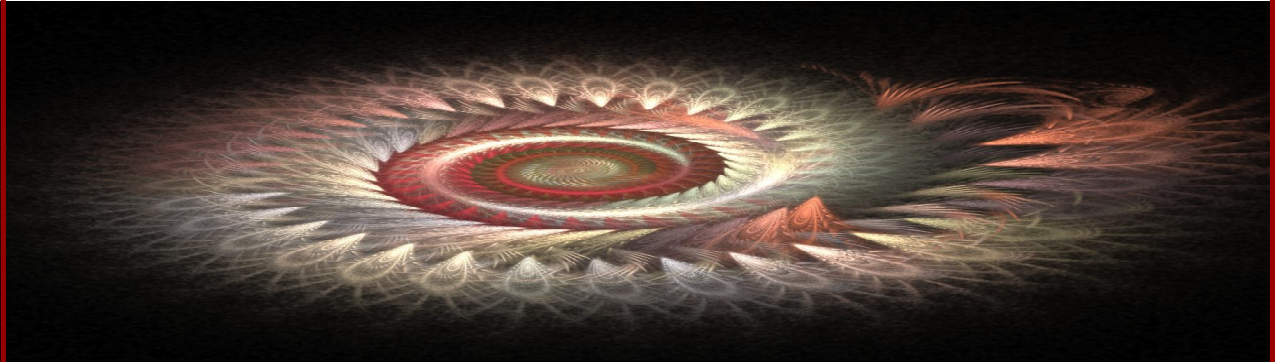


# Making Choices in an Uncertain World



**A weekend experiential group learning conference  
to explore group and organizational processes**

**Conference Director:  
Shahin Sakhi, M.D., Ph. D.  
Associate Conference Director:  
Ara Haroutiounian, M.S.**

November 13 through 15, 2009  
UCLA Neuropsychiatric Institute  
760 Westwood Plaza  
Los Angeles, California 90024

Co-Sponsored by  
GreX:  
The West coast affiliate of A.K. Rice Institute  
&  
The UCLA Center for the Study of  
Organizational & Group Dynamics  
&  
A.K. Rice Institute  
For the Study of Social Systems

For More Information Contact:  
Audrey Ham, Ph.D.  
Conference Administrator  
[aham@calstatela.edu](mailto:aham@calstatela.edu)

Online Registration:  
<http://akriceinstitute.org/cde.cfm?event=271855>

19 hrs of MCEP, CE, BBS and Credits available for Psychologists, LCSWs, MFCC/MFTs, and Nursing Contact Hours

## **Primary Task**

To experience systemic group and organizational processes - overt and covert, conscious and unconscious - giving special attention to the role of reflection on decision making during uncertain times.

## **Concepts and Methods**

This conference is conceived as a temporary, educational institution, in which participants are simultaneously contributors to, and observers of, group processes. The conference serves as an experiential laboratory allowing members and staff to reflect on the temporary institution they are co-creating. This "here and now" method of study is fundamental to the working nature of the conference and its unique learning opportunities.

Throughout the conference, attention is given to how the group functions as a system. The effects of leadership, followership, authority, roles, and boundaries are closely examined as they are enacted and experienced by members of the group. As participants assimilate these conference dynamics, they gain opportunities for insight on behavioral patterns that are familiar in our work places, cultural and political environments, and personal lives.

Original theorists involved in the development of this model include Wilfred Bion, A.K. Rice and Margaret Rioch, whose initial writings, together with other contributors, are available in Group Relations Readers I, II, and III, published by the A.K. Rice Institute.

There is no predetermined course in an experiential conference such as this.

Reading material including Group Relations Readers I, II, and III are available on the A.K. Rice Institute website:

[www.akriceinstitute.org](http://www.akriceinstitute.org)

## Conference Staff

### Conference Director

**Shahin Sakhi, M.D., Ph.D.** - Clinical faculty, Semel Institute, UCLA Psychiatry department. President, Grex. Psychiatrist, Educator, and consultant.

### Associate Conference Director

**Ara Haroutiounian, MS** - Principal, AHA! Solutions: Team Performance; Associate Clinical Professor, UCLA Sepulveda Psychiatry Training Program; Faculty, University of Phoenix; Board Member Grex; Co-Founder/Director, Axia Learning, Inc.

