



Group Relations
Conference Series
at Boston College

A Group Relations Conference in the Tavistock Tradition

Hierarchies of the Collective:

Mind
Body
Spirit

Boston College, Chestnut Hill | March 29-31, 2019

www.HierarchiesGRC.com

Register now at www.HierarchiesGRC.com/registration

This conference is endorsed by the A. K. Rice Institute for the Study of Social Systems.



BOSTON
COLLEGE | LAW



Group
Relations
International



BOSTON
COLLEGE The Institute for the
Liberal Arts

Dear Prospective Participant

In a world of increasing volatility, uncertainty, complexity, and ambiguity, our collective choices are influenced by unconscious hierarchies and networks that arise from cultural fears and desires. As a neuroscientist, I am intrigued by how we make decisions. What fuels our choices that result in binary actions of for or against, faster or slower, and yes or no? How are we a microcosm of the macrocosm?

*Join us this year to deepen our understanding of group **mind** and how each of us are pulled in and out of roles that shape group outcomes . . .*

With our tribal and evolutionarily-influenced behaviors, how do groups and organizations adapt to new technologies and virtual connections? As a physician, I realize that our heart, gut, and sweaty palms inform our brains about danger and safety --

*. . . and how our collective **body**, the container and boundary of each group, grows more complex as we move from concrete physical to virtual time and space.*

What are an organization's parts and whole with both physical and virtual boundaries? What are realities and structures in groups, where do our primitive drives erupt, and who/what contribute to the physical leaders and followers that emerge? As a physician scientist, I continue to be intrigued by what we cannot measure or quantify in contrast to what we can. Why do groups do what they do? What is repeated or done with meanings made from representations and the unknown? With experience and humility, we see more that is mysterious and attempt to integrate multiple dimensions.

*The **spirit** explores "the whole that is greater than the sum of its parts".*

Hierarchies of the Collective: Mind Body Spirit is a unique Group Relations Conference in the Tavistock tradition that studies the rise, shifts and flow of authority and leadership dynamics through our experience of our collective mind, body, and spirit. Focusing on what is above and below the surface of our consciousness, we will listen to the different perspectives and experiences that our bodies, mind and spirit reveal. Analogous to how our first/second/third person perspectives add depth to our language communication, our spirit/body/mind offer different and sometimes conflicting perspectives that deepen our understanding of community and self.

Our daily lives are filled with such complexity and diversity. How can we work with and honor our splits while simultaneously seeking integration?

Effective leadership requires more than taking a stance on one side or the other regarding what is observed to be real. Leadership for change requires knowing when to separate and integrate mind/body/spirit, managing the resulting personal and collective ambivalence, confusion and chaos, and learning how to hold oneself steady to navigate, both above and below the surface, through the shifting prisms and shadows of our personal and collective perspectives and conflicting experiences. We will explore the light and shadow side of leadership and followership and consider how we can be accountable for the political impact that our collective actions and inactions have on current systemic dynamics

We invite you to share this information with individuals and groups who will be interested in attending this upcoming conference. If you want to develop your capacity to lead with mind, body and spirit: Join us!



Suma Jacob, MD, PhD
Conference Director

What can I learn from this conference?

- The dynamics of managing boundaries, authority, role, and task
- The implicit hierarchies in the room and in the group's culture and how hierarchies and culture develop in real time in this conference
- The group mind, body and spirit
- How perceptions of social characteristics and identities can influence role-taking and the process of authorization and whether uncommon characteristics are ignored or overemphasized
- How groups and individuals interpret, use, and work with complex information and how complexity leads to cross-categorization where more assumptions are made, things overlooked and stereotypes perpetuated
- How to manage myself in role in a constantly changing environment
- How to work with the group mind, body, or spirit when it pulls me to act on its behalf; what occurs if I do something else? How do I work with the mind, body, spirit of myself and the group?
- The similarities and differences between authority, power, and leadership
- How to work with competition, collaboration, conflict, coalition-building, and delegation
- The connections and disconnections between the process of being authorized and taking up authority and what to do when these do not align
- How to apply what I learn to situations back at home, work, and my communities



Primary Task

The primary task of this conference is to study the conscious and unconscious development and exercise of authority, leadership, power, and justice as it occurs over the life of the conference and is expressed in mind, body and spirit.



