

15th – 17th April, 2018
Melbourne, Australia

Group Relations Australia presents:

MULTIPLE ROLES: CONFLICTED INTERESTS

This experiential conference aims to help professionals, academics and managers to work more effectively in multiple roles, with multiple groups, where there are sometimes conflicting interests.

The Primary Task

To provide opportunities for participants to explore how they experience, take up and manage a multiplicity of roles and the conflicts between those roles. These may be experienced personally or interpersonally in the conference organisation.

The Design

The aim will be achieved by offering participants a variety of group settings for working together during the conference. Participants can witness how they take up, manage and experience themselves - as well as others - in and between different roles and learn from their own as well as others' experience, with people of various organisational and professional backgrounds. The learning can then be applied to their 'back home' situations.

Who is the program for?

The conference is designed for people in the helping, academic and educational professions who hold multiple concurrent roles in their organisations. This includes clinicians, psychotherapists, academics, consultants, managers in professional services, Board members and teachers in professional organisations and others.

The conference is intended to assist all those who find the multiplicity of their work roles intriguing, challenging or unsatisfactory and wish to improve their management of these roles by learning with and from others from a variety of professional backgrounds.

Introduction

Professionals acquire their training in a certain field of expertise. When they are employed, however, or take up a professional role* in their field, they find themselves having to manage a variety of other roles for which they have not been trained. Whether they work in education, at a university, a hospital or in private practice, as psychoanalysts or psychotherapists, they discover that managerial roles are also required. This means either having to fulfil managerial tasks and functions personally, without much pertinent preparation, or cooperating with a manager who is not necessarily familiar with the requirements of the professional's role and expertise. Conflict between professional expertise, managerial tasks, and economic pressures may ensue, both within a person and between people in an organisation.

In universities, for example, the necessity to attract funding, from fee paying students and research grants increases the management pressure on academic staff. As professional educators, academics can be conflicted as to when the individual in their classroom is in the role of student or the role of 'customer'. These different roles produce different and competing demands and responses. The customer can expect the promised knowledge, skills and competencies for which they have paid handsomely, to be delivered painlessly. The educator may expect such outcomes to be achieved from the role of student, a role that requires exposure to one's ignorance, the discomfort of new ideas and a struggle for mastery.

At the same time, academics in research or teaching roles have little formal, managerial authority and may feel under-authorised or under-supported when trying to change teaching or research practice and be concerned that any changes might threaten funding.

Similarly, a psychoanalyst or psychotherapist engaged in training young colleagues may enjoy conveying their expertise in the development of a trainee or candidate, but assessing the candidate's competence and reporting this to the education committee can create conflict over the need to evaluate and decide versus the need to understand and develop the trainee. The therapist's expertise in observing and thinking about emotional processes can conflict with organising and leading a membership; or managing board decisions in a training institute.

In hospitals, there are dual lines of authority, clinical and managerial - which can create difficulties for the professionals and for the management staff. Clinicians can be caught in thinking that managers' activities are inevitable intrusions on practice, to be patiently or perhaps resentfully tolerated. As in universities, management roles can be seen in active tension if not competition with clinical or academic roles. Managers have to cooperate with professionals whose expertise they often do not share and who appear to them to "live in a different world" beyond the requirements of structural and economic survival of the organisation which the manager understands he has to guarantee. Such conflicting perspectives diminish effectiveness.

Likewise, Health and Safety professionals' ensuring good practice and regulatory compliance can interfere with the financial agenda of their organisation. Internal consultants may experience conflicts between the wellbeing and organisational development of an internal client and the task and policy demands of the organisation. Last not least, voluntary and paid staff in community-based organisations can have different views of the roles and tasks they are required to undertake.

The variety and richness of these examples identifies the common tensions between academic, clinical or professional leadership roles, managerial roles and corporate cooperation. In addition the ways in which different roles are taken up is also shaped by organisational systems, the social context and by the individual's temperament, personality, experience, purpose and their emergent personal style.

