

2 March 2017

DIRECTOR'S REPORT

LEADING OUR TRANSFORMATION

A WORKING CONFERENCE IN THE TAVISTOCK TRADITION

HELD AT THE JOHANNESBURG CAMPUS OF
THE UNIVERSITY OF PRETORIA'S GORDON INSTITUTE OF BUSINESS SCIENCE (GIBS)

5 – 9 DECEMBER 2016

CO-SPONSORED BY:

THE INSTITUTE FOR LEADERSHIP AND TRANSFORMATION (TILT)
THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS (TIHR)
THE UNIVERSITY OF PRETORIA'S GORDON INSTITUTE OF BUSINESS SCIENCE (GIBS)

DIRECTOR: DR JEAN COOPER
ASSOCIATE DIRECTOR: DR ELIAT ARAM

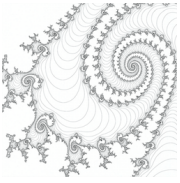


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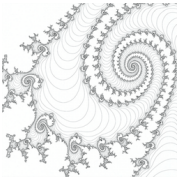
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EXECUTIVE SUMMARY

The *'Leading our Transformation'* working conference in the Tavistock tradition was the first conference of its kind to be held at the Gordon Institute of Business Science (GIBS). It was also the first collaboration between TILT, GIBS and the Tavistock Institute. The conference was residential in nature and took place from 5 – 9 December 2016 at the GIBS campus in Johannesburg, South Africa.

In adherence to the experiential learning methodology of the Tavistock group relations model, the conference took the form of a temporary institution that studied its own dynamics as and when these occurred during the life of the conference. The primary task of the conference was to provide opportunities to learn, from personal experience, about what it means to take up authority and lead the transformation of the roles we choose or are assigned in the here-and-now life of the conference as a temporary educational institution.

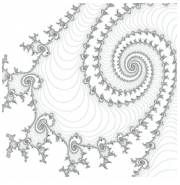
The conference participants consisted of 33 members and 10 staff from 12 countries (Egypt, France, India, Israel, Italy, Pakistan, South Africa, The Netherlands, Togo, UK, USA, and Zimbabwe) and a variety of professions. Several themes emerged: idealization of and disillusionment with the 'Rainbow Nation'; colonization, access and revolution; lack of trust in leadership; finding our voice as a nation and as citizens; intimacy and freedom; black and white roles and being at the edge the unknown. These themes served as stark reminders of the amount of hard work that still has to be done in terms of South Africa's ongoing transformation.

The conference made a surplus of R24 946,19 which will be contributed to next year's conference.

The feedback that we have received so far from participating members was overwhelmingly positive in terms of the depth and meaning of the experience. Several lessons have been learnt in terms of the conference design and planning and will be applied to the next conference which is currently being planned for 4 – 8 December 2017.

A warm thank you to all who have contributed to making the conference a success!

Dr. Jean Cooper
Conference Director: Leading our Transformation



REPORT

1. Introduction

It has now been ten weeks since the *'Leading our Transformation'* conference. This was the first group relations conference presented at the Gordon Institute of Business Science (GIBS) and for many participants it was their first experience of the Tavistock group relations methodology. Of course the learning from this event will continue to unfold for a long time to come. Still, for now, this report aims to provide a good enough early overview of the conference. Whilst the layers and layers of significance of a conference such as this can never be objectively captured, this report aims at providing a high-level overview of the event.

2. Context

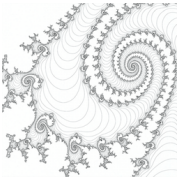
The conference took place in Johannesburg, South Africa at the end of 2016, which had been a difficult year for South Africa and the world. Locally, a downgrade to “junk status” by investment ratings agencies loomed, President Jacob Zuma’s administration has been found to be in breach of the constitution in the Nkandla debacle, allegations of state capture and endemic corruption were formally being investigated, student protests nationwide against the slow rate of transformation of tertiary institutions threatened to shut down universities, the ruling ANC suffered at the municipal election polls, the slow progress with land reform has caused increasing frustration and polarization while racial intolerance erupted in various incidents on social media.

Internationally, the conference came some months after the UK’s decision to exit the European Union. Aleppo and Syria were burning. Refugees embarked on life-threatening journeys to the shores of Europe. Donald Trump has been elected as the next US president.

Geographically, the conference was located in Sandton, an affluent financial district in Johannesburg adjacent to Alexandra, a historically poverty-stricken black township - placing a striking emphasis on the contrast and interplay between poverty and wealth in South Africa.

3. Conference aims

The conference title, *Leading our Transformation*, together with the conference primary task, succinctly contains what the conference aimed to achieve. The primary task was stated as follows: *“To provide opportunities to learn, from personal experience, about what it means to take up authority and lead the transformation of the roles we choose or are assigned in the here-and-now life of the conference as a temporary educational institution.”* Situated in a local context where institutions are still grappling with the many complex challenges facing post-apartheid South-Africa, and not ignoring the many perplexing international challenges at the time, the conference aimed to:



- Emphasize the importance of not abdicating our responsibility to lead the continuous transformation and vitality of our roles and institutional systems. Not waiting for a messiah, but taking up our own authority;
- Provide opportunities to learn about the process/dynamics of taking authority and exercising leadership towards challenging and transforming the status quo;
- Acknowledge the fact that we are simultaneously forming and formed by the institutional systems within which we live and work;
- Work with the idea that authority, leadership, role and transformation are deeply personal, yet collective processes which occur both within and beyond our awareness.

4. Sponsoring institutions

The choice and combination of the sponsoring institutions was significant. The Institute for Leadership and Transformation (TILT), which at the time of the conference was still very much in its own inception phase, took the initiative and approached the London-based Tavistock Institute of Human Relations (in its 70th year as pioneer of group relations methodology worldwide) and the Gordon Institute of Business Science (GIBS, the highest-ranked business school in Africa). This combination of experience, youth, innovation and a desire for making a difference in South Africa, Africa and the world provided a unique containing environment for the conference. Refer to Appendix 1 for more information on the sponsoring institutions.

