

HEALTH IN ORGANIZATIONS, ORGANIZATION OF HEALTH

ISPSO European Regional Meeting
28–30 March 2025, Amsterdam

PROGRAM AT A GLANCE

Friday 28 March

- 17.00–17.30** Registration
- 17.30–17.45** Welcome by ERM Organising Committee and ISPSO Board Member Nevena Jeremic
- 17.45–18.00** Introduction to the Theme and Information About the Program
- 18.00–18.45** Keynote: Addressing Unconscious Determinants of Organizational Health: Remembering and Working Through Collective Trauma at the Ottakringer Brewery - Erik van de Loo
- 18.45–19.10** Dialogue with Keynote Speaker
- 19.10–20.00** Drinks

Saturday 29 March

- 8.30–9.30** Social Dreaming: Carlos Remotti-Breton, Elco Schwartz and Nicola Wreford-Howard
- 9.30–9.45** Break
- 9.45–10.00** Introduction
- 10.00–10.15** Break, go to meeting rooms
- 10.15–12.00** Workshops **1** Rebecca Nestor, Judith Anderson **2** Niels van Steenbergen
3 Richard Morgan-Jones
- 12.00–12.45** Lunch
- 12.45–13.45** World Reflection - Joost Levy & Halina Brunning
- 13.45–14.00** Break
- 14.00–15.45** Workshops **4.1** Anna-Kristin David, Adalisa Menghini **5** Barbara Wren
6 Nicola Wreford-Howard
- 15.45–16.00** Break
- 16.00–17.45** Workshops **4.2** Anna-Kristin & Adalisa **7** Deborah Forster & Michael Lindsay
8 Celina Rodriguez Drescher & Markus Feil
- 17.45–18.00** Break
- 18.00–18.45** Evening Reflections - Niels van Steenbergen & Alexandra Gerny
- 18.45–21.00** Dinner together (optional)

Sunday 30 March

- 8.30–9.30** Social Dreaming
- 9.30–9.45** Break
- 10.00–11.30** Panel - Frederieke Leeflang, Jeanine Holscher, Milembe Mateyo
Moderator: Erik van der Loo
- 11.30–11.45** Break
- 11.45–12.30** Closing Reflections - Niels van Steenbergen & Alexandra Gerny
- 12.30–12.45** Closing - ERM organising team
- 12.45–13.30** Light lunch

KEYNOTE

Erik van de Loo

Addressing unconscious determinants of Organizational Health: Remembering and working through collective trauma at the Ottakringer Brewery



The enforced sale by the Jewish Kuffner family in 1938 of the Ottakringer Brewery in Vienna, has activated a collective trauma, developing until today across generations and stakeholders. A member of the third generation of the actual owning family has initiated a decades long process of remembering and attempts of working through aspects of a (partially) forgotten and repressed painful past. As a leader of Ottakringer, she started the process of exploration with herself and has engaged over time with multiple circles of stakeholders in dealing with the collective trauma: members of her own family, employees, descendants of the Kuffner family and representatives of Jewish organizations. As a leader she managed to contain and guide this ongoing process with empathy, courage and resilience. Remembering and working through turned out to be boundary conditions for learning and healing.

This case provides food for thought about the significance as well as challenges of incorporating unconscious determinants restoring and enabling organizational health. How to address unconscious determinants at the interrelated levels of individual, team and organization? How to promote processes of remembering and working through in an organizational context? What do we need to develop in terms of theory, technique and practice from a system-psychodynamic perspective?

Erik van de Loo is a clinical psychologist, Doctor in Social Sciences at Leiden University (1987), psychotherapist, psychoanalyst (member of the International Psychoanalytical Association) and obtained a Master's in Work and Organization Health (1998). He has worked as an officer-clinical psychologist in the Royal Dutch Army (1981-1984), as a senior lecturer at the department of clinical and health psychology at Leiden University (1984-1991) as a psychoanalyst and psychotherapist in private practice. Erik is Affiliate Professor of Organizational Behaviour at INSEAD, where he was Co-Founder and Program Co-Director of "The Executive Master in Change. Transforming self and organisations". He is a partner of Phyleon Leadership & Governance, in Amsterdam.

Erik helps to create reflective space for boards, leaders and leadership teams in order to become more effective in the interrelated change and transformational processes on individual, team and organizational level. His research focus is on unconscious phantasy patterns shaping leader behavior, the transgenerational impact of collective trauma on leaders and professionals and unconscious dynamics in boards.