**Role is the sociological / socioanalytic term for behaviour which is related to fulfilment of a given task, but includes individual ways of interpretation of task fulfilment.*

Organisational Information

Venue *Glen Nevis* - 18 Erin Street, Richmond, Victoria

Hours

Sunday April 15th 9am – 9pm

Monday April 16th 9am – 9pm

Tuesday April 17th 9am – 6pm

Participants are expected to attend all sessions.

Accommodation and Meals

The Conference is non-residential. International and interstate members can readily find accommodation near the venue or in the Melbourne CBD. Nearby inner-city suburbs include East Melbourne, Richmond, Collingwood, Abbotsford, Cremorne. Lunch (all days), dinner (Sunday & Monday) and refreshments are included in the fee.

Public Transport

The conference venue is readily accessible by public transport. Maps, route numbers and a public transport app. are available from Public Transport Victoria <https://www.ptv.vic.gov.au>

Trams – getting off at Punt Road, tram stop number 15.

No 48 North Balwyn from Collins Street

No 75 Vermont South / East Burwood

Trains

A short walk from West Richmond Station – on the South Morang or Hurstbridge lines or a slightly longer walk from Jolimont Station on the same line. A 15 minute walk from Richmond Station on Swan Street

Parking

There is no parking available on site at the venue and only time limited parking available in nearby streets. Parking is available at Epworth Hospital. The entrance is off Bridge Road and is open every day from 6am to 10.45pm.

Registration and Information

Registration, further information and discussion of any other concerns can be undertaken with Greg Cook, Conference Manager at multiroles@groupprelations.org.au

Fees (Australian Dollars)

Full Fee	\$1,750
GRA Member	\$1,500
Discounted Fees: Two or more staff paid for by the same employer OR early bird discount if booked and paid by Friday 2 nd February.	\$1,500

GRA may also provide scholarship funding upon application to the conference manager.

Experiential learning in a group relations conference

Group Relations conferences offer opportunities to learn about group, organisational and social dynamics; the exercise of authority and power; the interplay between tradition, innovation and change; and the relationship of organisations to their social, political and economic environments.' (The Tavistock Institute, London. www.tavistock.org/work/development/group_relations.php)

Experiential learning is a well-established method for gaining practical knowledge about human behaviour. In a group relations conference, participants engage in co-creating experiences of taking up different roles in groups and organisations. Learning emerges from these experiences and through continual observation, reflection, exploration, theorizing and a greater understanding of the dynamics and unconscious drivers of behaviour in groups. Experiential learning may be emotionally taxing.

Authority: The personal, professional, organisational, cultural and interpersonal sanction we draw on to empower ourselves to act and to take up roles at work.

Accountability: Taking responsibility for the consequences of our actions, the way we take up authority and our engagement with others.

Engagement: The nature of the emotional connection in our interpersonal, group and inter-group interactions: the experience of the relationship, what is communicated, shared and expected.

Further Reading

What is a Group Relations Conference? <http://www.grouprelations.org.au/webpages/items/2009/12/205196-upload-00002.pdf>

Stein, M. (2004) 'Theories of experiential learning and the unconscious', in Gould, L. J., Stapley, L. F., and Stein, M. [Ed.] *Experiential Learning in Organizations: Applications of the Tavistock Group Relations Approach*. London, Karnac Books, pp. 19-36.

Group Relations Australia

Learn about self, organisation and society in depth

Group Relations Australia (GRA) is a not-for-profit professional association whose members seek to develop the field of group relations and systems psychodynamics. We apply its methods to working with groups, organisations and communities, in the belief that there has to be a better way of living and working in groups, organisations and society – a way that promotes learning from experience, engaging the whole system, and developing our capacity for thoughtful, effective action.

Our members work as organisation consultants and managers, academic researchers and teachers, psychoanalysts and socio-analysts amongst other roles. Through GRA, they enjoy the benefits of mutual links with international associations in the field of group relations.

We conduct a stimulating range of activities and events for members that include: professional practice and scientific meetings, working conferences, workshops, seminars and lectures. The Association also publishes the peer-reviewed journal *Socio-Analysis*.



