VIENNA
MASTERS IN ONE'S OWN HOUSE?

ISPSO Annual Meeting 2027 · 2-7 February 2027

PROFESSIONAL DEVELOPMENT WORKSHOPS

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TUESDAY 2 FEBRUARY

Full day workshops

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PDW 2 *Who's Containing Whom? Bion's (Co-)Dependency for a BANI-world: Making Theory Relevant for Practice.* – Nadine Riad Tchelebi

PDW 3 *Reversal Theory and Group Psychodynamics: Theory and Practical Application* – Anna Reiche, Larry Hirschhorn

PDW 4 *Writing with intelligence(s)* – Martin Ringer, Fiona Martin (day 1 of 2)

Morning (AM) sessions

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PDW 6 *Working with projective and associative material of self and others* – Erik van de Loo, Saskia de Maat

Afternoon (PM) sessions

PDW 7 *Whole System Engagement for Future and Strategic Planning Using Future Search* – Jeffrey Axelbank

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WEDNESDAY 3 FEBRUARY

Full day workshops

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PDW 12 *The Freudian Grip – Psychoanalysis in Leadership and Coaching* – Moritz Senarclens de Grancy

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PDW 1

Tuesday 2 February · Full-day workshop

Ajeet Mathur

WHEN THE TWAIN MEET

At the frontiers of working with groups and organizations

"East is East and the West is West and never the twain shall meet"
Nobel Laureate Rudyard Kipling

Omnipotence and incompleteness characterise the trine of distress, despair and depressive anxieties that pose formidable challenges in consulting to organizations. These challenges concern, inter alia, yet another trine: return of the repressed, narcissistic injuries, and residual trauma that can continue to breed organizational toxicity and haunt organizations for a long time. When structures depart from pyramidal shapes towards matrix forms, and strategies require wicked problems to be addressed, complexity in process involves intentions and desires that are not easily understood.

In this context, consultants and coaches who work with system psychodynamics require cutting edge capabilities. These have to be commensurate with authority of skill and responsibility arising from expectations in contractual commitments with clients and client systems. Exploring and learning from the range and diversity of practices at the frontiers of psychoanalytic studies of organizing point to the need to understand practices and concepts arising from insightful experiences reported from around the world-the East (China, India, Japan, Central and Eastern Europe) and West (UK and Continental Europe), Nordic Europe and Africa.

Do you have a sense of incompleteness about your diagnostic skills despite your undoubtedly enormous learning? Are you interested in exploring Bose's theory of 'opposite wishes', Bharatmuni's taxonomy of 'rasas' in experiencing emotions, Charak's therapeutic doctrine of 'spiritual healing, and the unconscious', Tao and Zen Buddhism. Aurobindo's concept of consciousness, and Abhinavagupta's theories connecting 'aesthetics with emotional experiences' beyond Freudian concepts around 'libido', Jungian notions of 'psyche', Moreno's 'tele' and the Lacanian idea of 'jouissance' in your consulting or coaching practice?

Here is an opportunity to broaden, deepen and sharpen diagnostic and therapeutic skills where you can co-creatively expand perspectives and horizons at the cutting edge of practice.

This one-day professional development workshop (PDW) is designed to

a. introduce participants to the core of what is common to Western, Eastern and Nordic theories and practices for understanding mysterious life forces in our nature at the frontiers of psychoanalytic, socio-analytic and system psychodynamic process work
b. invite reflections on work lives in and with groups, teams and organizations in choosing between modes of doing centred around being and becoming or having and using.
c. familiarise participants with methods for researching unconscious processes in a plurality of traditions-convergent and divergent- together with their limitations and challenges.
d. introduce the theory and practice of how emotional experiences evoke aesthetic crystallisations of psychological states and discuss horizons of experiential learning

from the perspectives of Bionian and post-Bionian 'basic assumptions' in group relations.

e. invite participants to understand basics of 'prana vidya' for design of accelerated experiential learning in several countries, including Australia, Bulgaria, Finland, France, and India since the 1960s.

Those who participate in this PDW will be provided with an additional reading list to continue learning beyond the PDW.

Ajeet Mathur is an Affiliate Life Member of the Indian Psycho-analytic Society and Yoga Shikshak and Karma Sannyasin of the Bihar School of Yoga. His publications include 33 books and over 160 papers in scientific journals and anthologies. He directs Group Relations Conferences in Europe and India. He was Director and CEO of the Institute of Applied Manpower Research. He has served on the Board of Directors with Corporates in India and Europe, with the School of Inter-disciplinary Studies, IGNOU and ISPSO. He is Professor Emeritus, New Delhi Institute of Management and has been Professor of IIMs Ahmedabad and Calcutta, and the EU-Tempus Professor of European Integration and Internationalization. He received his Ph.D. Degree from Indian Institute of Science Bangalore and has held visiting academic appointments at K.U. Leuven, University of California at Berkeley, Aalto University and Tampere University, among others. He has received several national and international honours and awards.

PDW 2

Tuesday 2 February · Full-day workshop

Nadine Riad Tchelebi

Who's Containing Whom? Bion's (Co-)Dependency for a BANI-world: Making Theory Relevant for Practice.

