

**ISPSO**

**INTERNATIONAL SOCIETY  
FOR THE PSYCHOANALYTIC  
STUDY OF ORGANIZATIONS**





An ISPSO European Regional Meeting 2026

Lausanne Ouchy · 3–5 July 2026

# Between Doubt and Conviction

## Leading Organisations in a Turbulent World

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A three-day meeting for leaders, consultants, researchers, and organisational practitioners working with authority, decision-making, and group dynamics in turbulent environments.



# A World That Feels Brittle, Anxious, and Nonlinear

Over recent years, leaders and institutions have had to navigate a succession of shocks – pandemic, geopolitical instability, economic volatility, and the rapid emergence of artificial intelligence. Together, these forces have created a world that often feels brittle, anxious, nonlinear, and at times incomprehensible ("BANI", Jamais Cascio, 2020).

In such a world, leaders, boards, consultants, and organisations are required to make consequential decisions under conditions in which clarity is limited and certainty is rarely available.

- Under these conditions, the tension between doubt and conviction becomes unavoidable. This tension does not affect leaders alone. It reverberates through groups and organisations, shaping authority, relationships, and the capacity of institutions to remain connected to their task.

### Silence made

sense: Conversation is becoming more difficult (identifications, political, entrenched; retreat into; defensive silos = loss of primary task. Wish = find

movement towards the decision; with real consequences; how can sys-psy provide real tools?

world is in a mess

What does our name mean (ISPSO)?  
Challenge we have given ourselves?!?

reconnecting brings joy; the capacity to hold; opportunities for sys-psychod. work now

## A World That Feels Brittle, Anxious, and Nonlinear

Too much doubt

Can lead to hesitation, fragmentation, and paralysis.

Too much conviction

Can lead to rigid, defensive thinking and premature certainty.



# What the Meeting Explores

## Decision-Making Capacity

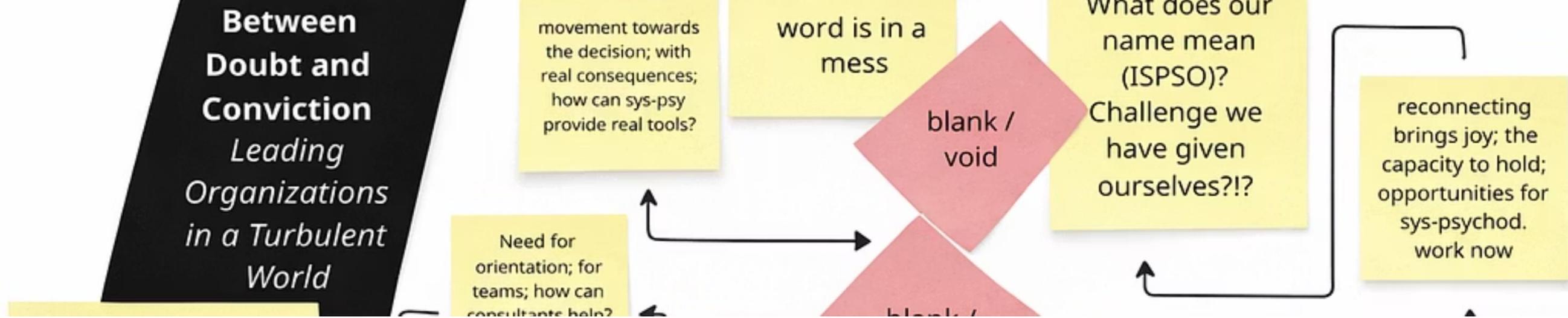
What helps leaders and institutions maintain their decision-making capacity rather than collapsing into paralysis or certainty as defence.

## Thoughtful Judgment

How leaders and groups move between doubt and conviction in ways that support thoughtful judgment and responsible action.

## Psychoanalytic Insight

How psychoanalytic and systems-psychodynamic thinking can illuminate what happens when turbulence disrupts authority, decision-making, and organisational task.