5. Venue

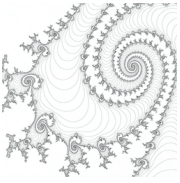
The conference was hosted on the Johannesburg campus of the GIBS business school. Participants resided in the on-campus Illovo Lodge, a 3-star hotel with 45 rooms. Only 40 of these rooms were available so the staff resided in the nearby 4-star Protea hotel, which gives special rates to GIBS clients. The campus grounds, meeting rooms and dining facilities were of world-class quality and provided the sense of being involved in a prestigious and momentous event. GIBS made these facilities available to us at considerable discounted rates.

6. Participants

The 43 participants consisted of 33 members and 10 staff, representing a diversity of nationalities, age groups and professions.

7. Staff

In my role as Director I have recruited and authorized the following staff: Dr Eliat Aram (UK, Israel), Mrs Thembi Kgengwenyane (RSA), Mr Nhlanhla Mabizela (RSA), Prof Frans Cilliers (RSA), Dr Dannielle Kennedy (US), Mrs Vijay Naidoo (RSA), Prof Michelle May (RSA), Mr Philippe Lawson (France, Togo) and Dr Roberta Mineo (Italy). Dr Earl T. Braxton (USA) was also invited onto staff but had to cancel on short notice due to personal reasons. The role of staff was to provide and manage the boundaries of time, territory, task and role in order to permit and contain the work towards the primary task of the conference. In addition to the



management dimension of their role, staff also served in a consulting role, meaning that they made their observations, interpretations, questions and hypotheses available to members' work during the different conference events. For more information on the staff, refer to the conference brochure in Appendix 2.

8. Recruitment and membership statistics

35 Members were recruited but 2 members canceled on the opening day of the conference, bringing the total membership to 33.

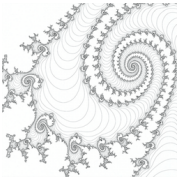
Category	Number and %	Category	Number and %
<i>Age</i>		<i>Gender</i>	
18 – 30	3 (9%)	Female	24 (73%)
31 – 40	7 (21%)	Male	9 (27%)
41 – 50	11 (33%)		
51 – 60	11 (33%)		
61 – 70	1 (3%)		
<i>Nationality</i>		<i>Professions</i>	
Egypt	1 (3%)	Academic	4 (12%)
France/Pakistan	1 (3%)	Consultant	12 (36%)
India	1 (3%)	Consultant/activist	2 (6%)
South Africa	20 (61%)	Legal professional	1 (3%)
South Africa/USA	2 (6%)	Manager	5 (15%)
The Netherlands	3 (9%)	Manager/activist	2 (6%)
France/Togo	1 (3%)	Student/activist	3 (9%)
USA	3 (9%)	Teacher	1 (3%)
Zimbabwe	1 (3%)	Therapist	3 (9%)

9. Finances

The conference started with a zero budget and made a surplus of R24 946,19, which will be contributed to next year's conference. R30 500,00 were received as donations and a total amount of R327 788,18 was paid out as discounts and scholarships. For a full breakdown of income and expenditure refer to Appendix 3.

10. Methodology

The conference used the group relations methodology as pioneered by the Tavistock Institute since the 1950's. This means that the conference was seen as a temporary institution that came into existence during the opening moment and dissolved during the closing moment of the conference, aiming at studying and learning from its own dynamics as and when these unfolded during the life of the conference. This methodology is based on experiential learning and as such the conference consisted of a combination of experiential (here-and-now) and reflective (there-and-then) events. A full description of the various conference events and the conference programme can be found in Appendix 4.



11. Themes

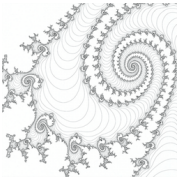
The following are some of the themes that emerged from the conference. In addition to these themes, also read the snippets from some of the dreams shared and themes emerging from the Social Dreaming Matrix (SDM). See Appendix 5.

Idealization of and disillusionment with the “Rainbow Nation”

A strong and early theme in the conference was the idealization of and disillusionment with South Africa as “the rainbow nation”. The idealized expectation of the conference and South Africa was particularly vocalized by the African American members who, in the wake of the election of Donald Trump as president, saw the conference and South Africa as a flicker of hope against the backdrop of experiencing racial and social regression in the USA. In contrast to this, many South African members early on vocalized their disillusionment with the South African government for having corrupted the early ideals of non-racialism and equality, as well as their idealized hope that the conference will provide “The Solution” to the continuing post-apartheid struggle towards the transformation of South African society. As the conference progressed, however, fierce anger and disappointment were expressed at the realization that the “rainbow nation” myth is still very much a work in progress and that the work is hard and painful without any guarantee for success. The conference as a microcosm and a place to study the painful dynamics in society was as hard to bear as the “external” societal dynamics themselves. One member, at the end of the conference, described the moment of insight and painful relief when he realized that he was also capable of racial prejudice, and that his personal work on his own prejudices will contribute to the overall system’s ability to work with and across difference.

Colonization, access and revolution

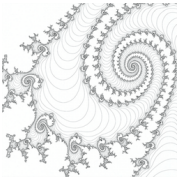
The conference took place during the nationwide #FeesMustFall campaign in which students protested against the remnants of colonization and apartheid that still remains entrenched in university campuses and society at large, rendering opportunities such as higher education inaccessible to many students from previously disadvantaged communities. In this regard, the conference methodology (with its origins in the UK), the unfamiliar stance of the consultants, the white male Afrikaans conference director, and the fact that the conference was situated at one of the most prestigious business schools in Africa, served to attract many projections associated with colonization and exploitation. In order to make these projections visible and available for work and exploration, several management decisions were made. First, we specifically invited young activist student leaders to the conference who were in leadership positions in the #FeesMustFall movement and other social justice initiatives. These students received significant scholarships, which were partially funded by the conference budget and partially by external donors. Second, in terms of the physical accessibility for one member who was in a wheelchair, as many as possible of the conference working rooms were situated on the ground floor of the campus, with only the ISE potentially requiring this member’s sub-system to invite other sub-systems to interact with them on the ground floor since reaching the top floor was arduous (though not



impossible) in a wheelchair. Third, the conference director made himself accessible to members prior to lunch and dinner each day in order to facilitate contact with members should they desire such contact. During one such pre-lunch opportunity, several members told the director to “watch his back”, or “lock his door”, as the revolution was coming. There had also been strong sentiments that “the Tavistock method” should be transformed and that the conference was a “cult”. Indeed, a mass gathering of members started during the penultimate session of the ISE and lasted right through the break and into the ISE closing session. When the director and the rest of the conference staff started to arrange the room for the ISE closing session, the gathering was still fully underway and members expressed their anger at management for starting with the chair arrangements for the closing session regardless of the mass gathering. A remark by a consultant during the ISE closing, where she labeled a member as “not really black” and “not really South African” caused considerable consternation and an even higher revolutionary temperature. The ‘revolution’, however, was contained through hard, mature and innovative work by both members and staff during the subsequent conference working sessions. After the conference, members expressed their surprise and gratitude that the conference provided a space where even their potential for violence could be experienced, contained, explored and transformed.