WORKSHOP 1

Rebecca Nestor and Judith Anderson

The Influence of Climate Change on Organizational Health

When we think about the impacts of the climate and ecological crisis on health and mental health, do we imagine others, far away in time and place? Do we unconsciously believe that we will continue to be protected from extreme weather? Or do we feel those impacts in our own bodies and minds? In this workshop, we will introduce an exploration of the health impacts of the climate crisis through the lens of 'me too', an acceptance of the vulnerability of all creatures including ourselves. We will explore how the climate crisis might be there in the background for our clients and patients, as for ourselves, and consider the systems-psychodynamic aspects of this often unacknowledged backdrop. We will do some personal, paired and group work to connect with the different aspects of ourselves that might need to be brought to the fore as we face the challenges of this collective predicament. A group case study may emerge for us to work with.

Dr. Rebecca Nestor and **Dr. Judith Anderson** are both members of the Climate Psychology Alliance (CPA). Judith, a Jungian psychotherapist and supervisor who originally practised as a psychiatrist, is a past CPA chair, and part of the group that set up the organisation. She has a longstanding interest in the intersection of psychotherapy with social issues and co-edited Being a Therapist in a Time of Climate Breakdown. Rebecca is now co-chair of CPA, and a consultant and facilitator with a professional doctorate (2022) from the Tavistock Centre/University of Essex. Her main professional focus has been on supporting people to face the climate crisis. She has been a member of ISPSO since 2017, and with Paul Hoggett she gave a plenary talk on the climate emergency at the 2024 Annual Meeting in Sofia.



WORKSHOP 2

Niels van Steenbergen

Restoring psychological safety within the Dutch police force

Have you ever felt unsafe within an organization? A feeling you cannot say what you think or be yourself? Do you know why you felt that way? In this interactive workshop we will analyze reasons why employees feel unsafe within organizations; discuss what organizations tend to present and what is really going on; reflect with a psychoanalytic perspective on a case of the Dutch police force; use the Organization Role analyses model and theory of Wilfred Bion to get a broader sight of the problem; and explore solutions together.

Niels van Steenbergen is organizational psychologist, consultant executive coach and member of the ISPSO. He analyzed psychological unsafe behavior in organizations like a (women)prison, a forensic psychiatric hospital, an elderly home, a University and a Police force. Niels is author of the book *Stressfree Leadership: How to Collaborate Successfully in 7 steps*.





WORKSHOP 3

Richard Morgan-Jones

Where Health and Justice meet in addressing Work Force Health: Organisational consulting to a Forensic Psychiatric Hospital

In this workshop I will present some thoughts and dilemmas about the role of the Organisational Development Consultant working in the field of workforce health in the context of crime and justice. You will hear an account of 8-years working with staff of a semi-secure psychiatric hospital for people who have committed crimes and also attracted mental health diagnoses (mainly psychopathy and personality disorders).

You will hear described my approach that carries a triple focus on:

- The physical and mental health and safety issues for staff as part of a service developed for organisations, including from the violent and violating valencies that have attracted staff to the work.
- The echo of these valencies in the dynamics of teams and their interventions.
- The context of societal conflicts about justice and rehabilitation for mentally ill criminals.

This approach echoes the study of organisations exploring the Trilogy Matrix I have developed over several years.

We will explore the role of the consultant in studying the organisation as a force field with pressures for and against development through supervision (Kurt Lewin). The work is done with representative staff groups and the development of an authorisation and development of supervision across multi-disciplinary teams. After an introduction, the case study will take the form of a series of consultancy dilemmas.

After each dilemma presented there will be space for the workshop group to reflect on their own responses, perspectives and suggestions. This will be followed by a description of how interventions were made and what were the consequences.

I will describe a systems model for planning and evaluating such an OD intervention. And there will be some evaluative comments about the strengths and weaknesses of the OD initiative.

Richard Morgan-Jones is an Organisational and Group Relations Consultant and Psychoanalytic Psychotherapist. He is a distinguished member of ISPSO and for 6 years was an elected member of the Board of ISPSO commissioning over 20 regional meetings. He is a member of OPUS, the British Psychoanalytic Council and the British Federation of Psychotherapists. He has written "The Body of the Organisation and its Health" along with many other commissioned articles and book chapters.

WORKSHOP 4

In two sessions - 4.1 & 4.2

Anna-Kristin David and Adalisa Menghini

Embodied Leadership:

Towards fostering 'health' in organizations



This workshop recognizes that today's global crises and challenges require holistic approaches and frameworks that include an appreciation of ourselves as interconnected systems of body, mind, and emotion inextricably interlinked with the world around us. It is designed to offer an experiential appreciation of embodied leadership reflecting our different backgrounds as facilitators, Adalisa with her foundation in dance, and Anna with expertise in psychology and leadership development. The workshop aims to explore the possibilities of such an approach for cultivating organizations as living, adaptive systems rather than conceiving of them through the lens of a mechanical analogy.

