. Chattopadhyay, M.Sc., D.Phil.Sc. (C.U.), FAScT (W.B.), FRAI (London), FAISA & FCSA (Melbourne) Emeritus Professor, Academy of HRD (Ahmedabad); Professional Member, ISABS; Independent Organisational Consultant. Has directed and been on the staff of Group Relations Conferences since 1973 in the UK, India, France, Australia, Israel, the Netherlands and Trinidad. Authored 112 journal articles, 5 books, 6 vols. of poems in English and English translation of a Bengali novel. A volume of several poems and songs of Tagore translated into English was published by Tarjama, Kolkata, 2015.

Zahid Hoosein Gangjee, B.Sc. Psych. Hons., M.Sc. Applied & Psych. (Calcutta University); Fellow (IIM, Ahmedabad). Since 1995, Chief Executive, Zahid Gangjee & Associates, Organisation and HR Consultancy“, Kolkata which has been helping organisations in India & abroad manage change at the total organisation, group & individual levels. He has directed and been a staff member at Working Conferences/GRCs since 1977 mainly in India but also in Israel, France with IFSI & in the U.K. with Tavistock Institute. He has also been a Faculty Member in Behavioural Science at IIM, Calcutta & ASCI, Hyderabad.

Vartika Jaini, BA (hons) Economics, Delhi University; Post Graduate Diploma in Rural Management, Institute of Rural management, Anand. Vartika has been with the Tata Trusts since 1999. She anchored the Central India Initiative, which works across the tribal dominated blocks in Central India. In her earlier work at the Trust, Vartika anchored the Trusts microfinance initiative and was also responsible for the Trust’s programming in youth development and institution building. Vartika has a keen interest in human capacity and institutional development. She is a trained Organisation Change Facilitator and has participated in Group Relations Conferences in member and staff roles.

Veena Pinto, MA Psychology, PGDHRM (IGNOU), is an Independent Organization Consultant, Coach and Trainer. Her work involves assisting individuals, groups and organizations to learn and grow. Consultant in Training, The A K Rice Institute, USA, Member of the Board of Indian Society for Applied Behavioural Science (ISABS), and member, NTL Institute, USA.

Anuradha Prasad, M.Sc (APAU,Hyderabad), Ph.D Agri. Extension, (IARI, New Delhi). Process and Institutional Development Consultant in the social development sector. Anuradha has directed and taken up staff roles in Group Relations Conferences in India, Australia, Israel and Thailand since 2005. Passionately involved with women's empowerment and gender sensitisation interventions for over three decades. Jungian dream analysis for personal growth is another area of her interest. Transformational Coach with certification from Leadership that Works, USA. Professional Member, Indian Society for Applied Behavioural Science. Trustee, Group Relations India.

Uma Ravikumar, MBA (Bharathiar University, Coimbatore). Associate Certified Coach (ACC) from International Coaching Federation (ICF). Process consultant and practicing coach for leadership and institution development in organisations. Has been associated with Group Relations framework in member and staff roles for the past few years.

Haritha Sarma, MSc Geology, worked as a hydro geologist and planner of Natural Resource Management projects with diverse communities across India. Haritha is a process facilitator, gender trainer and organisational development consultant. Over last 19 years, Haritha has designed, facilitated and directed learning processes towards strengthening individuals and organisations which represent and fight for the rights of marginalised communities. Co authored 5 publications and 4 Manuals on themes related to organisational development, leadership transition and social change. He has been involved with GRCs in staff role. Executive Director of HID Forum, Bengaluru, India.

Rosemary Viswanath, B.Sc. (Hons) Mathematics (Delhi University), P.G.D.M. (Indian Institute of Management, Bengaluru), Involved with organizational strategy and change processes primarily with social justice organisations in India and internationally. Managing Trustee, Group Relations India; Professional Member, Indian Society for Applied Behavioural Science; and Director, Learning Network, an organisation change consultancy organisation. In the Group Relations arena, Rosemary has directed and been involved as consultant staff in several Group Relations Conferences and related workshops since 1989 in India as well as with the Grubb Institute and the Tavistock Institute in the UK, IFSI France, Group Relations Nederland, the Netherlands and OFEK, Israel.

Gunjan Zutshi, MBA (Jiwaji University), Certified Organization Development & Change Practitioner from Indian Society for Applied Behavioral Science and Transactional Analysis Psychotherapist. L&OD consultant with 19 years of experience working with individuals, teams and organizations to enhance effectiveness and create capability for sustainable change. Co creator of AgileSattva, a firm working in area of Agile transformations using a blend of Agile methodology and organization development.

Administrative Details

Conference Venue:

SAIACS CEO Centre

BOX 7747

Gubbi Cross Road, Kothanur Post

Bengaluru 560077

INDIA

<http://www.saiacsceocenter.com> for details about the venue and its location. Detailed information on how to reach the venue and other joining information will be sent to members on confirmation of their applications.

Timings /registration

Registration of members to the conference is from 0930 to 1100 hours on January 18, 2016.