Can our leadership be trusted?

This theme reverberated throughout the conference. Can the director be trusted? Can management be trusted? Can the consultants be trusted? Can we trust ourselves and each other to take on leadership roles in the conference? In a South African context, where first the Dutch, British and Apartheid governments, and now the current ANC government, had been involved in endemic corruption and self-enrichment, it is understandable that South African society is sceptical about the intentions of those in power. If it is not financial self-enrichment, then maybe it is a cult-like exploitation for the narcissistic needs of the leader (as we are seeing in many contemporary South African evangelical churches), or a laboratory-like exploitation of ‘lab-rats’ for the sake of privileged, ‘colonial science’ (which is one of the strands of the #FeesMustFall discourse, namely #ScienceMustFall). With regards to the director, who practiced a non-punitive and non-authoritarian style, one feeling was: How can a white male director be trusted if he doesn’t act in the way that one would stereotypically expect from a white male director (punitive, authoritarian, chauvinistic)? One staff member, for instance, expressed her anger that she had not been punished by the director for ‘forgetting’ the start day of the pre-conference staff work and that he seemed unwilling to do what needs to be done to ‘become the bad object’ as per her experience of other white male conference directors. So, on the one hand the expectation is for the white male leader to act and do ‘as white male leaders do’ (examples: Donald Trump and in South Africa the old white ‘Baas’), but simultaneously the desire for that kind of stereotypical white male leadership to be brought down violently. In addition to this there was also the tacit question amongst the membership regarding whether they could trust themselves and be trusted to take on leadership positions. In the wake of a conference director who allows leadership to emerge, will we dare to take it up? Many stereotypes around race, nationality and gender played out but were difficult and painful to acknowledge and work with. In one



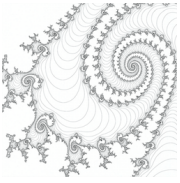
example, a sub-system during the ISE who called themselves the Random Rebels, came to visit Management. They authorized two white female members as plenipotentiaries to interact with management whilst the entire rest of the group took up seats as observers behind them, literally watching over their shoulders. When the director invited them to explore whether they could not trust a single member to act on behalf of the group without being watched, this was rejected out of hand and could not be worked with. A specific question regarding whether or not the conference trusted its young South African black male members to take up leadership positions, and why, resulted in intense denial, fury and eventual exploration and may run parallel to our own difficulty, as a nation, to take in and relate to young black men as respected leaders and thinkers rather than merely as physical labourers (miners, gardeners, security guards).

Finding our voice as a nation and as citizens

Faced with the assertiveness (experienced as aggression) of the 'educated international visitor', South Africans find it hard to find their voice and stake their claim in shaping the discourses that contribute to and emerge from our shared institutions. Are we simply formed into the Euro-centric academic discourse or can we find our own voice, in a mature cross-pollination, as African thought leaders and professionals? With centuries of oppression we were taught that God is white, male and heterosexual (or a-sexual), that whatever comes from the West is superior and that we should know our place, be seen and not heard and search for the log in own eye first. Is it possible to find and express our own unique African and South African voice without having to break everything down to the ground? Can we work in tandem with what the West has brought without becoming uncritical slaves to western ideas? These questions played out poignantly in both the staff and member sub-systems.

Intimacy and freedom

Two of the very first Apartheid laws were the Prohibition of Mixed Marriages Act (1949) and the Immorality Amendment Act (1950) according to which sexual relations and marriage between people of different races and same genders were forbidden. The immensely painful and stifling impact of these laws still reverberate through South African society and were felt in the conference. Can we explore our attraction and desire for intimacy without fear of retribution or shaming? How much freedom does our existing intimate relationships allow? It is as if these questions called for exploration even before the start of the conference, with one husband-wife pair, one sister-sister pair and one mother-son pair registering for the conference. Do we dare making ourselves vulnerable enough to create intimate relationships in a social context rife with projected judgment, shame and punishment? Will we allow ourselves freedom or will we wait for permission, and permission by whom? The stifling effect on human creativity due to incessant self-censorship is tremendous and hampers us in our search for innovative solutions to our complex contemporary problems.



Black and white 'roles'

The South African context still exhibits centuries-old colonial patterns of servant roles being almost exclusively held by black people. Whereas management and professional roles in government and business increasingly shows a diversity of cultures and colours, waiters, cleaners, security guards, gardeners and bricklayers tend to be black. Conference staff and members were also confronted with the fact of exclusively black kitchen, cleaning and security staff at airports, hotels, supermarkets and university campuses as opposed to the diversity of the conference staff and membership. A stark and immediate example of how far South Africa still has to travel on its transformation-journey.

At the edge the unknown

To learn from experience brings one face to face with the boundary between one's own competence and incompetence. This was true for the director who directed his first conference, staff members who participated in their first conference in South Africa, and members who attended their first ever conference. This experience of being open for what is possible at the edge of the unknown, and the concomitant requirement to remain open, however painful it may be, rather than pretending competence or retreating into bastions of certitude, is acutely apt for where we find ourselves today as citizens of South Africa and the world: a brave new world asking of us to carry our in/competence with courage and curiosity in order to lead towards the unknown. Or, as one member observed: "As a white Afrikaans man, perhaps I shouldn't try and create an impression of strength and certainty in order to be accepted. Perhaps I should just be vulnerable and show myself as I am. I have experienced in the conference that when I show myself authentically, even if this feels unfamiliar, others accept me."

12. Reflections on the conference design

Pre-conference staff work

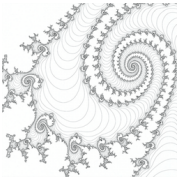
- Staff work started on 3 December 2016 and included a visit to the Apartheidmuseum. This had a deep impact on both the South African and the international staff and is a component of the pre-conference staff work that we hope to retain in the next conference.