Key Idea

Bion's ba dependency is usually read as a one-way, off-task dynamic: an anxious group projecting *omnipotence* onto a leader who is expected to know it all. This PDW challenges that reading of Bion's legacy, together with the fashionable understanding, that containment is a leader's capacity alone. Drawing on my 2-month ethnographic research within a convent—where dependency is continually worked with — I show how it is co-constructed: leader and group co-contain each other's *incompleteness* while remaining on task.

I am passionately convinced that our discipline gives practitioners the courage to work with their own incompleteness, but only if theoretical rigour and practical applicability are held together, not traded off; this workshop makes the two cross-fertilise throughout. I offer a collaborative journey through critical, provocative reworking of the "untouchable" basic assumption dependency and its relationship to container-contained, before translating the argument into a hands-on, five-step decision-making model for consultancy and leadership in an BANI-world, helping teams stay assertive between the pulls of *omnipotence* and *incompleteness*.

Working Methods

This is a genuinely interactive workshop with whole-group discussion and reflection in pairs or triads, where ideas are critically applied. You are encouraged to bring your own case material to work on in small groups, alongside mine. The session closes with space for each participant to consolidate their key insight and propose in depth how it might inform their own practice.

Why join?

Five good reasons:

1. **Theory meets practice.** ISPSO has always brought academic scholars and practitioners together in one room, and this session mirrors that spirit. Expect a genuinely balanced conversation in which neither side holds the floor alone. Together we will ask: how can we cross-fertilise our different specificities to create real synergies?
2. **Traditional theory, seen through an innovative lens.** Our foundational, historic theories deserve to stay alive without becoming dogma. Together, we will honour our systems-psychodynamic roots while freeing them from rigidity. Ideas stay cutting-edge and relevant, turning with the world rather than standing still.
3. **Rigorous, high-quality debate.** Come ready to think, question and be questioned. This is a space for lively, in-depth debate about Bionian thinking and

group dynamics, and you are warmly welcome whether you are an ISPSO "veteran" or "newbie".

4. **A practical tool you can apply immediately**. You will get to know, and work interactively with, a hands-on tool for team development that is soundly based on scholarly insight. You will leave with something ready to use in your own professional practice as consultant and/or leader.

5. **Be inspired, provoked, amused and enriched** - not only through my own unusual convent case study, but also through the case studies you and your fellow participants are invited to bring.

Nadine Riad Tchelebi

Starting her career in public relations at Volkswagen, Nadine was drawn into academic research and teaching by a desire to understand how group belonging influences an individual's ability to think and perceive the world around them. Her Ph.D. in systems psychodynamics, and Bionian thinking in particular, provided a framework through which to explore this curiosity. After being introduced to Group Relations and having served on staff at more than 20 international conferences, she left her Senior Lecturer post and is now firmly established in her third career chapter as an OD consultant, helping Boards and Senior Leadership Teams contain anxiety and make decisions on-task, while occasionally giving guest lectures in executive education. Alongside ISPSO, she is a member of the Management Committee of PCCA (Partners in Confronting Collective Atrocities).

PDW 3

Tuesday 2 February · Full-day workshop

Anna Reiche and Larry Hirschhorn

Reversal Theory and Group Psychodynamics: Theory and Practical Application

Drawing on Michael Apter's Reversal Theory and Bion's theory of group dynamics, Larry Hirschhorn has developed a deeper psychodynamic understanding of how working groups function. Anna Reiche has helped translate this framework into practice.

This full-day workshop introduces an experience-near framework for understanding how groups work, how they lose flexibility, and how they recover their capacity for work. It combines a theoretical exploration of the model with practical applications to consulting and organizational life, offering participants a clear and accessible language for understanding groups at work.

The workshop addresses a gap in systems psychodynamics. Bion offers a powerful account of how groups retreat from work through Basic Assumptions, but a less differentiated account of how working groups actually function. Reversal Theory extends this perspective by identifying four workgroup modalities and eight modes. Effective groups move between modes when anxiety, frustration, or boredom signals that the current mode has reached its limits. When this capacity for reversal is lost, working modes may become deformed. Under more primitive conditions, these deformations may intensify into destructive forms of group functioning.

By making successful work as observable and interpretable as regression, the model offers a bridge between psychoanalytic thinking and organizational practice.

A distinctive part of the workshop will focus on the art of interpreting group dynamics as they unfold. The framework identifies four types of intervention: supporting a productive mode; interpreting the frustration that signals the limits of the current mode; interpreting the gratification provided by a deformation; and supporting an emerging reversal. Participants will gain practical experience in formulating and applying these different forms of interpretation.

Participants will leave with a practical framework for observing group states, distinguishing productive work from defensive and primitive functioning, formulating evidence-based group-as-a-whole interventions, and helping organizations regain flexibility.

In relation to the conference theme, the workshop proposes that mastery does not mean eliminating anxiety or controlling a group's state of mind. Rather, it means developing the capacity to recognize limits, tolerate incompleteness, and reverse course when the work requires it.

Anna Reiche is a psychologist, systems psychodynamic consultant, and accredited team coach working with groups, leadership teams, founders, and organizational partnerships. She has facilitated more than 300 group and team sessions and serves as a consultant at Group Relations Conferences. Her practice focuses on unconscious group dynamics, authority and role, leadership, conflict, anxiety, psychological safety, and the capacity of teams to remain engaged with their task under pressure.