### Conference Administrator

**Audrey Ham, Ph.D.** - Psychologist. Assistant Professor, California State University, Los Angeles.

### Associate Conference Administrators

**Raquel Bernaldo, BS** - Program Coordinator, Just Communities

**Skyler Jackson, BA** - Program Specialist, ENCOMPASS

## Consulting Staff

**Terry K. Davis, M.Ed.,** - Consultant, Peridox Center & Institute, Cincinnati, Ohio.

**Amy Fraher, Ed.D.** - Chief Pilot and Director International Team Training Center, San Diego Miramar College. Retired Naval Aviator, former United Airlines Pilot and Principal Consultant, Paradox and Company, San Diego.

**Donald T. Freeman, M.D., Psy.D., FIPA.** - Private practice of psychiatry and psychoanalysis, Beverly Hills; Assistant Clinical Professor, UCLA School of Medicine, Department of Psychiatry and Biobehavioral Sciences; Fellow of the International Psychoanalytic Association.

**Vivian Gold, Ph.D.** - Clinical and Consulting Psychologist; Associate Clinical Professor, UCLA Dept. of Psychiatry and Biobehavioral Science; Medical Staff VA Greater Los Angeles Health Care System.

**Miguel Guilarte, Ph.D.** - Professor of Human and Organizational Development, Fielding Graduate University, Santa Barbara, CA; Principal Consultant, Transforma Management Consulting, San Diego, CA.

### Ara Haroutiounian, M.S.

**Jack W. Lampl III** – Mediator; Video Producer; Independent Investor; Musician; Visual Artist; Board Member GREX; Board Member, A.K. Rice Institute for the Study of Social Systems.

**Shahin Sakhi, M.D., Ph.D.**

## Conference Design

The conference provides a variety of interpersonal events through which the primary task may be explored. These events are described below:

### **Plenary Events:**

Plenary events bring the entire institution together where members and staff may share expectations, reflections and explore processes of the conference as a whole and in its parts.

### **Small Study Group:**

Each member participates in a group of 7-12 individuals. The task of the Small Study Group is to study its own behavior as it emerges. The group is assisted with its task by one or two staff consultants.

### **Large Study Group:**

The entire membership meets together as a single group with the task of studying its own behavior as it happens. The Large Study Group is assisted with its task by a team of staff consultants.

### **Inter-Group Experience during Institutional Event (IE):**

Institutional Event: All members of the conference and the staff group participate in the Institutional Event in order to examine the evolving conference institution. Members may form themselves into groups of their own choosing and interact with other groups, including the staff, in the interest of their learning. Opportunities are available to examine the processes of group formation and to consider the dilemmas inherent in representing, or exercising authority on behalf of, one's group. Members may request staff consultation during this event.

### **Role Analysis and Application Group:**

7-12 members meet with a staff consultant to explore the roles they have taken on during the conference; their experiences and observations; and how to apply this learning to outside organizational life.

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## Role of Staff

The staff is part of the political and ideological context in which the conference occurs. Within the conference, the staff has at least two roles: 1) acting collectively as the management of the conference and 2) taking up specific roles such as director, administrator, and consultant. On the basis of their experience and reflective capacity, the staff formulates working hypotheses about what is happening from the perspective of group and systems processes.

Staff is chosen for their proven ability to maintain an intense and reflective focus on the primary task. Staff development and training during the conference further supports that focus.

As part of the conference design, the way in which the staff exercises leadership and authority, as individuals and as a group, is available for study.

## Background

Group Relations conferences were created to assist in the understanding of covert and unconscious forces present in human groups so that individuals in groups could function as authorized on-task members. The theory and methodology were developed in succeeding generations: a systems approach to studying authority, leadership, and boundaries; various designs for “here and now” experiential learning; and an experiential learning method for listening, interpreting collective consciousness, and understanding group-as-a-whole, or as one which has thoughts, and behaves like an individual/member in relation to other groups as a part of a larger group, which is in turn functions as another individual in relation to another larger group.

Much was accomplished; conferences, consultations, academic courses, public relations, and political mediations using related models flourished. As society and its concerns have changed, Group Relations conferences have begun to explore the influence that specific social issues such as gender, race, ethnicity, nationality, as well as complex systems dynamics issues such as chaos and uncertainty, or issues related with the effect of rapid changes in forms and boundaries, happening as a result of rapid technological advances, may have on human’s ability to maintain its reflective, innovative, and adaptive capacity to maintain human interdependence and connectedness.

In this conference, we focus on how we make choices during uncertain times.

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## Purpose of this Conference

The study of social systems through Group Relations has always been implicitly linked to developing imaginative yet workable ideas to enhance the human potential in our present and future societies.