We will use movement and improvisation techniques, along with neuroscientific and Feldenkrais principles and methods, as tools to experience and explore what it means to embody ways of knowing that honour our senses as a gateway to information. All experiential exercises and practice sessions are followed by opportunities for reflection and further investigation informed by a systems psychodynamic approach. Ultimately, this workshop serves as a forum for participants to explore the potential of an embodied approach for fostering "health" in organisations and what this may look like in practice.

Anna-Kristin David is a lecturer, executive coach and consultant in the field of leadership and organisation development. She has a background in psychology and trained as a psychotherapist. Anna is based in Berlin from where she maintains an international leadership coaching and executive learning & development practice. Anna is interested in different perspectives and conceptual frames, and draws particular inspiration from a systems-psychodynamic approach, existential-phenomenological perspectives and Jungian psychology (especially ideas related to 'individuation').

Adalisa Menghini is an experienced movement educator, choreographer, and performer with a diverse background in somatic practices, performance, and teaching. She studied at the School for New Dance Development in Amsterdam, explored embryology with Bonnie Bainbridge Cohen, and earned a Postgraduate Degree in Neurophysiological Psychology. Adalisa is also a certified Feldenkrais practitioner, integrating this method into her work with performers and students alike. She teaches Contact Improvisation and Composition at Tanzfabrik Berlin and is a lecturer in the Bachelor and Masters Program for Theater Pedagogy at the University of the Arts (UDK) Berlin. She is Co-Founder of C.A.R.E/ A Somatic Approach for Creativity, Attachment, Resilience, Education at Somatische Akademie Berlin.



WORKSHOP 5

Barbara Wren

Ripples, Echoes, and Fractures: The impact of Covid 19 on Organizational Health

This workshop will allow for a consideration of the ongoing impact of Covid on organisational health. Stories will be used to illustrate its consequences at individual, role and systems levels including a model of the stages of psychological impact of Covid.

The facilitator will share how the experience of writing about this work deepened her awareness of the personal impact of consulting to organisations in this deep crisis. This will allow the group to consider some of the invisible impacts of Covid and the challenge of how to safely articulate them using their own stories.

The process and content of two recently concluded pieces of consultancy work funded by NHS Covid recovery programmes will be shared. The ripples and echoes created by this opaque crisis will be threaded through the workshop and the question posed that some of the fractures caused to organisations by Covid cannot be fully articulated as there has been no subsequent safe ground.

Barbara Wren is a Consultant Psychologist and Director of Barbara Wren Psychology (C. Psychol., CSci., AFBPSS., FFOM (RCPI). Barbara Wren Psychology provides bespoke therapy, coaching, training, mediation, group reflection and organisational culture interventions.

Barbara is a chartered psychologist and organisational consultant with a keen interest in using narrative to develop individual, role and system resilience as described in her book "True Tales of Organisational Life" (Karnac 2016). It concludes with a consideration of the containment that needs to be available to enable staff to manage the emotional impact of their work, while staying effective in role.

She further developed this work while crafting a variety of interventions for NHS and social care organisations during the Covid crisis. See barbarawrenpsychology.com for more information.

WORKSHOP 6

Nicola Wreford-Howard

Social Dreaming in Organisations



“It is important to discriminate between those systems of meaning, which are designed to open up the creative possibilities of living and those, which in effect, delimit the choices available to individuals”
(Gordon Lawrence)

Social Dreaming (SD) has developed a wide international community. The art and practice of SD provides an opportunity to explore our shared dreams as a window into our daily interactions, helping us to advance our learning, development and innovation. Objective of this workshop is to provide you the underpinning to explore and incorporate SD in your own coaching and consulting practice with teams, communities and organisations. This workshop is designed to connect dreams with reflection of participants case studies for creative application into your work settings.

We will explore together:

- The SD host role: experiences in containment and creativity
- Design and applications of SD matrices and reflection dialogues
- Participant case studies

Nicola Wreford-Howard

Nicola is a organisational psychologist & consultant. She works as an organizational consultant and executive coach with a systems psychodynamic approach.

She designs and facilitates organisational change and leadership development initiatives designing reflection spaces for integration, collaboration and innovation.

Nicola worked as change management consultant for an international consultancy firm, later lead a digital transformation consultancy group for a multinational tech company before setting up her own consultancy practice. She began working with socio-psychoanalytic methodologies in the mid 90's and has since hosted Social Dreaming Matrices, SD Master classes and SD Professional Development Workshops at conferences and in business schools in the US, Europe and Asia.