Conference title and primary task

- The conference title and primary task were compelling guideposts and were often referred to throughout the conference.
- The next conference should try to build upon these without being repetitive.

Conference programme

- The programme should perhaps end earlier on the last day to enable people enough time to get to their flights and other travel arrangements, especially since the timing of the conference means that some participants are leaving on their annual summer vacations. Perhaps also starting earlier on the first day.
- The Social Dreaming Matrix first thing in the mornings worked well as a way to allow unconscious themes and metaphors to enter the conscious vocabulary of the conference.



- The Small Study Groups ended up having 11 members per group due to the late withdrawal of one staff member. Still, 8 or 9 members per SSG could provide a greater sense of containment.
- The director did not form part of the Large Study Group team, which made it difficult to get a sense of the conference-as-a-whole without the direct contact with members offered by the LSG.
- The ISE worked well overall, but the fact that some staff members did not have direct experience of the design where consultants and management were in different locations, created difficulties. More time will be spent with staff in the pre-conference staff work to make sure everyone understands their role in the ISE.
- Staff reported that the staff schedule felt rushed without enough space for staff to report on their respective events, and without enough space for staff to process their own internal dynamics. Perhaps there will never be 'enough' time, but this need from staff will be seriously considered.

13. Feedback from members

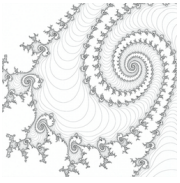
These are some examples of verbal feedback received directly after the conference:

- "This was a tremendously valuable experience. I don't think you can fully appreciate the magnitude of what has been done here."
- "This was one of the most profound experiences of my life. You created a space where I could face my own shadow."
- "I became aware of so many obviously ineffective patterns in my style of leadership and consulting."
- "To have these caliber of people together from all over the world, what a privilege!"
- "Was 'n wonderlike ryk experience!" (It was a wonderfully rich experience)

Refer to Appendix 6 for a full letter received from one of the conference members on her experience.

14. Special words of thanks to:

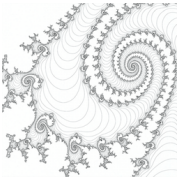
- The sponsoring institutions who made the conference possible, and to the staff members who have invested an enormous amount of energy, time and competence into making the conference a success.
- Prof. Nicola Kleyn, Dean of GIBS, for her openness to the idea of presenting the conference at GIBS, and for her support in terms of making the campus available to us at an accessible fee.
- Dr. Mannie Sher, Director of the Group Relations Programme of the Tavistock Institute for agreeing to co-sponsor the conference and thus assist in the promotion of group relations work in South Africa.
- Dr. Eliat Aram who, in her role as Associate Director, supported and advised me, as a first-time Director, in a way that allowed me to learn-as-I-go. Dr. Aram, who is also the CEO of the Tavistock Institute, gave us a first-hand experience of the generosity of spirit, sensitivity to other cultures and competence of the Institute.



- Mrs. Thembi Kgengwenyane for accompanying me in every step of the way as we planned the conference, recruited members and finally presented it.
- Dr. Stan de Loach who served as my mentor prior to the conference – thank you for your immense contribution to my thinking and ability to take up the Director role.
- And then, a warm and special thanks to all the members who participated: without you there would have been no conference!

15. Next conference

The next conference is being planned for 4 – 8 December 2017, with the title:
Transformation 2.0 – Leading at the edge of the unknown...



APPENDICES

APPENDIX 1: SPONSORING INSTITUTIONS

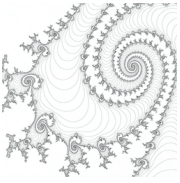
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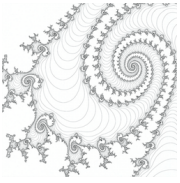
APPENDIX 1: SPONSORING INSTITUTIONS



TILT was originally formed in 2014 as the leadership consultancy of Dr. Jean Cooper under the name *JeanCooperInternational*. In June 2015 Jean started the first Thinking System where he invited a group of management consultants, psychotherapists, coaches and industrial psychologists to get together once a month to think about the unconscious meanings of living and working in South Africa and how we can continuously transform our roles in order to remain vital and transformative. From this ongoing Thinking System the desire emerged to transform TILT into an institution that can hold and contain a variety of initiatives driven by people who are passionate about the urgent and ongoing healing and transformation of our society.

TILT's primary task is to create spaces to think about and transform our roles, institutions and society. Our specific value proposition is that we can work with the conscious and unconscious dynamics within and between social systems in a containing and analytic way that allows for the revelation and transformation of the systems-in-the-mind that deeply affect thinking, imagination, decisions and behaviour. This means that we can assist groups, teams, companies, conflicting parties, trade unions, governments, school boards etc. to experience and explore insights that would otherwise probably have remained beyond their conscious reach and thus potentially lost to their work together. We strive to make the application value of our work accessible and useful to society through various consulting, education, research and community activities.

We organise ourselves as an open system that invites participation, co-operation and cross-pollination. We function as an enabling and containing space, meaning that we enable and support ourselves and others to do this work. We also take a critical and scientific stance towards our work and therefore continuously and systematically reflect, enquire, research and make the results of our thinking and research public. We do not believe that we own our knowledge or thinking so we rather spend our energy to enable, develop and support competent and reflective practice than trying to "protect, patent or package" what we do.

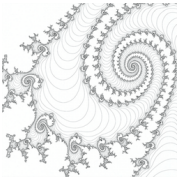


Gordon Institute of Business Science University of Pretoria

Founded in 2000, we are the University of Pretoria's internationally accredited business school, based in Sandton, Johannesburg – South Africa's economic hub. The school is named after Sir Donald Gordon, in recognition of his contribution to South African business and a significant endowment to GIBS. In May 2016 the annual UK *Financial Times* Executive Education rankings, a global benchmark for providers of executive education, once again ranked us as the top South African and African business school. This is the 13th year running that we have been ranked among the top business schools worldwide. In October 2015 our MBA was ranked among the top 100 business schools globally in the prestigious *Financial Times* Executive MBA Rankings. We are the only business school in Africa to appear in this ranking.