# Working Through Shared Experience

The meeting works not only through discussion but through shared experience. Over three days, participants examine how turbulence enters the inner life of leaders and groups, how it plays out in organisational and institutional settings, and how it affects the capacity to stay on task in conditions of uncertainty.

## The Self & the Group

Exploring the tension as it is lived in the self and the group.

## Organisational Reality

Testing it against organisational and institutional reality.

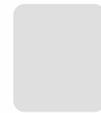
## Own Practice

Working with participants' own leadership, consulting, coaching, and scholarly roles.



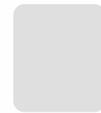
# Who This Meeting Is Designed For

The meeting is designed for those who work with authority, decision-making, and group dynamics in turbulent environments.



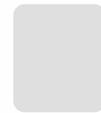
Leaders & Board Members

Those who hold responsibility within organisations and institutions.



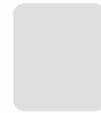
Researchers & Scholars

Those who add insight by researching organisations psychoanalytically.



Consultants & Coaches

Those who accompany leaders as advisers, coaches, and consultants.



Organisational Practitioners

Those working with group dynamics and authority in turbulent environments.



# What Participants Take Away

## Deeper Insight

Into how turbulence affects leaders, groups, and organisations.

## Clearer Understanding

Of how doubt and conviction shape leadership decisions.

## New Ways of Working

With anxiety, authority, and uncertainty in their own practice.

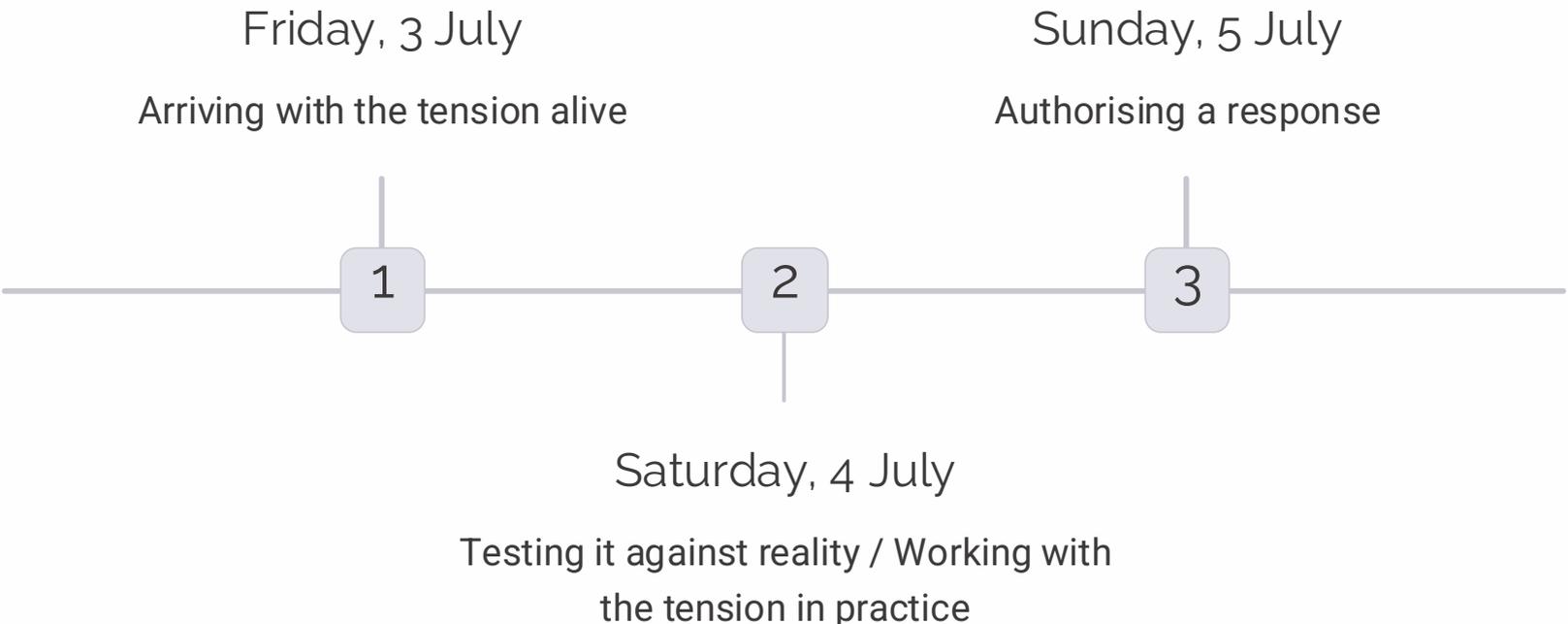
Not toward resolving the tension between doubt and conviction – but toward developing a more resolute relationship with it. And to do so in a shared space where connection and tension can coexist without losing the task.