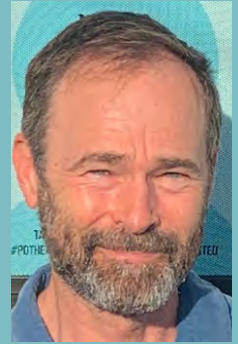
Nicola is a member of the International Society for the Psychoanalytic Study of Organizations (ISPSO) and served in several Board director roles.

Originally from London, Nicola has lived and worked internationally. She is currently based in Amsterdam and Frankfurt.

WORKSHOP 7

Deborah Forster and Michael Lindsay

Shaping the future of work: A transdisciplinary approach to tech-innovation based on systemic socio-technical understanding and a culture of care



The workshop reenacts an ongoing reflexive effort by its co-organizers over the last year, aiming to explore the relevance of psychodynamic sensibilities in the study of organizations (aka ISPSO) to a growing body of work done at [FRAIM.nl](https://www.fraim.nl), a center for transdisciplinary research & innovation in partnership with RoboHouse at TU Delft. After briefly recounting the organizers' collaborative process, Forster and Lindsay will illustrate FRAIM's worker-centric approach toward shaping the future of robot-assisted work, with an example from the healthcare sector.

FRAIM emphasizes a value-driven effort in co-creating a systemic socio-technical understanding that engages both academic and nonacademic expertise, framed in terms of co-creation of containment for a culture of care. Interactive semi-structured reflections on the use-case are intended to leverage the richness of the perspectives and experiences of the workshop participants and allow for emergent practical and actionable knowledge moving forward.

Trained in primatology and cognitive science, **Deborah Forster** is a researcher in the HRI group of the cognitive robotics department at TU Delft. At [FRAIM.nl](https://www.fraim.nl), Forster leads the transdisciplinary research practice on the potential of worker-robot relations to shape more meaningful and just futures of physical work. Forster maintains a long-standing collaborative practice with artists and is trained in the Feldenkrais™ method of somatic education.

Michael Lindsay trained initially in psychoanalytic-paradigm clinical psychology and later in the experiential study of group and system dynamics. Lindsay is a coach, clinician, and consultant. His primary focus is on illuminating and contextualizing role-based sentient experience, in service of fostering capacities for well-being and collaboration in individuals, teams, and organizations. Lindsay has also taught yoga for 11 years and maintains a lifelong immersion in the expressive arts.

WORKSHOP 8

Celina Rodriguez Drescher and Markus G. Feil

Containment in different roles



Celina and Markus first met as a consultant and a manager of a forensic outpatient clinic that was shaken. The shock was a result of its rapid growth, a massive shift of responsibility onto the team and highly conflictual demands that could be linked to the primary task of the organisation.

Later, in 2024, Celina and Markus published a book together with their friend and colleague, who had originally brought them together, in which they described the roles of the consultant and the manager from a systemic-psychodynamic perspective (Lüdemann, M.; Feil, M. G.; Rodriguez Drescher, C.: Systemisch-psychodynamische Organisationsberatung. Anwendungen und Konzepte. Psychosozial Verlag).

Based on the story of their own encounter and on the basis of the process of creating the book chapters, Celina and Markus reflect in general on the possible interplay between consultation and leadership as a “task of shared containment” and on health in organizations.

Dr. Celina Rodriguez Drescher is a psychologist, consultant, trained at the Tavistock (D10; D10C), with two areas of work: coaching, consultancies, supervision and working in psychological First Aid.

Dr. Markus G. Feil works as a psychologist, psychoanalyst, organisational consultant and coach. He also has many years of management experience in the forensic field and is a qualified fisherman.

SOCIAL DREAMING

**Hosted by Carlos Remotti-Breton, Elco Schwartz
and Nicola Wreford-Howard**

Social Dreaming is a practice of sharing, associating to and working with dreams to identify underlying trends and systemic dynamics. This method was pioneered and developed by Gordon Lawrence and his colleagues at the Tavistock Institute in the 1980s.

Since then Social Dreaming has evolved as a method of systemic enquiry and has been used in many areas and fields around the globe. It is applied in organisational development consultancy and action research, in group relations conferences and in education to access hidden depths of human experience and thought: To explore the mysteries, paradoxes and creative potential of our engagement in organisational and societal roles to make these available for reflection and learning in a contained space.

Social dreaming transcends the individual: By sharing and associating to dreams in a matrix of dreamers, we learn more about the underlying themes, links and dynamics within our organisations and our societal context.

WORLD REFLECTION

Halina Brunning and Joost Levy

In the World Reflections session we are inviting participants to share their own experiences and thoughts about current world events and dynamics, so that we can explore not only our professional roles but also ourselves as individual human beings and citizens embedded in this changing world.

The primary task for this hour will be: to make connections between our concerns as citizens of the world and as systems-psychodynamic professionals.