

and Executive Dean of Commerce. He holds a Tavistock MA in Consultation and the Organisation, and a PhD from Sussex University in Social Anthropology. He has extensive experience of working with senior executives in Ireland, India, the UK and New Zealand. He has directed leadership development programmes and has participated in Leadership and Group Relations Conferences at the Tavistock.

Alan Rowan is a Clinical Psychologist, Family-Systemic Psychotherapist and Psychoanalyst. He holds an MBA, and is qualified in Industrial Relations Studies and the Tavistock Clinic programme: Consultation and the Organisation. Alan is currently Principal Clinical Psychologist and Service Manager, Clinical Psychology Services, St Vincent's Hospital, Dublin. He has held senior management positions both within the Irish Health Service and the NHS, UK and has served as a Board Member of a number of charities both in the UK and Ireland. He has extensive experience of Group Relations and consultancy.

Administrator:

Patrice Cooper is College Lecturer in Management at UCC. She teaches strategy, leadership and change management. She holds a PhD in Leadership and researches on leadership, and knowledge management. She has directed executive development programmes at UCC and has attended Leadership and Group Relations Conferences at the Tavistock Centre, London.

VENUE

Western Gateway Building, University College Cork

COST

Conference fee is €850 per person. A number of reduced fee bursaries of €650 are available for those working in voluntary or charity organisations.

Participants will arrange their own accommodation and meals. Information about local facilities will be available from the administrator, Patrice Cooper.

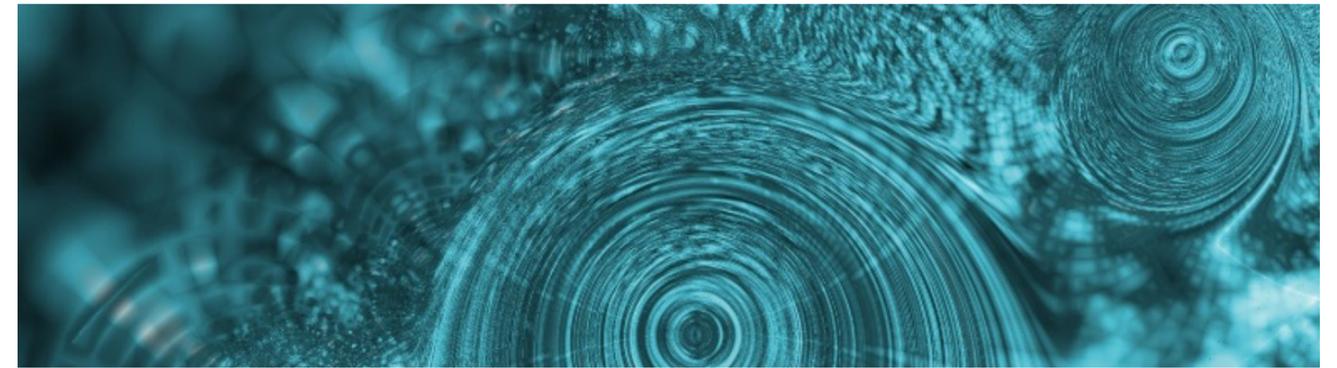
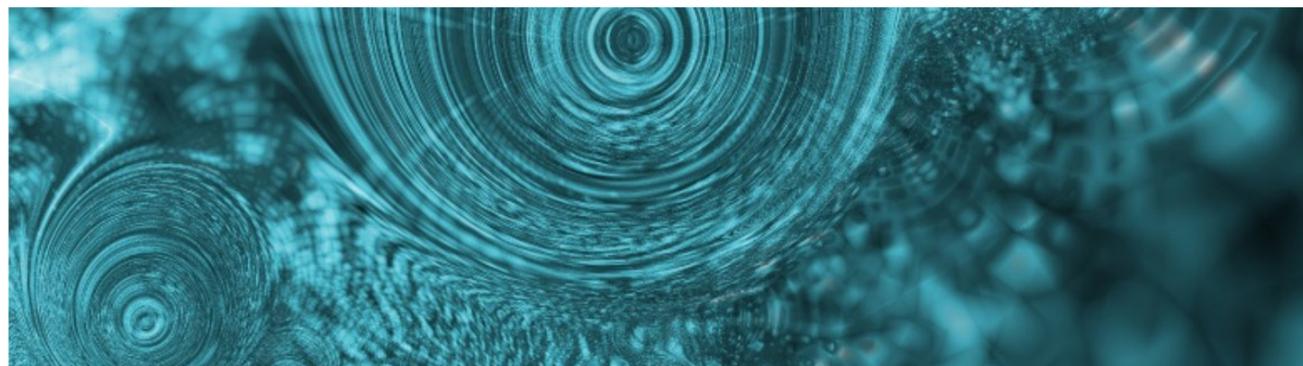
BOOKING A PLACE

If you would like any further information about the conference then please contact one of the following:

Deirdre Moylan: deirdremoylan.1@gmail.com
Sebastian Green: sg@ucc.ie
Patrice Cooper: patrice@ucc.ie, tel (021) 490 2081

Places are limited to 32 participants and will be secured by (i) registration: application forms are available by email or post from Patrice Cooper, Programme Administrator, School of Management and Marketing, University College Cork, Ireland or by emailing Deirdre Moylan or Sebastian Green and (ii) €250 deposit made out to Cork Group Relations and sent to Patrice Cooper at above address. Full fee is to be paid by Friday, 22nd November, 2013.