Purpose

The purpose of the conference is to enable participants to improve their leadership and organizational effectiveness by providing experiential opportunities to learn about the rational and irrational ways that organizations and groups function. This conference provides the opportunity to study the impact group processes have on the exercise of authority, particularly as it relates to the experience of power and justice in our complex world and is expressed in mind, body and spirit.



Methodology

The conference is designed to be a temporary organization, or system, which serves as a microcosm of larger organizations, systems, and societies in the world and is the context for group-level analysis. In the conference system, learning is experiential and based on reflection-in-action, which means that there will be no presentations given by experts to direct and organize one's learning. Instead, learning occurs when participants focus on their experiences in the moment, and using their experience as evidence, dialogue with others to negotiate meaning and boundaries in real time. Participants will gain insight into the conscious and unconscious processes that influence their leadership style. This learning is done in the context of the evolving and changing culture of the conference system and through the inter-personal and inter-group relations that develop within the conference as an organization.



Learning Through Research

Systematically investigating aspects of conference experience facilitates multi-dimensional and multi-perspectivist discoveries about learning through change. In the current world, data may be collected about groups and individuals with or without explicit consent. In contrast, participants in this conference have the opportunity to voluntarily participate in pre- and post-conference surveys by signing an informed consent document.

Our researcher and conference staff will follow the rules and ethics of confidentiality and refrain from disclosing personally identifying information in presentations or publications that interpret data about how we learn in groups. In addition, participants will have the option to receive direct individual feedback about their pre- and post-conference learning through their own survey results. During the conference, Seth Harkins will be observing staff meetings and select events in the role of researcher.



Conference Events

The conference is conceived to be a temporary learning organization, or system, that is made up of subsystems, and is set within the larger systems surrounding the conference. In this way, the events of the conference are embedded within and serve as a microcosm of larger organizations, systems, and societies in the world and are subject to the same level of complexity, uncertainty, change and ambiguity.

The conference is organized as a series of events that provide opportunities to learn through the examination of experience in a variety of social contexts. Each event is considered to be a subsystem within the conference-as-a-whole. The events begin and end promptly at the times designated. A schedule will be provided at registration.

Conference events include:

Opening and Closing Plenaries

These sessions open and close the conference, providing an opportunity for members and staff to express their thoughts and feelings on crossing the boundary from the outside environment into the conference in the opening plenary, and from the conference back to the outside environment in the closing plenary.

Here and Now Small and Large Study Groups

Small study groups provide an opportunity to learn about dynamics in small groups that resemble the size of teams and committees. The small study group consists of no more than 12 members with one or two staff consultants.

In contrast, large study groups provide an opportunity to study the systemic forces and dynamics that arise in large groups, such as groups in society where it is difficult or impossible to know or see every member face-to-face. A team of consultants will work with the large study group. The task of the small and large study groups is to study the conscious and unconscious dynamics of the group as they arise in the moment.

Institutional Event

The Institutional Event (IE) takes place during several sessions and provides an opportunity to study institutional forces that arise as different groups form and interact with each other. During the IE, members form their own groups and determine how they want to achieve their learning task. The primary task is to explore the relationships between groups within the conference system.



Conference Events

Continued:

Systems Navigation and Satellite Maps	Network of Dreams and Associations	Role/Review/ Application Group
During the conference, staff and members will have a space to illustrate experience and share emerging information. The task of the space is to explore the state of the conference system through creative expression. The purpose of the space is to access conscious and unconscious dynamics through different means and forms of collective communication.	Members and staff participate in this event. The task is to explore the state of the conference system through dreams and reflections. The purpose of the event is to access unconscious as well as conscious dynamics through shared images, associations, and sources of mind-body-spirit data for the system as a whole.	The task of these groups is to provide members the opportunity to reflect on their experiences in conference events, and to begin to apply the learning to life outside the conference.