At GIBS we believe in business. We believe passionately that business can, and should be, a force for good, a force for positive change, and a force for the economic development our country and continent so desperately needs. We believe that business should work closely together, as well as co-operatively, with government and civil society to create a better, more equal South Africa of which we can all be proud. Whilst we are firmly rooted in a university system, we are, as organisation, philosophically close to business and this is enacted in everything we do. Building management and leadership capability sits at the heart of any business school. While this is our primary focus, we believe that we play a crucial part ensuring business executives are able to develop a broader view and constructively engage with government, labour and civil society – both locally and internationally. Through this, we enable the building of competitive institutions so that business can responsibly generate the growth that the country needs.

Over the years GIBS has refined its management education offerings across a wide spectrum embracing degree programmes, open courses and offerings tailored to individual clients and consortia to effect behaviour change through the acquisition of knowledge and skills. Impact is core to the design, delivery and assessment of GIBS programmes. We create programmes that equip students to take up the reins of leadership to successfully propel businesses forward in the context of a dynamic and changing global environment. GIBS works with more than 6 000 executives, managers and scholars every year across multiple countries. Our world-class campus situated in the heart of Johannesburg, one of the great African cities, coupled with our internationally-recognised faculty and associates, as well as our unique learning methodologies enable us to offer students a transformative learning experience.



THE TAVISTOCK INSTITUTE®

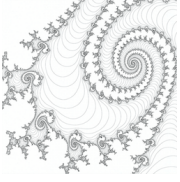
The Tavistock Institute of Human Relations (TIHR) applies social science to contemporary issues and problems. It was established as a not for profit organisation with charitable purpose in 1947.

The Institute is engaged with evaluation and action research, organisational development and change consultancy, executive coaching and professional development, all in service of supporting sustainable change and ongoing learning.

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 and to the influence of environment in all its aspects on the formation or development of human character or capacity; to conduct research and provide opportunities for learning through experience for this purpose; to publish the results of such study and research; to train students in or for any branches of the said study.

The Institute has a history of working with organisations and sectors that are required to look at systemic questions to achieve greater and more effective change. As a not-for-profit social science enterprise we continue to operate as a bridge between policy and research in that our staff always ask the questions 'so..?' when faced with any data- what does the data mean? And, how can we apply it and make sense of it in a way that will serve the purpose for which we work?

The Institute works nationally and internationally to promote a learning culture in organisations and communities through developing individuals, groups and organisations in their capacity to think through actions, to change and put into practice new insights and in accompanying a process of change of quality of conversations and engagement.



APPENDIX 2: CONFERENCE BROCHURE



Leading our Transformation

A residential working conference in the Tavistock tradition

Dates

5 - 9 December 2016

Place

The Johannesburg campus of the University of Pretoria's
Gordon Institute of Business Science (GIBS), South Africa

Director

Jean Cooper, PhD

Associate Director

Eliat Aram, PhD

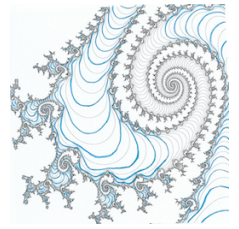
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TAVISTOCK
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Letter from the conference director



Dear participant,

I am writing this letter with a deep sense of urgency: South Africa, and the institutional systems composing it, is in crisis. We cannot afford to ignore or downplay the reality and systemic nature of this crisis. But, it would be foolish to allow ourselves to be paralyzed by it. Every crisis invites us to do something different, even transformative. The question is: Who shall do it? How? When?

I am reminded of the words of Nelson Mandela: "Never, never and never again shall it be that this beautiful land will again experience the oppression of one by another and suffer the indignity of being the skunk of the world. Let freedom reign. The sun shall never set on so glorious a human achievement! God bless Africa!" - Mandela, Inaugural Presidential address, 1994.

"Let freedom reign" are strong words, reminding me of Sigmund Freud who said: "Most people do not really want freedom, because freedom involves responsibility, and most people are frightened of responsibility." - Freud, Civilization and its discontents, 1930.

Will we take up the responsibilities required to make our freedom real? The title of our first annual working conference, Leading our Transformation, emphasizes the responsibility we share in forming and trans-forming the world we live in. Shall we merely limit "transformation" to mean "quotas"? Or are we willing to do the hard work of confronting the legacy of our shared history together? Are we even aware of how our unresolved past is affecting ourselves, our families, our businesses and our government institutions today? Do we dare contribute to or even lead the innovation and transformation of our interlocking social systems (families, teams, companies, departments, political parties, nation states, etc.) in which we participate every day? And, should we take that risk, what could the outcome be? Could it make a difference? This conference will allow us to explore these and other related questions.

The primary task of the conference is to provide opportunities to learn, from personal experience, about what it means to take up authority and lead the transformation of the roles we choose or are assigned in the here-and-now life of the conference as a temporary educational institution.

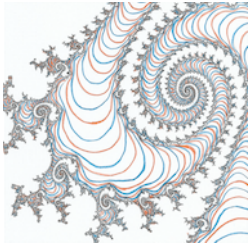
This method of learning is powerful and perhaps unaccustomed. It is fully experiential and challenges us to reflect in profound ways. Pioneered by the Tavistock Institute (UK) since 1957, and adopted and adapted by various international societies and institutions, this working conference (also called a group relations conference) methodology is widely recognized as the most powerful and effective approach to learning about the underlying, often unconscious and irrational, forces in social or human institutional systems.

South Africa is not the only society in the world confronted with the urgent need to take an introspective look in order to transform the institutions, practices, conscious and unconscious beliefs and language that are still shaping the way we live and think. We are all in this together. Just as we need the international community on our journey, the international community can learn from us and the resistances that we continuously struggle to comprehend and transform in order to overcome. Of course this conference cannot guarantee transformation, and of course transformation is a long, zig-zag journey, but the conference will provide space to learn, experience, explore, experiment, play, try something new or even remain with the familiar. You will not be left unaffected and the process starts the moment you decide to take up your authority to enter the conference.

Together, staff and members may create a space where leaders, managers and members from various sectors and demographical backgrounds in South African society, accompanied by our African and international peers, can explore and experience the dynamics of authority, leadership and role in institutional transformation. The continuous healing, renewal and trans-formation of our society are directly related to our willingness and ability to transform the roles we take in the institutions (families, schools, businesses, newspapers, government departments) that we participate in on a daily basis.

If you share this desire, I urge you to join the conference.

Jean Cooper
Director of Leading our Transformation 2016



Who is the conference for?

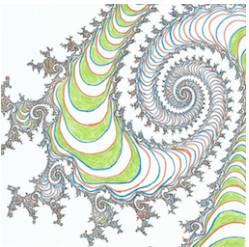
The conference is for anyone who desires greater insight into the conscious and unconscious dimensions of authority, leadership, role, and institutional transformation.