Design

Small Study Groups are groups of up to 8 members with a consultant. Their task is to study what unfolds in the group in the 'here and now', while working on the primary task of the conference.

Large Study Group brings together the entire membership with several consultants. The task of this group is to study what unfolds in the large group in the 'here and now', while working on the primary task of the conference.

Exploring Intra- and Intergroup Roles provides a setting in which members can explore and study the nature of their own and others' roles both within their own group and between their own and other groups, in the conference. In this setting, members will be free to form groups according to their own thematic interests.

Role Analysis will take place in groups of up to 7 members with a consultant in order to help members reflect on the experience of the roles they and others have taken in the various events, including the possible conflicts inherent in this process.

Plenaries involve all members and staff.

The *Opening Plenary* introduces the conference and provides an opportunity for participants to enter into the conference, to explore and reflect on the experience of joining and taking up roles within it.

The *Closing Plenary* aims to review the conference experience.

Staff

Veronika Grueneisen PhD. Conference Director and Consultant

Psychologist, Training and Supervising Analyst, German Psychoanalytic Society (DPG) / International Psychoanalytic Association (IPA); Organisational Consultant, past chair of Institute for Psychoanalysis Nuremberg; past chair and current member Partners in Confronting Collective Atrocities (PCCA); Nuremberg, Germany.

Allan Shafer MA (Clin Psych) D Litt et Phil. Conference Associate Director and Consultant

Clinical Psychologist, psychoanalytic psychotherapist, clinical supervisor and socioanalytic consultant; Past President of Group Relations Australia; clinical member of the Victorian Association of Psychoanalytic Psychotherapists, past Executive member of the Psychoanalytic Psychotherapy Association of Australasia, member ISPSO.

Greg Cook B A, DipEd, BSW. Conference Manager and Consultant

Psychologist, organisational consultant and executive coach; founding director of the Centre for Leadership and Management (CLM); member of Group Relations Australia and past member of the Committee of Management.

John Newton BBus, MA, PhD. Consultant

Freelance management consultant and author and formerly Assoc. Prof. in Organisation Dynamics at RMIT University; past president of Group Relations Australia and member of the International Society for the Psychoanalytic Study of Organisations.

Tania Nahum B.A [Hons], MA. Consultant

Clinical Psychologist, Individual and Group Psychotherapist and Socioanalyst. Member of Group Relations Australia, the Victorian Association of Psychoanalytic Psychotherapists, and Australian Association of Group Psychotherapists.

Jenny Smith B.A, MAppSc (Org.Dynamics). Consultant

Head of HR in an Australian Energy company. Experienced internal /external OD consultant, executive coach, leadership development consultant. Member of Group Relations Australia and the International Society for the Psychoanalytic Study of Organisations.

The Role of Staff

Staff bring their interdisciplinary knowledge and experience to the work of the conference. Staff will have both managerial and consultancy roles - as they take responsibility for the conference organisation and offer consultation to various groups. Staff will assist participants to learn and to make sense of their experience of themselves in role within and between groups - in the here and now of the conference. This includes paying attention to both conscious and unconscious patterns of conflict within and between roles and groups. The staff of the conference come from clinical practice, management consulting, academia and executive management. All are experienced group dynamics and systems psychodynamics consultants.

Sponsoring Organisations

The Psychoanalytic Psychotherapy Association of Australasia (PPAA) is a federated body of member organisations from most Australian States and from New Zealand. It was formed in 1980 with the aim of maintaining high standards of practice, training and ethics in psychoanalytic psychotherapy. Members come primarily from professional backgrounds in psychology, medicine, psychiatry and social work and have undergone intensive training programmes at a post graduate level which are modelled on, and have links with established and highly regarded training programs overseas. www.ppaa.com

The Tavistock Institute of Human Relations (London) (TIHR) applies social science to contemporary issues and problems. It was established as a not for profit organisation with charitable purpose in 1947. The TIHR is dedicated to the study of human relations for the purpose of bettering working life and conditions for all humans within their organisations, communities and broader societies. <http://www.tavinstitute.org>