The conference will open with a Plenary at 1130 hours on January 18, 2016.

The conference ends at 1630 hours on January 23, 2016.

(In order to plan travel, you may like to know that members are expected to arrive at the venue and check in to their rooms on January 18th morning and check out by January 23rd mid day. You can leave at the close of the conference at 1630 hours)

Fee

- The conference fee is INR 65,000/- plus 14% service tax (i.e. INR 74,100 is payable). For international participants the fee is USD 1,400 plus 14% service tax (i.e. USD 1,596 is payable)
- The Early Bird Fee for those paying by November 30th is INR 60,000/- plus 14% service tax (i.e. INR 68,400 is payable). The Early Bird Fee for International applicants is USD 1,200 plus 14% service tax. (i.e. USD 1,368 is payable)

This is a residential programme and the fee includes accommodation and board on twin sharing basis which is booked from the morning of 18th January until 23rd January noon. Any extra stay, before or after, needs to be negotiated separately with the preconference administrator.

Single room accommodation can be considered subject to availability and payment of additional costs. You need to mention this requirement at the time of applying and we will let you know if this is possible as very few single rooms are available.

GRI and HIDF are organisations committed to ensuring that group relations work is accessible to a wide membership – which has enabled people from a range of economic and work sectors and representing many other important diversities to attend. The diversity of members has been the hallmark of conferences in the last many years and been a critical factor in the depth and richness of the learning as well.

We are particularly committed to make group relations opportunities available to those in the social justice and development sectors. A few bursaries are available for participants from small under-resourced NGOs or community based organisations and movements. The bursary fund is supported by contributions from well wishers of the sponsoring organisations. Those applying for bursary may please mention in writing the justification for their application and the amount of bursary they seek. We will revert to you on the amount we can offer based on the total number of requests made and the relative merits of the case.

How to Apply

Applications in the required format will be accepted on a first-come first-served basis. Applications are not automatically accepted and your place will be confirmed by us only on receipt of both the application form and the conference fee. You could email your application form to us and make a bank transfer of the fees.

A GRC is an educational experience and is not intended to be a substitute for therapy or counselling. If you are living through a particularly stressful personal difficulty, it may be advisable to postpone your participation to another time.

Last date to avail the Early Bird Fee: November 30, 2015

Last date for bursary requests: December 20th, 2015

Refund policy: The entire fee will be refunded if an application is not accepted for want of place in the conference. Refund after deducting 25% towards administrative expense will be made to those who withdraw before December 20th 2015. For withdrawals after that timeline, refunds will not be possible.

Conference Fee by Bank Transfer

Account Name: Group Relations India

Account Number: 50200002769010

Type: TASC Current Account

Bank/Branch: HDFC Bank, Indira Nagar 100 ft Road (Branch No 1755), Bangalore, India

IFS Code HDFC0001755 (applicable for domestic transfers)

SWIFT Code HDFCINBB (applicable for international transfers)

Email: grouprelationsindia@gmail.com

Do send us transfer details by email to enable us to track your transfer. If not via electronic transfer, we request you to drop a cheque in our favour, mentioning our account details, at an HDFC branch near you and send us the cheque details for tracking your payment.

About the Sponsoring Organisations

Group Relations India (GRI)

GRI promotes experiential learning of individual, group and organisational processes. It uses system psychodynamic and socio-analysis approaches which pay particular attention to unconscious processes and group dynamics. Group Relations India offers a variety of educational programs and workshops for the enhancement of skills and competencies in this area. It also networks with like-minded professional bodies and organisations to further this aim. www.grouprelationsindia.org

Human and Institutional Development Forum (HIDF)

Founded in March 2000, HID Forum works towards developing and strengthening Human and Institutional Development capacities in individuals and organisations who work to empowering disadvantaged communities. The key strategies of HIDF are a) Facilitating Organisational change through accompaniment b) Building competencies of individuals in their role as change agents and c) Research, knowledge building and dissemination. The Forum conducts, among others Group Relations Conferences (GRCs) to enhance the awareness and competencies to understand unconscious process at self and organisational levels and a 13 month Certificate Programme on Organisational Change Facilitation. www.hidforum.org

For further discussions and to assist your decision to join the conference we would be happy to speak to you. Email us at grouprelationsindia@gmail.com or message Veena Pinto (+91 9969037574) or Rosemary Viswanath (+9198454 03773) to schedule a conversation.

We look forward to hearing from you and welcoming you to the conference!



Knowing and Not Knowing:
exploring intention and risk in self and systems

This conference offers you the opportunity to explore through direct experience the processes of self authorisation in taking on roles in groups and systems and the place of intention and risk in this endeavour. The stance of the conference is one of developing a spirit of enquiry into one's experience through attention, exploration, reflection and the capacity to wonder. This has the potential to lead to transformed ways of being and relating in a range of interpersonal, institutional and societal spaces.

18th – 23rd January, 2016

Bengaluru, India

grouprelationsindia@gmail.com