Anna combines clinical and psychoanalytic training with 12 years of senior-level business experience in marketing, organizational development, and entrepreneurship. She is a PhD candidate in organizational behaviour, researching relational conflict and innovation, a member of ISPSO, and a supervisor on the Master's programme in Psychoanalysis and Psychoanalytic Business Consulting at HSE University. Her work integrates systems thinking, Bionian group theory, and close attention to the emotional life of organizations.

Larry A. Hirschhorn, PhD, is Principal Emeritus at CFAR and a distinguished scholar and practitioner in systems psychodynamics and organizational consulting. A founding member and past president of ISPSO, he has spent more than four decades exploring the unconscious dynamics of authority, role, leadership, group life, and organizational change.

He is the author of several influential books, including The Workplace Within: Psychodynamics of Organizational Life, Managing in the New Team Environment, and Reworking Authority. His work connects psychoanalytic thinking with sociotechnical systems and the practical challenges faced by contemporary teams and organizations.

He holds a PhD in Economics from MIT and has taught at the University of Pennsylvania, Wharton, Fielding Graduate University, and Thomas Jefferson University.

PDW 4

Tuesday 2 & Wednesday 3 February · Two-day workshop

Martin Ringer and Fiona Martin

Writing with intelligence(s)

The now ubiquitous nature of artificial intelligence has changed who may we see as the originator of ideas. It has changed the dynamics and the rules of publishing, and it has shifted the very ground on which we stand as authors. In this workshop we will explore the nature and significance of some of these changes.

Despite the lightning speed and relentless changes in the world of authors, we still need to find our voices and find ways to write about socio-analytic ideas in ways that are accessible to people outside our field.

Artificial intelligence has not changed the fundamental notion of an author having a voice and 'author-ity'.

This workshop will explore some of the pragmatics of being an author as well as the psychological and social dynamics that are present in the act of authoring. We will engage in a delicate dance between being overwhelmed by the impact of artificial intelligence and integrating conversations on how artificial intelligence changes all of the processes below. That is, we will not have an extended session specifically on artificial intelligence, but will maintain mindfulness about the impact of artificial intelligence on all aspects of our work.

Key elements include:

- Practicalities of writing and publishing
- AI related tools that support writers
- Initiating, developing and capturing ideas
- The emotional dance of being an author
- An introduction to the world of publishers and publishing, including the changing context evoked by AI
- Writing to engage with the wider World
- Where from here?

This workshop is intended to provide a safe container that forms a crucible (1) for established writers who feel the wish for some collegial renewal and (2) for people who want to build courage and skills to write socioanalytic material for publication. The implications of AI will be woven throughout the workshop and there will be many opportunities for participants to contribute ideas, comments and questions.

Martin Ringer is an extensively published author. His first book, taking a psychoanalytic view on group dynamics and adventure therapy, was published in 2002. He has been guest editor of a number of psychoanalytic journal issues and has published many individual papers in psychoanalytic journals. He was lead editor for the collective Spark (2022), which is primarily a psychoanalytic exploration of the social nature of thinking.

For the last 10 years, he's been actively involved in supporting writers in the psychoanalytic and socioanalytic fields to write and publish material that is accessible to an audience outside our own specialised field. He is co-facilitator of a monthly ISPSO writers group and has co-facilitated a number of professional development writing workshops at ISPSO annual meetings.

Martin is also a stone carver and enjoys a lifestyle where he lives with his wife almost half-time in France and half-time in Australia.

Fiona Martin is an experienced consultant, teacher, researcher and author. She has taught in universities, community service organisations and industry. Her research interest is the impact of challenging environments on management, and group dynamics especially in relation to the capacity of organisations to remain focused on purpose and their ability to learn from their experiences. She has authored and co-authored academic papers, been awarded the Harold Bridger Award, been published in scholarly journals and co-authored a book chapter in Leading with Depth: The Impact of Emotions and Relationships on Leadership. She is a member of the editorial board of Socioanalysis Journal, Convenor of the Harold Bridger Award, a Director of Group Relations Australia (GRA), a Board member and member of ISPSO, and a member of OPUS.

PDW 5

Tuesday 2 February · morning · Half-day workshop

Regan Berry

Thinking with Fragments: Social Dream Collage Making as Sustained Thinking

What becomes thinkable when dreams, dream fragments and associations are returned to visual symbols and juxtaposed into a collage? Can harmony emerge from seemingly jarring elements? Seiden (2001) suggests that through collage-making diverse elements are brought together and the ordinary is elevated. Further dialogue may then open new associations, connections and possibilities.

This experiential PDW proposes Social Dream Collage making as an experimental extension of the Social Dreaming Matrix (SDM), using dreams, associations and emotions emerging from the morning matrix as material for further thinking. The workshop explores how the creative process of collage making may give symbolic form to what was not yet available in words in the SDM and synthesise what emerged.

No artistic ability is required. The aim is not to create an aesthetically successful picture or accurately illustrate a dream or the matrix. Participants will be invited to relinquish demands for coherence, completeness and mastery, remaining receptive to fragments, images, colours, words, textures and juxtapositions whose significance may initially be unknown.

The workshop is grounded in Lawrence's (2003) formulation of social dreaming as sustained thinking. Within the SDM, dreams, free associations, links and connections create a multiverse of meaning and a creative pool from which new knowledge may emerge. The matrix brings participants into the tension between the known and unknown, inviting them to remain with doubts, mysteries and uncertainties, open to emerging patterns, "thoughts in search of a thinker", and new knowledge, rather than searching for an omnipotent completeness.