Leadership in difficult times



Leadership in difficult times



A GROUP RELATIONS CONFERENCE

IN ASSOCIATION WITH TAVISTOCK CONSULTING,
UNIVERSITY COLLEGE CORK, SCHOOL OF MANAGEMENT & MARKETING
AND OCHRE

29 November - 2 December 2013
Western Gateway Building, University College Cork

Even if green shoots are emerging in the national and global economy, a long period of crisis has created immense challenges for leaders and managers. As economies have contracted, organisations have been squeezed through strategic realignment, corporate restructuring and deep cut-backs. We know that only creative and effective organisations will survive yet the outcome of the recession has all too often been fear and anxiety that have constrained imagination, creativity, innovation and change. Continuing stress has led to destructive competition instead of cooperative endeavour; anxiety has produced infighting, lethargy and cynicism instead of energy and empowerment. The outcome is often experienced in the form of coasting, risk averse behaviour, poor morale, disempowered staff, bureaucratic procedures, strategic stasis and lack of vision.

So how can we emerge strengthened rather than weakened by the experience of the past few years? How can we develop high performing teamwork and manage anxiety about survival? We need to understand what goes on below the surface and out of immediate awareness. The challenge then is how to access this as the first step to bringing about change that is good for organisations and good for the people that work in them.

Managers need space and help to better understand the hidden dynamics that freeze rather than energise them and their teams. This Conference will help you understand your organisation in a different way, see below the surface, and become a better leader in a better organisation.

WHAT IS A GROUP RELATIONS CONFERENCE?

A Group Relations Conference is a personal development programme which increases effectiveness for any organisational role.

The method is experiential. As participants progress through the events, they develop learning that is personal and individualised and which requires experimentation, reflective observation, and openness to experience. This facilitates transfer of the learning back to the home organisation.

Issues explored include awareness of the impact of self on others and the impact of others on self, leadership, followership, group membership, lateral and vertical collaboration, delegation and representative roles.

An intense and concentrated programme includes small and large groups inter-group work, learning reviews and meetings for the

application of conference learning to each participant's own organisational role.

This is a tough programme for developing 'soft' skills. Applicants currently experiencing stressful circumstances such as divorce, bereavement or serious illness, are advised to attend at another time.

WHO IS THE CONFERENCE FOR?

A key element of the Conference is the shared learning that comes from the wide range of participants from both the private and public sectors. Directors, managers and professionals from multinationals, SMEs, family businesses, public sector, voluntary and charity organisations have all reaped benefits from these conferences.



THE EVENTS

The programme provides opportunities for members to engage in activities that mirror typical organisational situations: The final program will be chosen from the following:

Opening and Closing Plenaries: participants explore the dynamics of joining and leaving a team or organisation.

Intergroup Event explores the dynamics between groups, including hidden assumptions, values and beliefs, loyalty, curiosity and change.

Large Study Groups explore the dynamics of the whole system and the problems of individual effectiveness, competition, groupthink, dependency and coasting.

Faculty Management Event explores the boundary and dynamics between members and the conference staff. This facilitates learning about the perennial problems between those in authority positions and others who perceive themselves as less powerful.

Resource Management Event explores the dynamics of delegated authority, leadership and followership, teamwork, talent management, strategic thinking and the management of resources.

Marketplace Event explores dynamics between suppliers in an unmanaged environment. Creativity and competition are explored.

Review Groups and Application Groups are provided to assess progress, evaluate goals and make links with members' own work environment.

CONFERENCE STAFF

Director: Deirdre Moylan, Organisational Consultant, Psychologist and Psychoanalyst. Formerly: Co-Director, Tavistock Consultancy Service, London; Director, Adolescent Department, Tavistock Clinic, London. She was also Director of MA in Consultation and the Organisation and Co-Director of Doctorate in Consultation and the Organisation at the Tavistock Centre; Consultant to senior executives, groups and teams, she works at all levels of the organisation. Deirdre has directed or worked on some 60 Group Relations Conferences in Ireland, UK, USA, Holland, Israel and India.

Consultant Staff:

Judith Bell is the Director of Tavistock Consulting, London. She is a Chartered Psychologist, Organisational Consultant and Executive Coach and works up to Board level with senior leaders and managers. Judith has worked throughout the UK and internationally in finance organisations, and global FMCGs, in healthcare, education, legal services and the creative industries, and in local and national government. Her work with individuals, teams and organisations uses approaches that are informed by psychoanalysis, systems thinking and group relations methodologies. She has been a staff member of numerous group relations conferences and relishes the experience for the exceptional learning opportunities they provide.

Sebastian Green is a Strategic Management Consultant and Leadership Coach. Sebastian is Professor Emeritus of Management, UCC and co founder of Ochre (Ireland). Sebastian was formerly Director of the UCC MBA, Head of the Department of Management and Marketing