Leaders and managers may become more conscious of the institutional dynamics affecting their organisations and hence may become able to make decisions that are less affected by the irrational dimensions of human interaction.

Researchers and students of organisational behaviour and psychology have an opportunity to experience first-hand the dynamics and processes that they otherwise explore academically. This provides excellent opportunities for making new connections and asking new questions.

Consultants may gain personal exposure to and experience of the intensity of the daily institutional experiences of their clients and become aware of the hidden parts of organisational life that affect their clients and their work with them.

Activists and change agents get an opportunity to experience in-depth and personally the dynamics of authority, role and transformation and become aware of ways in which to work more effectively in relation to role and authority in order to achieve the desired results.

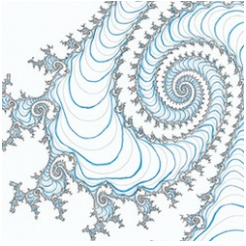


What is a working conference?

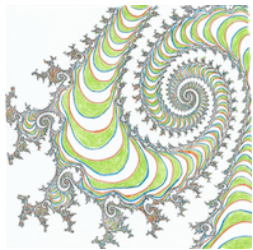
The Working Conference (group relations) methodology was born from the pioneering work of Wilfred Bion, Eric Miller and Ken Rice at the **Tavistock Institute for Human Relations in London, UK**. Since its first application in 1957, the Working Conference has been further developed by various international scholars and institutions in the fields of psychoanalysis, open systems theory, complexity theory, organisational development and institutional transformation.

In essence, a Working Conference functions as a **temporary educational institution** with the primary task of exploring its own conscious and unconscious dynamics as they occur in the here-and-now. It is structured around a combination of sub-systems and events, providing participants with opportunities to experience, study and transform various conscious and unconscious aspects of leadership, authority and role in the institution-as-a-whole and its sub-systems.

Leaders and managers can gain significant **awareness of the conscious and unconscious dynamics** involved in the way they take up roles and authority in their institutions from participating in a working conference. When this increased awareness of self in role results in the leader's and followers' transforming her/his role, the initial conditions are created for the entire institution to become able to transform in order to survive and thrive. Participants in Tavistock group relations conferences often testify to **greater effectiveness as leaders**, an increased ability to work in diverse and complex environments as well as an increased capacity for critical thinking, assertiveness and creativity.



The primary task of the conference
 is to provide opportunities to learn, from personal experience, about what it means to take up authority and lead the transformation of the roles we choose or are assigned in the here-and-now life of the conference as a temporary educational institution.



Conference staff

Role of staff: The conference staff provides and maintains the boundaries of the conference as a temporary institution. Within these boundaries the conference participants (members and staff) work towards the primary task of the conference-as-a-whole and the various tasks of the different sub-systems and events that constitute the conference. The role of staff is not to passively observe or evaluate members, but to utilize their experience and being-in-the-moment to offer working hypotheses, interpretations and observations to assist members in their work towards the primary task, in the here-and-now. Thus, the staff fills both a management role and a consulting role.



Jean Cooper, PhD (South Africa)

Director

Advisor in Leadership; Founder: The Institute for Leadership and Transformation (TILT); I/O Psychologist: HPCSA (Health Professions Council of South Africa); Adjunct Professor: The Chicago School of Professional Psychology; Member: ISPSO (International Society for the Psychoanalytic Study of Organizations), SIOPSA (Society for Industrial and Organisational Psychology in South Africa)



Eliat Aram, PhD, CPsych, CSci (UK)

Associate Director

CEO, The Tavistock Institute of Human Relations; applied Complexity theory educator; Chartered Psychologist, BPS (British Psychological Society); Gestalt psychotherapist and supervisor, Metanoia Institute, London; Member, OFEK (The Israeli Association for the Study of Group and Organizational Processes), Israel; UK.



Thembi Kgengwenyane, BA (South Africa)

Assistant Director for Administration

Background: organisational excellence, diversity, change, transformation, and strategic facilitation. Trained in Diversity Dynamics through systems psychodynamics model (Tavistock application model); Member and administrator: RIDE (Robben Island Diversity Experience).



Nhlanhla Mabizela (South Africa)

Assistant Administrator, Consultant

Feminist and social activist since 1997; Facilitator, trainer, supervisor, mentor and counsellor for several international and national non-governmental organizations; Working with men as agents of change on gender norms transformation and working towards

gender friendly societies; Faculty member: Ububele Working With Groups programme, Robben Island Diversity Experience (RIDE); Mediator and peace keeper: Peace Secretariat.

Conference consultants will be chosen from the following list:



Earl T. Braxton, PhD (USA)

President: Edge Associates; Member: N.T.L. (National Training Labs), A.K. Rice Institute for Group Relations Training; Creator of the video series "Effective Management of Work Groups under Conditions of Conflict and Stress"; Past Director: A.K. Rice

National Group Relations Conference; Author and lecturer: organizational behavior, family systems, and group dynamics.



Frans Cilliers, DPhil (South Africa)

Professor in Industrial & Organisational Psychology: UNISA (University of South Africa). Registered Psychologist (cat. Industrial). Honorary life member: SIOPSA; Member of other South African societies: PSYSSA (Psychological Society of South Africa), COMENSA (Coaches and Mentors of South Africa), Jungian Society; Member of international societies: APA (American Psychological Association), SIOP (Society for Industrial and Organisational Psychology), ISPSO and OPUS (Organisation for the Psychoanalytic Understanding of Society). Consults to various South African organisations in the field of leadership development and coaching.



Dannielle Kennedy, LICSW, PhD (USA)

Principal: WorkLab Organizational Consulting and Applied Research; Leadership Consultant and Psychotherapist, Cambridge, MA; Former President and Board Member, Center for

the Study of Groups and Social Systems, Boston; Associate, AKRI (A.K. Rice Institute).



Philippe Lawson (France and Togo)

Consultant-Coach, Founder and Director of Otherness Transformational mediation and of Philippe Lawson Gallery, Paris. Born in Togo, based in France.