The PDW carries this process of sustained thinking into a visual register. Remaining in a state of reverie, participants attend to the sensory and emotional fragments that remain from the SDM and create collages using the images, words, dreams and associations that attracted, disturbed or resonated with them. The collage, like the SDM is not a finished interpretation, but a provisional incomplete form through which the emotional experience may become available for further thought. The collages will record and capture some of the meaning making from the SDM and can be shared with other AM participants.

Nitsun's (2023) experimental work of sharing his paintings with groups reveals how paintings became catalysts for memories, projections, associations and dialogue. Meaning develops through the social context of encounter. Similarly, the collages form a temporary visual associative matrix encountered collectively through sharing, free association and dialogue. The collages may capture dimensions of emotional reality not fully accessible through literal language, sensed in the matrix but not yet fully known or expressed. The collages with their fragments and juxtapositioned images beautifully mirror the SDM which Manley (2018, p. 22) describes as a "complex collage of inter-connected and multi-faceted dream images".

We conclude by exploring if and how the collages enabled thinking and how new, provisional knowledge may emerge through the creative process of collage making and dialogue without participants becoming the "master of the house". Incompleteness is embraced as a generative condition for thinking, creativity and learning, with

participants discussing applications of the methodology in their own professional contexts.

Regan Berry is a psychoanalytically informed Executive Coach, Workshop Facilitator, Researcher and Social Worker in Private Practice. Her Doctorate was based on the decade long journey of working with and alongside a South African primary school situated in multiple deprived trauma saturated community. In addition to her academic research Regan works as a change architect, systems thinker, strategist, transformation and culture practitioner. Regan has a deep love of learning and is passionate about creating containing spaces to facilitate learning. Drawing on three decades of experience in both the profit and non-profit sectors she co-creates tailored experiential workshops with her clients to cultivate intra and interpersonal awareness and insight into the unconscious dynamics at play in teams, organisations and broader society. Regan is an Executive Coach with Wits Business School and is a Doctoral Supervisor with da Vinci Institute. Regan is passionate about social justice and works with various groups in schools to address the systemic injustices entrenched in the South African basic education system and schools not only by exploring rational challenges but by assisting organisations and schools to explore what might be taking place below the surface on an unconscious level.

PDW 6

Tuesday 2 February · morning · Half-day workshop

Erik van de Loo and Saskia de Maat

Working with projective and associative material of self and others

Making sense of and interpreting projective and associative material is foundational to system-psychodynamic (SD) work as it provides opportunity to connect with unconscious content and dynamics. In this PDW we will:

- Introduce the concept and theoretical background of projections and associations, as well as the principles of technique of working with them, with the help of a few examples of our system psychodynamic practices
- Explore experiences of participants of working with projective and associative material, at the level of individual, interpersonal, team, group, organization and beyond
- Provide space for integration of key insights, learnings and questions

Participants will be invited to send Saskia and Erik in advance questions and projective and associative materials and cases that they might want to explore and share during the workshop.

Learning objectives

1. Understanding the theory and background of projective and associative material as part of SD intervening
2. Making sense of projective and associative client material
3. Making sense of your own projective and associative material in your role as leader, consultant and coach
4. Creating boundary conditions for working with projective and associative material at the level of individual, team, group, organization and beyond

Erik van de Loo is affiliate professor Organizational Behavior at INSEAD and program director of the INSEAD Executive Master in Change program. He also held professorships at Free University Amsterdam, Tilburg University and UniRazak University in Kuala Lumpur. Erik is a trained clinical psychologist, psychotherapist and psychoanalyst (member of the IPA), has a doctorate in Social Sciences at Social Sciences and a master's in Work and Organization Health. He is a partner of Phyleon Leadership & Governance, in Amsterdam. He helps to create reflective space for boards, leaders and leadership teams to become more effective in the interrelated change and transformational processes on individual, team and organizational level. His actual 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.

Saskia de Maat is adjunct professor Organizational Behavior at INSEAD and program director of the INSEAD Executive Master in Change (EMC) program. She also works as an executive coach and consultant, both in own practice and at Phyleon Leadership & Governance, a boutique consultancy that advises people in leadership and governance roles and assists and coaches boards, executive teams and individual executives. Saskia has extensive experience in corporate environments and is also a trained psychotherapist and psychoanalyst, working for many years at the Dutch Psychoanalytic Institute. Her research interests are currently in the role of unconscious phantasies in leadership and boards.

PDW 7

Tuesday 2 February · afternoon · Half-day workshop

Jeffrey Axelbank

Whole System Engagement for Future and Strategic Planning Using Future Search

This highly interactive and experiential workshop introduces Future Search (FS), a proven systemic intervention that can be applied to government and private organizations, communities, school districts, human and social services, and healthcare systems. By getting "the whole system in the room" - including multiple stakeholder groups - FS leads to paradigm shifts, out-of-the-box thinking, and the building of new coalitions and relationships. Participants will learn about FS and experience its components as it applies to a problem chosen by the group. An effort will be made to invite local groups so that local issues can be considered, and FS can be applied to them.

Future Search is based on four principles:

1. Get the whole system in the room
2. View the whole system before planning
3. Focus on discovering common ground and the future, not on conflicts and the past
4. Self-management and responsibility for action

If the four principles are followed carefully, the results are profound and there are also some important side-effects that come along.