# Meeting Architecture

The three-day programme moves deliberately through the tension – from inner experience to institutional reality to authorised response.

Program starts on **Friday, 3 July at 14:00 CET** · Program ends on **Sunday, 5 July at 14:00 CET**



The programme will include **Social Dreaming Matrix, Large Forum Discussions, Small Group Reflections, Experiential Workshops, Balint Groups.**

Invited guests and contributors will be announced on 10 April. A social programme is being developed; details will follow. Attendance is optional.



# People

## Programme Curators

Larry Hirschhorn, Mark Stein

## Social Dreaming Matrix

András Gelei, Nicola Wreford-Howard

## Experiential Workshops and Balint Groups

Amelia La Spada, Nadine Tchelebi, Voytek Chelkowski

## Advisers

Susan Long, Gerard Fromm

Further contributors will be announced on 10 April.



# Accommodation — Mövenpick Hotel Lausanne

Preferential rates have been arranged at the **Mövenpick Hotel Lausanne (4-star)**, located next to the conference venue in Ouchy.

## Dates

Check-in: 3 July 2026

Check-out: 5 July 2026

## Rates (per night)

- Single Room — CHF 215
- Double Room — CHF 240

Rates include breakfast. A city tax of CHF 6.50 per person per night (3.7%) is not included and is payable at the hotel.

**We strongly encourage early booking to avoid disappointment.**



# Alternative Hotels — Ouchy Area

A selection of nearby hotels within easy walking distance of the conference venue.

Angleterre & Résidence (4-star)

~3 minutes' walk

<https://www.angleterre-residence.ch>

Beau-Rivage Palace (5-star)

~5 minutes' walk

<https://www.brp.ch>

Château d'Ouchy (4-star)

~2 minutes' walk

<https://www.chateaudouchy.ch>

Hotel du Port (3-star)

~3 minutes' walk

<https://www.hotel-du-port.ch>

Carlton Lausanne Boutique Hotel (4-star)

~10 minutes' walk

<https://www.carltonlausanne.com>

Agora Swiss Night by Fassbind (4-star)

~12 minutes (near Lausanne Gare; short metro connection)

<https://byfassbind.com/hotel/agora-swiss-night-by-fassbind/>



# ACCESS TO LAUSANNE

## Getting to Lausanne

Lausanne is easily accessible from across Europe and internationally, with efficient rail, road, and air connections.

### By Air

- Geneva Airport (GVA) – ~45 minutes by direct train
- Zurich Airport (ZRH) – ~2 hours 15 minutes by train

### By Train

Direct connections from Geneva, Zurich, Bern, Paris, and Milan. Lausanne Gare is centrally located.

### From Lausanne Gare to Ouchy

Direct m2 metro connection to Ouchy-Olympique in a few minutes.

### By Car

Accessible via A1 and A9 motorways.

### Local Transport

Free public transport with the Lausanne Transport Card provided by most hotels.



# Pricing & Registration

Registration opens: 1 April

|   | Members | Non-members |
|---|---------|-------------|
| <b>Early bird</b> (until 10 April, 23:59 CET) | CHF 220 | CHF 320     |
| <b>Regular</b>                                | CHF 280 | CHF 380     |

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