Michelle S. May, DLitt et Phil (South Africa)

Clinical psychologist: HPCSA (Health Professions Council of South Africa) Professor: Department of Industrial and Organisational Psychology: UNISA (University of South Africa) Programme manager: Doctorate in Consulting Psychology; Director (2002 to

2014): Robben Island diversity experience (RIDE); Committee member: Interest Group for Systems Psychodynamics in Organisations (IGSPO) of SIOPSA (Society for Industrial and Organisational Psychology in South Africa).



Roberta Mineo, PhD (Italy)

Advisor in Leadership: TILT; Senior Research Fellow, Professor of Group Processes, Chair of Psychodynamics of Family Relations, Founder of Gender Studies program on violence against women: University of Modena and Reggio Emilia; Post-Doc degree: 'Institutions and Policies for Human Rights'; Associate Director:

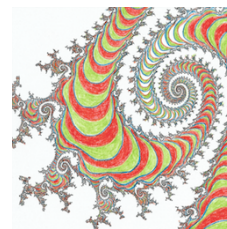
International Affairs (Reggio); Organisational Consultancy Section's former Chair @ IAGP (International Association of Group Psychotherapy & Group Processes).



Vijay Naidoo, MCom (South Africa)

Registered Industrial Psychologist: HPCSA (Health Professions Council of South Africa) Coach and Organisation Development Specialist in Private Practice; Associate: Centre for Creative Leadership (CCL);

Executive Coach: Ernst & Young; Associate: May Coach and Company; Holds MCom UNISA (Industrial and Organisational Psychology) and Executive Masters in Clinical and Organisational Psychology (INSEAD, France); Practitioner Member: COMENSA (Coaches and Mentors of South Africa) Full Member: World Association for Business Coaches (WABC); Registered coach: The Center for Credentialing & Education (CCE), USA.



Please note: The conference is designed as an environment for learning and should not be seen as a substitute for personal psychotherapy. If you are currently experiencing acute personal difficulties we advise that you rather consider joining next year's conference. Or, speak with the **Assistant Director for Administration** personally before registering.

Dates, venue, fees, registration

Dates

Start time: 13:30, Monday 5 December 2016
End time: 18:15, Friday 9 December 2016

Conference venue

The Johannesburg campus of the University of Pretoria's Gordon Institute for Business Science (GIBS), 26 Melville Rd, Johannesburg, 2196, South Africa.

Accommodation

Accommodation is in single rooms in the Lodge on the GIBS campus. Four nights' accommodation (Monday night - Thursday night) are included in the conference fee.

Register now

To register, please complete the online application form at www.tiltinternational.com/leading-our-transformation and email proof of payment of a non-refundable deposit of R5 000 to **thembi@tiltinternational.com** on or before *the registration deadline of 21 November 2016*.

Fee

R24 000 per person (all inclusive)

Early bird discounted fee

R20 000 per person (all inclusive) for registrations received on or before 30 September 2016

Additional discounts

R2 000 additional discount each...

For two or more participants from the same organization, and for students, academics and other individuals not sponsored by their organizations.

Additional partial bursaries will be considered upon request: we encourage you to join us, so if you desire to participate, please let us know

Please take note of our terms and conditions with regards to payments and cancellations published at www.tiltinternational.com/leading-our-transformation



Sponsorships

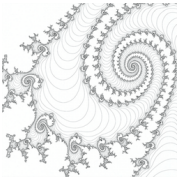
This Leading our Transformation conference is one of the social development initiatives of TILT, a social entrepreneurship. Surplus income from the conference will contribute to our scholarship fund, intended to make the annual conferences affordable to a wide community. Please contact the Assistant Director for Administration, Mrs. Thembi Kgengwenyane, for information on how to contribute via a sponsorship: thembi@tiltinternational.com.



Contact us

For any questions or further information regarding the conference, please feel free to contact us:

Mrs. Thembi Kgengwenyane
Assistant Director for Administration
Leading our Transformation 2016
thembi@tiltinternational.com
+27 (0) 73 988 8932



APPENDIX 3: INCOME AND EXPENDITURE

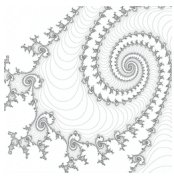
Income

Registration fees	792000
Donations	30 500,00
Min: Discounts and scholarships	<u>-327 788,18</u>
Total income	494 711,82

Expenses

Protea Hotel	70 729,80
GIBS	170 530,00
Staff Honoraria	170 500,00
Staff Travel	47 585,65
International bank charges	1 578,00
Apartheidmuseum visit	1 800,00
Stationary	3 723,18
Internet and telephone	<u>3 319,00</u>
Total expenses	<u>469 765,63</u>

Surplus	<u><u>24 946,19</u></u>
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APPENDIX 4: CONFERENCE PROGRAMME AND DESCRIPTION OF EVENTS

Conference Opening and Closing Plenaries (COP and CCP)

The COP and CCP signify the opening and closing boundaries of the conference as a temporary educational institution. They provide opportunities to reflect on the expectations and experiences brought into and/or lived during the conference.

Small Study Groups (SSG)

The task of the SSG is to study, in the here-and-now, the conscious and unconscious aspects of our experience of relating and working with others in the context of a small system (8-12 individuals).

Large Study Group (LSG)

The task of the LSG is to study, in the here-and-now, the conscious and unconscious experience of relating and working with others in a large system, in which one-to-one, face-to-face interactions are generally absent.

Social Dreaming Matrix (SDM)

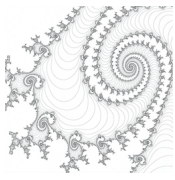
The task of the SDM is to explore dreams, sensations and free associations arising from the social unconscious of the conference system.

Institutional System Event (ISE)

The primary task of the ISE is to explore, in the here-and-now, the nature of the relatedness between Members and Management in the ISE. In order to do this, members form their own subsystem through which they experience being in an institution that they share in creating through their own conscious and unconscious participation.

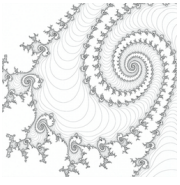
Review and Application Groups (RAG)

The task of the RAG is to provide members with opportunities to reflect on the roles they have taken up during the conference, how and if these roles relate to their everyday behaviours in other social systems or institutions, and how they may wish to transform their roles – both in the conference and in the many institutions in which they participate daily.