In this PDW, participants will learn these elements of FS, will role-play acting as a planning committee, and experience the survey of current trends segment. We will discuss the FS facilitation style, DEI aspects of FS, and contrast with other large group interventions.

Learning Objectives

Participants will be able to:

- identify the four principles of Future Search.
- list the categories of stakeholders in a Future Search Conference.
- list the parts of a Future Search conference and the tasks for the planning team.
- distinguish between the tasks and role of a Future Search planning team and the consultants.
- contrast Future Search with other large group interventions such as Open Space and World Café.

Jeffrey Axelbank, Psy.D. is a psychologist working for over 30 years in both clinical and organizational consulting roles. He has worked with schools, community groups, companies, and organizations on such issues as navigating changes and transitions, conflicts between subgroups, corporate culture, team development, leadership development, strategic planning, and succession planning. Dr. Axelbank specializes in working with diverse large groups, whole system interventions involving multiple stakeholder groups, using methods such as Future Search, Open Space, and World Café. He earned a doctorate at the Rutgers University and completed specialized training as a consultant in the Organization Program at the William Alanson White Institute.

PDW 8

Tuesday 2 February afternoon & Wednesday 3 February morning · Full day workshop in two half-day sessions

Richard Morgan-Jones, Dragana Vranjes and Iwona Soltysinska

Exploring Trans-European Identities and Dynamics:

Differentiating across cultures, discovering common ground

What does it mean to be European today? For sure those of us who carry some kind of European identity we are not "masters in our own house". Rather in such ambitions are we tempted into excluding nationalism or a restricted internationalism.

We invite representatives with ties to Europe across the geographical region from the Russian Urals to the Atlantic and from Greenland and the Arctic to the Mediterranean. We do not imply that European-ness is a project exclusive to the European Union, although it carries overlaps.

At a time when Europe is being challenged to redefine its place in a rapidly changing world, this question is becoming both more urgent and more difficult to answer.

Huge challenges confront Europeans with conflicts around warfare, climate change, ideology, past trauma and future challenges.

This PDW offers a space to explore how our different histories, cultures, migrations and experiences shape our sense of being European—and how we relate across emerging differences and common ground when these differences are brought into dialogue.

This PDW is designed to provide a reflective and observational space. In this space we will explore how to make use of links between the personal and the collective in order to shape engagements and formulate hypotheses.

Psychoanalytically, it is inspired by the AM theme where the challenge to the hubris of Europe is that it has to come to terms with not "being master in its own house".

Current Context

European Dynamics between nations and peoples have been both tense and yet creative across the past 100 years and more. This has created a heritage that deserves wider and deeper understanding to find positions from which to engage in Europe wide organisational projects.

Right now, Europeans are being asked to find new ways of bridging differences to commit to the common cause of working within a European identity across many fields. We believe this demands that we look below the surface to explore what makes us European.

Europe and Europeans have both shared and different histories worth exploring through the experience of members from across the region. Meanwhile geo-politically this present moment is calling for new identifications, new roles and new leadership for Europe and Europeans in the wider world. These dynamics of huge transition deserve our study.

The purpose of this event is to create a series of dialogues across cultures and nations represented by members by studying how members came to belong to groups in family, schooling, work and nation the aim is to develop a new sense of our being Europeans.

Methodology: The methodology is based on developing and applying the Trilogy Matrix through which connections can be made from 3 distinct perspectives held apart, studied and then linked.

Aims and Learning Objectives

By the end of the PDW, members will have had opportunities to:

1) Experience and apply the Trilogy Matrix as a method for exploring questions of European and trans-European identity, while reflecting on their own participation in the process.
2) Explore their own sense of being European in relation to others, and gain insight into how personal, familial, educational, professional and national socialization shapes, enriches and constrains their current identifications and future perspectives.
3) Develop awareness of conscious and unconscious dynamics of European identification, including how members may be mobilized by questions of belonging, difference and 'European-ness', both within the workshop and in their wider organisational and social lives.
4) Formulate hypotheses about emerging forms of European identity and belonging, and consider how these insights might inform their future roles, engagements and actions within Europe and the wider world.

This workshop has been inspired by the work of Central and Eastern Group Relations Associates (CEEGRA), founded in 2025 to develop group relations events that carried a focus on learning from experience in that region. This workshop is designed to develop the application of group relations understandings to European culture and to explore the way East-West and North-South cultural experience inter-relate across regions.

This shared venture draws from and seeks to develop group relations approaches pioneered in central Europe and across east and West Germany. It has links to other centres of group relations across parts of Germany and Europe.

Workshop Staff

The workshop is designed by Richard Morgan-Jones (UK) along with Iwona Soltysinska (Poland), Dragana Vranjes (Serbia), and András Gelei (Hungary) who will be workshop group hosts.

The PDW is a development of a collaboration between the Organisation for Promoting the Understanding of Society (OPUS) and Central and Eastern European Group Relations Associates (CEEGRA).

Richard is an Organisational and Group Relations Consultant and a Psychoanalytical Psychotherapist. He has worked internationally in these roles, directing conferences and workshops and working clinically. He is a distinguished member of ISPSO and a member of Opus and a Senior Member of the British Psychotherapy Foundation where he has been a training therapist and supervisor. He is a founding member of CEEGRA (Central and Eastern European Group Relations Associates). He is author of "The Body of the Organisation and its Health".