Staff

Staff design and manage the conference as a whole and take up consulting roles during conference events. As management, staff serve the primary task by managing the boundaries of conference events, particularly in relation to time, task and territory. Staff do not manage the participants or their behavior, but instead collectively manage the boundary conditions that allow the participants freedom to engage the primary task as they choose and as they authorize themselves and each other to do.

As consultants, staff serve the primary task by linking their own experiences to the activities of the conference and offering working hypotheses and reflections that explore the unconscious aspects of the organizational behavior that is emerging. In these roles, staff are actively involved in the life of the conference.

Their interpretations focus on group level dynamics rather than on the individual, and on unconscious as well as conscious dynamics. Attempting to articulate unconscious group level dynamics is an unusual activity and may seem strange to those unfamiliar with this approach.

The ways in which staff work are always open for examination. A final list of staff will be provided at registration.



Directorate



Suma Jacob, MD, PhD
Director



Evangeline Sarda, JD
Associate Director



Tyler Bean, CPA, CFE
Director of Administration



Administrative Team



Tyler Bean, CPA, CFE
Director of Administration



Yaro Fong-Olivares, MS
Administrator



Jared Wright
Administrator



Consultants



**Justin Brogden,
JD**



**Frank Dwyer,
MA, MPA, MSt, MSW**



**Suma Jacob,
MD, PhD**



**René Molenkamp,
PhD**



**Kate Regan,
PhD**



**Evangeline Sarda,
JD**



**Janice Wagner,
LCSW**



**Yousef Alajarma,
PhD**



**Luisa Ehrich,
LCSW**



Researcher



**Seth Harkins,
EdD**



Attendance

A diverse membership creates the possibility for rich learning. To that end, we welcome individuals who represent a cross section of the community who are interested in the study of authority, power, justice, and hierarchies of the collective mind, body, and spirit. The conference is designed to be a single integrated educational experience. Individuals who know in advance that they are unable to attend all sessions are discouraged from applying. Anyone who must leave for any reason is requested to inform the administration.

Special note: The conference is an educational endeavor and does not provide psychotherapy or sensitivity training. Although the experiential learning available can be stimulating and enriching, it can be emotionally demanding as well. Thus, applicants who are ill or experiencing significant personal difficulties should forgo participating at this time.



Continuing Education

The conference has been approved for 20 Social Work Continuing Education hours for relicensure, in accordance with 258 CMR. Collaborative of NASW and the Boston College and Simmons Schools of Social Work Authorization Number D 80404. Please contact the administrative team at HierarchiesGRC@gmail.com by Wednesday, March 27 if you are seeking credit.



Conference Details

Date and Time

**Friday, March 29 to
Sunday, March 31**

Friday	1:30 pm – 9:00 pm
Saturday	8:00 am – 7:30 pm
Sunday	8:00 am – 6:00 pm

Registration will take place 1:00-1:20 PM on
Friday, March 29 at Boston College.

Meals and Lodging

Light refreshments will be available at each break. Aside from a light dinner on Friday, March 29, meals are the responsibility of members. The conference is non-residential. Those who require assistance in securing overnight accommodations should contact HierarchiesGRC@gmail.com



Conference Fees

☐

\$475

Basic Fee/
General Public

☐

\$400

Public Interest Practitioner / Boston
College Staff / Part-Time Students*

☐

\$350

Full-Time Students*

☐

Early Bird Discount of \$75 if application and payment is received by February 25, 2019.

*Please provide a student ID picture with registration.

A limited number of partial scholarships are available on an individual basis to assist with financial challenges, based on need and on the overall enrollment of the conference.

Please contact HierarchiesGRC@gmail.com to inquire about scholarships/discounts early, before registration reaches capacity.