CONFERENCE PROGRAMME

Time	Monday	Tuesday	Wednesday	Thursday	Friday	
8:30		SDM 8:30 – 9:30	SDM 8:30 – 9:30	SDM 8:30 – 9:30	SDM 8:30 – 9:30	
8:45						
9:00						
9:15						
9:30		Break	Break	Break	Break	
9:45						
10:00		SSG 10:00 – 11:15	SSG 10:00 – 11:15	SSG 10:00 – 11:15	SSG 10:00 – 11:15	
10:15						
10:30						
10:45						
11:00		Break	Break	Break	Break	
11:15						
11:30						
11:45						
12:00	Arrival and check-in <i>(light lunch available)</i>	LSG 11:45 – 13:00	LSG 11:45 – 13:00	LSG 11:45 – 13:00	LSG 11:45 – 13:00	
12:15						
12:30						
12:45						
13:00						
13:15	Registration	Lunch 13:00 – 14:30	Lunch 13:00 – 14:30	Lunch 13:00 – 14:30	Lunch 13:00 – 14:30	
13:30						
13:45						
14:00						
14:15						
14:30	COP 14:30 – 15:30	ISE 14:30 – 15:45	ISE 14:30 – 15:45	ISE 14:30 – 15:45	RAG 14:30 – 16:00 Break	
14:45						
15:00						
15:15						
15:30	Break	Break	Break	Break	Break	
15:45						
16:00	SSG 15:45 – 17:00	ISE 16:00 – 17:15	ISE 16:00 – 17:15	ISE 16:00 – 17:15	Break	
16:15						
16:30						
16:45						
17:00	Break	Break	Break	Break	CCP 16:15 – 17:15	
17:15						
17:30	LSG 17:30 – 18:45	Free time 17:15 – 18:45	ISE 17:30 – 18:45	ISE/CP 17:30 – 18:45		Social event 17:15 – 18:15
17:45						
18:00						
18:15						
18:30						
18:45						
19:00	Dinner 18:45 – 20:00	Dinner 18:45 – 20:00	Dinner 18:45 – 20:00	Dinner 18:45 – 20:00		
19:15						
19:30						
19:45						
20:00	SSG 20:00 – 21:15	RAG 20:00 – 21:30	Free time 20:00 - ...	RAG 20:00 – 21:30		
20:15						
20:30						
20:45						
21:00						
21:15	Free time					



APPENDIX 5: DREAMS

The following are a few snippets from some of the dreams shared and themes emerging in the Social Dreaming Matrix (SDM), as written down and generously shared by one of the members and integrated with notes taken by consultants to the SDM...

"I am in a flat looking out of the window at a Victorian mansion - it's large with many trees. Behind it is a beach. It's terracotta with no windows. I have to say to myself: I am in South Africa - keep reminding myself."

"Themes from first SDM: womb, seed - change involves loss/death/pain; baptism; loss of innocence; shedding skin; chocolate melting; jungles; What needs to die? What do we need to lose or endure in order to be able to transform?"

"Feeling lost: I am among tall city buildings; lost; trying different routes but none led anywhere - loss, futility, desperation"

"In a church - typical US gospel church - singing 'wishing I knew what it was to be free' - like a bird flying high in the sky. There's a deep hunger for something new to emerge (Is this maybe why people are dressed differently?)"

"In a car going somewhere, but then windscreen turns into a video game & they realize they're just playing. Not going somewhere. Frustration - we were supposed to be going somewhere!"

"Dream of a procession - watching the problems of the world passing by; role of observer vs role of actor & the dynamic between them. Are the old problems just dressed up new so we can pretend that they have been solved?"

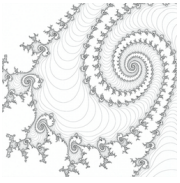
"In the favorite garage of a favorite uncle (who passed away) - sees his ghost - half of his face is a cadaver. There's a car - blue Cuban car with a red flag"

"In a house with no glass in front of the windows - there are youths loitering around - scared of them; vagrants"

"Coffin with a person in - the actor who played Judas in Last Temptation of Christ."

"I'm walking back from class wearing another participant's dress."

"Blackness: Sitting in a cinema staring at a black screen (nothing) - are the people mad? In a house with no windows. Black kite. Black actors."



“Where is the light? Things are “other” than they ought to be. Samurai warriors fighting - an entourage of women come to celebrate them, but they had cheated. They were being celebrated for something they hadn’t actually achieved. Darkness & burial but there is light”

“Cracked egg - yellow funny chicken – bright seed - no reason to escape the blackness & death - it’s a precursor to life - in time. Cocoon - dark, but place of transformation. Valley of shadow of death”

“Reflection: Nakedness, freedom, innocence - dancing in the darkness. Theatre - contained space; no windows; dark. Only light is projector - are we sitting in the dark watching our own projections? Who is running the projector? What is lost? What is the blank screen? Projections whether true or false still do some work. Things & people are not how we know them to be e.g. houses with no windows; person who is drunk, but known not to drink.”

TILT Conference Testimonial by Lurinda Maree (Industrial Psychologist)

I attended the TILT conference themed *Leading Our Transformation* in December 2016.

I found it fascinating at the least, and absolutely transforming in its very essence. I am grateful for this kind of exposure in RSA and I'm not sure if people realise how privileged we are to have an opportunity to experience Tavistock in its raw form, in a sophisticated structured way, as TILT offers.

For me, the realisation that projections and roles are continuously given and taken, was profound. Although it is something so obvious when stated, so inherent in 'what we know as psychologists', it became utterly significant when it is played out in this (safe) context. I was struck by how people battle to separate projections from personal reality; struck by how people allowed it to cause (unnecessary) hurt and how it pulled and tugged at people's innate identity. From personal reflection, I realised how impactful this process of the seemingly simple giving and taking of roles is; how transcendent it can be if we learn to recognise it and manage it on an individual level. For me as IOP, as SME weighted with the responsibility of facilitating and guiding human interaction, especially in groups or teams, I realised that this can become a tool that has the ability to transcend the way we relate to each other in teams, but even more importantly, how we make decisions and guide actions as a whole of many parts (if that makes sense?).

The learnings and realisations I take with me has enriched my life and has forever changed the way I engage, interact with, influence and assess human behaviour. These kinds of learnings, unfortunately, is very difficult to explain if not experienced. It has enhanced a part of 'who I am' that I didn't know existed, is has challenged me in a way I have never been. Overall, it has been an aesthetic and transcending experience which I recommend to any human behavioural specialist.

I am definitely attending the next one in 2017!