Group hosts in the workshop:

Dragana Vranjes

Iwona Soltysinska

PDW 9

Wednesday 3 February · Full-day workshop

Angela Eden

Social Dreaming as a methodology to explore the tension between omnipotence and incompleteness

The experience of being in a Social Dreaming matrix is both personal and societal. A matrix is a containing space to share a personal sense of omnipotence in the sharing of a dream and, as the dreams unfurl a social sense of incompleteness and being in the unknown.

The workshop's aim is to give both novice and experienced participants knowledge of the fundamental process as created with Gordon Lawrence, as well as questioning the social dimensions of our culture both in ISPSO and wider organisations.

Since Gordon's inspiration, many new hosts and methods have been shared both in our ISPSO community and in wider organisations - SDiN, IAGP, NIODA, TIHR GRC etc. This wider community has organised training, supervision and workshops, and the practice still creates curiosity about the use and application of SD.

I am offering this as a one day workshop in which we will re-create the experience of being in a matrix as a way to explore the Symposium theme, and applying the experience of being in a matrix to unravelling our personal and systemic tension. As a learning outcome this will contribute to any Matrix and those held as part of the main Symposium.

My own experience as a participant, host, and trainer, over 30 years is a solid basis to teach and develop the methodology with curiosity and learning. Together we will explore the practice, principles and experience of Social Dreaming.

Angela Eden has been member of many Social Dreaming matrices over the last 30 years. She also takes the role of Host and trains people to understand and work in that role. The idea of training stems from Gordon Lawrence who wanted the practice of 'hosting' to have clear guidelines as SD became more diverse. We designed and ran training workshops. Working closely with Franca Fubini, this was the basis for the training in UK and Italy sponsored by the Gordon Lawrence Foundation and now Social Dreaming International Network. Angela works as an organizational consultant (EDENevolution), which is closely connected with metaphor, symbols and dreams, and additionally works as an artist with a range of mixed media and abstract images.

PDW 10

Wednesday 3 February · Full-day workshop

Larry Hirschhorn and James Krantz

Improving our practice as consultants and managers: A case conference method

We propose to conduct a workshop for consultants and managers interested in improving their consulting or management skills by sharing issues and dilemmas associated with a particular case or situation. We will conduct the workshop using two methodologies: the "Balint method" and the "Live Lab."

The Balint method is a four-step process in which:

- One participant presents a particular consulting or management dilemma that they currently face or have faced in the past.
- The other participants ask the presenter questions for clarification.
- The presenter moves to the side of the room, and the participants develop hypotheses about the case issue the presenter faces.
- The presenter rejoins the group to reflect on what he or she has heard.

In a Live Lab, one participant has a case issue and a second participant agrees to consult to the first "in the round." The remaining participants observe the consultation process. The workshop facilitators draw attention to how we listen for a client's actual presenting issue, what emotional truth the client is working to express, and how the consultant can help crystallize that truth in ways that help the client move forward.

The only requirement for attending is that participants send the facilitators one or two sentences describing a case issue they would like to present in advance of the workshop.

Larry Hirschhorn is a principal with CFAR, a management consulting company, and the director of its Dynamics of Consulting Program. He is a past president of ISPSO and the author of The Workplace Within and other books.

James Krantz is an organizational consultant and researcher from New York City where he is a principal of Worklab, a firm that concentrates on strategy implementation and senior team development. Jim earned a B.A. in Philosophy and Economics from Wesleyan University and a Ph.D. in Systems Sciences from the Wharton School. He has served on the standing faculties of Yale and Wharton and has taught at numerous universities including Columbia, Harvard, INSEAD and the Universidad de Chile. He is an Honorary Member and past president of the International Society for the Psychoanalytic Study of Organizations (ISPSO), a Fellow of the A.K. Rice Institute, and former Director of the Center for Socio-Analytic Studies at IPTAR.

PDW 11

Wednesday 3 February · Full-day workshop

Nevena Jeremić and Sari Mattila

Who do you think you are to…? & Who am I to…?

This Full Day workshop focuses on roles - such as consultant, coach, mentor, manager, supervisor, or lecturer – which involve certain degrees of authority over others as we constantly navigate the precarious terrain between omnipotence and inadequacy / incompleteness when taking up roles and actively using them. These dynamics are co-created by both parties through the exchange of overt, subtle, and implicit messages (here all PA phenomena are at play - transference, counter-transference, projection, projective identification…). Such connections within relationships simultaneously bring destructive tension as well as excellent conditions for growth for both parties involved - in spiritual terms "there is no me without you". At the same time, the forced shifting of authority into the realm of the absolute authority of technology devalues authority in its hitherto known roles - so questions: „Who do you think you are to...?" & „Who am I to...?" are getting louder, and yet the blind is often leading the deaf.

This offers a playground for potential, if approached with curiosity and wonder. We offer a space and facilitation to explore what is meaningful and unexplored by:

- Learning from others: exchange of own experience (authority towards one person, authority towards a group, culture of organization and dynamics, technology in the role of supreme authority, etc.)
- Coming closer to each other: Identifying the "inner system omnipotence & incompleteness" when in the role of authority
- Reality check discussion: Do we share the same reality with people in relation to whom we are in a role of authority (Who/What is authority in the 21st century?)
- Thinking together: From destructive tension to creative development - how curious and brave we are - to remain in the role of authority and at the same time be vulnerable
- Your experience becomes mine: 4 questions that shape relationships - and each party has an answer to only two questions:

"I know what I feel and I know what I see when I look at you." BUT WITHOUT YOU I DON'T KNOW

"What do you feel and What do you see when you look at me"

Our working methods:

- Whole group and small group reflections
- Drawing and movement
- Vignettes using systems psychodynamic approaches and psychodrama

Nevena Jeremić is professionally engaged as a systemic-psychodynamic organisational consultant, coach and psychotherapist.