Send application and checks
(payable to "**Authority Workshop**") to:

Tyler Bean

EY LLP 200 Clarendon Street, Boston, MA 02116

Total Due: \$ _____



Application Form



**Group Relations
Conference Series
at Boston College**
A Group Relations Conference in the Tavistock Tradition

Hierarchies of the Collective:
| Mind | Body | Spirit
Boston College, Chestnut Hill | March 29-31, 2019

*NAME: _____

*ORGANIZATION/AFFILIATION: _____

*TITLE/ROLE IN ORGANIZATION: _____

*CITY/STATE/COUNTRY OF ORGANIZATION: _____

MAILING ADDRESS: _____

EMAIL: _____ PHONE: _____

ARE YOU A STUDENT? ☐ YES ☐ NO IF YES, ☐ PART-TIME ☐ FULL-TIME

GENDER: _____ PRONOUNS: _____ RACE: _____

ETHNICITY: _____ AGE: _____

RELIGION/FAITH: _____ SEXUALITY: _____

DO YOU REQUIRE SPECIAL ACCOMMODATIONS? IF YES, PLEASE DESCRIBE:

OTHER WAYS THAT YOU SELF IDENTIFY/THE INTERSECTION OF IDENTITIES THAT
INFLUENCE WHO YOU ARE: _____

NAME OF CLOSE ASSOCIATES ATTENDING THIS WORKSHOP, IF ANY:

IF THERE IS ANYONE WITH WHOM YOU WOULD PREFER NOT TO BE IN A
SMALL STUDY GROUP, PLEASE STATE HERE. (ALTHOUGH WE CANNOT
GUARANTEE IT, WE WILL ATTEMPT TO ACCOMMODATE YOUR PREFERENCE).

**Indicates information that will be published to participants.*

BRIEF DESCRIPTION OF PROFESSIONAL ROLE/WORK ROLE/PRIMARY ROLE:

PREVIOUS EXPERIENCE WITH TAVISTOCK/GROUP RELATIONS CONFERENCES OR OTHER EXPERIENTIAL LEARNING:

WHAT DO YOU HOPE TO LEARN FROM THIS CONFERENCE?

HOW DID YOU HEAR ABOUT THIS CONFERENCE?

OTHER INFORMATION YOU WOULD LIKE US TO KNOW, INCLUDING ANY CONCERNS YOU HAVE:

**I HAVE READ THE BROCHURE AND AGREE TO THE TERMS AND CONDITIONS AND HEREBY APPLY FOR
MEMBERSHIP TO THIS CONFERENCE. I UNDERSTAND THAT THROUGH MY APPLICATION AND SIGNATURE, I
AUTHORIZE THE SPONSORING ORGANIZATIONS TO CONDUCT THE CONFERENCE IN THE MANNER
DESCRIBED IN THIS BROCHURE.**

SIGNATURE OVER PRINTED NAME

DATE



WITHDRAWAL POLICY: REQUESTS TO WITHDRAW MUST BE SUBMITTED BY FRIDAY, MARCH 1, 2019
TO RECEIVE A FULL REFUND.

REGISTRATION: REGISTRATION WILL CLOSE ON FRIDAY, MARCH 22, 2019. A waitlist will be formed
if registration capacity is exceeded.

Send application and checks
(payable to **"Authority Workshop"**) to:

Tyler Bean
EY LLP 200 Clarendon Street,
Boston, MA 02116



Application Continued

I have read all the conference details and hereby apply for membership to this conference. I understand that by completing and submitting this application, I authorize the sponsoring organizations to conduct the conference in the manner described in the brochure and on the site. I understand that Hierarchies of the Collective: Mind, Body, and Spirit is a group relations conference where attendance at all sessions is essential to learning and I affirm the intention to be present for the entire conference. I understand that the nature of group relations conferences involves high levels of direct and sometimes charged interactions with fellow participants that may be experienced as stressful. I have been advised NOT to attend this conference if I am experiencing a period of personal difficulty, if I become triggered by views different from my own, and/or I require people to refrain from adult language that I may consider offensive. I understand that registration is not complete until payment is made.

I agree with the terms and conditions stated above and my signature below confirms this.

SIGNATURE OVER PRINTED NAME

DATE



Group Relations
Conference Series
at Boston College

A Group Relations Conference in the Tavistock Tradition

Hierarchies of the Collective:

—
Mind

—
Body

—
Spirit
—

www.HierarchiesGRC.com

Register now at www.HierarchiesGRC.com/registration