She works with managers, owners, top management team members, high-potential talents and people in various professional roles and positions. Nevena has worked in various organisational settings – corporations, international and Serbian companies, startups, as well as in the public sector and government environment in the areas of

systemic-psychodynamic consulting, consulting on process interventions, organizational (re)structuring and individual development.

She has also been engaged as an approved tutor and lecturer at Heriot-Watt University, Life Sciences, Edinburgh, UK.

Together with Dr Sari Mattila, she organizes Womaction – A Support & Educational Program for women in leadership positions and an International developmental hub. Nevena served as the Administrative Director on the Board of ISPSO.

Sari Mattila PhD, is Psychodrama Director, author, co-teacher of the Finnish philosophical practice education program, a certified SMILE_PH practitioner. She divides her life between India and Finland, and has taught e.g. MBA and PhD students in India and worked with executive management teams. Together with Ms Nevena Jeremić she organizes Womaction – A Support & Educational Program for women in leadership positions and an International developmental hub.

PDW 12

Wednesday 3 February · morning · Half-day workshop

Moritz Senarclens de Grancy

The Freudian Grip – Psychoanalysis in Leadership and Coaching

Psychoanalysis is often mistaken for a slow, private affair – a matter of couches and childhood. This workshop starts from a different premise: that what Freud discovered is a way of thinking, and that this thinking is eminently practical for anyone who leads or consults.

It is fitting to explore this in Vienna, where psychoanalysis began. Freud, trained as a neurologist, made a discovery through listening to his patients: that speech reveals more than the speaker knows. In what people say – in their hesitations, slips, repetitions, and associations – an unconscious wish makes itself heard, along with the defenses that work against it. Free association was Freud's method for reaching what ordinary, purposeful thinking keeps out of view.

The workshop introduces these origins directly: language and speech as the material of the unconscious; the unconscious wish; defense; free association. The aim is to show what these concepts were always for. Freud's central concern was the ability of thinking – how it becomes possible, how it fails, and how it can be restored.

This is what makes psychoanalysis useful for leadership and consulting. It is a mode of structural and functional thinking. It does not catalogue personalities or apply labels; it asks how a system is organized, what position each element occupies, and what a given dynamic accomplishes. With this way of thinking, a situation that first appears confusing or intractable – a stuck team, a repeated conflict, a decision no one will own – can be made available to thought remarkably quickly. And what can be thought can be worked with.

The workshop is therefore an introduction to a pragmatic way of using psychoanalysis. Concepts are introduced only to be put to work on cases brought by participants. Working in the here-and-now of the group, we attend not only to the presented problem but to what the case evokes among us – treating our own responses as information about the system that cannot be seen from outside. Participants practice locating the position a client organization assigns them, and reflecting on it rather than enacting it.

Newcomers will gain a clear, usable grasp of the foundational ideas and how they apply to organizational work. Experienced participants will encounter a distinctive integration of Freudian, Lacanian, and systems-psychodynamic thinking, oriented throughout toward the recovery of thought where it has become blocked.

Participants will leave able to read organizational dynamics structurally, to use their own responses as a source of insight, and to move from confusion to a workable formulation – the grip that psychoanalysis offers on what would otherwise remain opaque.

Moritz Senarclens de Grancy works in Berlin as a psychoanalyst, supervisor, couples therapist, and consultant. He earned his doctorate at the Seminar for Cultural Studies at Humboldt University Berlin with a study on Freud's epistemics, supported by a doctoral fellowship from the Dr. Lotte Köhler Foundation.

His work brings together clinical psychoanalysis and system-psychodynamically oriented consulting, with a particular interest in the places where institutional

mandates, professional roles, and unconscious dynamics intersect. He works as a director and staff member in group relations conferences and has many years of experience consulting to and supervising psychoanalytic and psychotherapeutic training institutes, social-sector organizations, and organisations in the healthcare field. He also teaches a practical seminar at the Evangelisches Zentralinstitut für Familienberatung (EZI) in Berlin on psychoanalytic supervision in relationship-intensive professions, working with the tension between closeness and professional function.

His publications include Der heißeste Wunsch der Menschheit (2021), Einführung in die Arbeit mit der Sozialen Traummatrix (2023, with Ullrich Beumer), and Arbeitsplätze sind Beziehungsplätze (2025). His latest book, Psychoanalyse und Management: Mehr Freud für Führungskräfte (2026), is forthcoming with Vandenhoeck & Ruprecht.

Moritz has been a member of the ISPSO Board of Directors since 2024, where he is responsible for events and the community blog. He chaired the ISPSO Annual Meeting 2021 in Berlin and currently serves as a staff member at the ISPSO's Vienna AM27.

PDW 13

Wednesday 3 February · afternoon · Half-day workshop

Mal O'Connor

Working with Omnipotence and Impotence to Achieve Relative Potency

This half-day workshop originated in a five-year consultancy with a group of eight primary care organizations in the United States. Their goal was to strengthen the historically weak role of primary care in the United States health system and increase nationwide investment in primary care.

Over 25 years in consulting I had never committed to a consultancy of that duration, nor to one national in its scope. The work challenged me in ways I had not experienced before. I had to discover ways to manage the highs and lows of an initiative with both successes and failures along the way. On this project I ran directly into my own senses of omnipotence and impotence on almost a daily basis.

Laurent Lapierre, in his 1989 article, "Mourning, Potency, and Power in Management" informed my thinking. After a damaging setback halfway through the initiative, his "relative potency" framework helped me understand how to assume my consulting role much more effectively.

After that work ended, I began to share my experience, and test the "relative potency" framework, with cohorts in the Dynamics of Consulting program, directed by Larry Hirschhorn.

This workshop builds on that work and explores how the use of one's authority in consulting and coaching roles can help consultants, coaches and their clients reach desired objectives by integrating the concepts of omnipotence and impotence to achieve relative potency.

At the end of the workshop participants will be able to:

- Understand and critique Lapierre's "Relative Potency" framework through multiple case examples.
- Recognize and understand how to identify positive and negative dimensions of omnipotence and impotence.
- Articulate their understandings of "mourning" and the role it plays in creating "relative potency."
- Identify ways in which containment and negative capability function in developing "relative potency."
- Apply Lapierre's "relative potency" framework in their own practices.

Mal O'Connor is a Principal Emeritus at CFAR. For over 30 years he has used his training as a cultural ethnographer to approach his clients' individual and organizational challenges from a psychodynamic and systems thinking perspective. During that time, Mal worked with senior executives, their boards and staff, across a broad spectrum of for-profit and non-profit organizations, helping them create strategy and implement systemic change that preserves organizational cultural values while measurably improving performance and productivity.

Building on his work teaching therapists about organizational consulting for many years at the William Alanson White Institute, Mal decided to focus primarily on executive coaching after retiring from consulting work at CFAR. He works with executives who

understand the importance of continuous development to meet increasingly complex challenges as their responsibilities transform and expand in ways that integrate the personal with the professional.

His book, The Moment You Can't Ignore: When Big Trouble Leads to a Great Future, written with Barry Dornfeld, focuses on the difference that paying attention to organizational culture can make between change efforts that stall out and organizational transformation that delivers sustainable results.

Mal holds a Ph.D. from the University of Pennsylvania's Department of Folklore and Folklife, where his dissertation focused on the playful dimensions of work with an emphasis on innovation in tool design and person-machine interaction. He is a faculty member in the Dynamics of Consulting Program, a psychological and systems thinking oriented program designed for senior level coaches and consultants. He is a member of the International Society for the Psychoanalytic Study of Organizations (ISPSO) and the American Folklore Society, and devotes many hours each week to learning and playing jazz piano.

PDW 14

Wednesday 3 February · afternoon · Half-day workshop

Geert Vercaeren

Humanizing Strategy: Working with Unconscious Dynamics in Strategy Execution

Roughly 70% of strategic transformation efforts fail — not because the strategy itself is flawed, but because execution depends on human beings carrying emotions, values, unspoken beliefs, and often unconscious resistance. Mainstream strategy and change-management literature largely treats execution as a rational, technical problem: better communication, clearer KPIs, tighter project management. This workshop starts from a different premise — that execution failure is frequently a systems-psychodynamic phenomenon, rooted in unconscious anxiety, defenses, and group processes that operate beneath the visible "technical" response to change.

The key objectives of the workshop are to:

(1) introduce strategy execution as a legitimate object of systems-psychodynamic inquiry;

(2) illustrate, through one live case, how concepts such as projection, splitting, and parallel process can help make sense of execution breakdowns — particularly across team boundaries;

(3) offer a structured space for brief peer consultation, where participants bring their own dilemmas into a shared psychodynamic frame;

(4) open a short, reflective space on the consultant/coach's own role.

Given the format, the workshop is offered as an initial, practically grounded introduction rather than an exhaustive treatment: participants leave with a first-hand sense of applying a psychodynamic lens to one live case, one reframed question to carry into their own practice, and a starting point for further peer exchange beyond the session.

Geert Vercaeren is an organisational development consultant, leadership coach, entrepreneur and author working at the intersection of business and systems psychodynamics. For more than 30 years, he has partnered with corporations, public institutions, venture capital firms, and family-owned organisation businesses on strategic change, organisational development, and leadership.

He graduated with distinction from INSEAD's Executive Master in Change programme, where his research examined the unconscious dynamics that shape collaboration between teams in organisations. He also holds an MA in Business Engineering (KU Leuven), a Behavioural Economics certificate (Harvard Business School), and a Co-Active® Coaching certificate.

Geert is the author of Humanizing Strategy: How to Master Emotions, Values and Beliefs When You Execute Plans, and founder of B15 and co-founder of comove, consulting firms dedicated to human-centred strategy execution. Before founding B15, Geert held various leadership roles at top-tier consulting firms.

He serves on the board of the INSEAD Mastering Change Global Club. Geert also serves as a mentor and speaker for young entrepreneurs, volunteering his time to share insights from his entrepreneurial journey with high school students. In addition, he volunteers as a counsellor, supporting adolescents and young adults through accessible, short-term counselling.