There are times, in the here and now experience, that we make choices while we are reflecting on the thoughts, feelings, and/or sensations that we are experiencing. However, there are other times when we respond reflexively or impulsively. In this conference, we will compare and contrast the different ways we make choices when facing uncertainty. We will examine how the use of reflective capacity may help individuals and groups stay on task, take roles and assume authority. This conference will provide experiential “here and now” opportunities for individuals and groups to examine the effects that group dynamics have on their decision making, as well as, examining how decision making is related to the emergence of leadership, role(s), authority and the distribution of power.

Our study of decision-making process and our reflective capacity could proceed in many directions: its contribution to enhancing or subverting leaders and followers for gaining and maintaining authority systems, and to drawing boundaries which include and exclude various members and subgroups. We may look at how making choices is influenced by personality and personal and cultural experience. We may reflect on our capacity and competence for self and group reflection and how this conference experience relates to leadership acceptance, delegation, and behavior in various human collectives.

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## Learn More

**To see videos about Group Relations work and conference experiences visit:**  
<http://akriceinstitute.org/displaycommon.cfm?an=1&subarticlenbr=2>

## LEARNING OBJECTIVES

1. Develop further understanding of the exercise of formal and informal authority
2. Recognize how granting/denying authority relates to group/organizational/cultural context
3. Increase awareness of organizational/cultural context by monitoring boundaries related to role, task, time, and space
4. Increase awareness of how system dynamics impact individual choices and experience
5. Increase awareness of how individual choices and experience impact system dynamics
6. Identify how groups and organizations could perform better when individuals and sub-groups are authorized to be reflective on their choices

## ACCREDITATION

**19 hrs of MCEP, BBS, and CE Credits are available for Psychologists, LCSWs, MFCC/MFTs, and Nursing Contact Hours.**

### **Mandatory Continuing Education for Psychologists (MCEP)**

Due to regulatory changes made by MCEP, psychologists may now receive CME certificates for their continuing education credit.

### **Board of Registered Nursing Contact Hours**

The Semel Institute at UCLA is an accredited provider for continuing education credits for nurses (provider number CEP 381). This course meets the qualifications for up to 19 hours of credit as required by the Board of Registered Nursing.



### **Social Workers and MFCCs/MFTs**

The Semel Institute at UCLA is an accredited provider for continuing education credits for LCSWs and MFCCs/MFTs (provider # PCE378). This course meets the qualifications for 19 hours of continuing education credit as required by the California Board of Behavioral Sciences.

## CONFERENCE INFORMATION

### ATTENDANCE

This conference is designed to be an integrated experience, so participants should plan to attend all events. It is important to note that, while experiential learning such as that available in this conference can be enriching, it can be sometimes stressful as well. Therefore, individuals who are ill or experiencing a period of significant personal difficulty may wish to forego attendance at this time.

### REGISTRATION AND CONFERENCE HOURS

Friday, November 13, 2009

Registration: 3:00 PM - 3:55 PM

Conference Hours:

Friday November 13 4:00 PM - 7:45 PM

Saturday November 14 8:30 AM - 8:45 PM

Sunday November 15 8:30 AM - 6:00 PM

A more detailed schedule will be provided upon registration.

### LOCATION/TRAVEL/ACCOMODATIONS

The conference will be held at UCLA, Neuro-psychiatric Institute and Hospital, Los Angeles, California. Participants from out of town will need to make their own arrangements for transportation and accommodations. A list of local hotels and transportation services is provided.

### REFRESHMENTS AND MEALS

Refreshments will be provided on Saturday and Sunday mornings and in the afternoons. There will be breaks scheduled for dinner on Saturday evening and for lunch on Saturday and Sunday. Meals are not included but a list of nearby restaurants will be provided.

### CONFIDENTIALITY

In order to support members' freedom to experiment in whatever ways they believe will best facilitate their learning, staff members will not report the behavior of any individual member to anyone outside the conference without the member's authorization. Members are encouraged to maintain the same degree of confidentiality.

### SPECIAL NOTE

A post-conference application seminar will be available for those who are interested in consultancy training, or want to focus on applying their conference learning to their outside group relations as well as further explore conference experience and the relation between role, authority, power, task, and boundaries in addition to gaining historical and theoretical knowledge about group dynamics. This seminar takes four weeks, one 90-minute session per week. Those who are interested can choose their own instructor among the available staff and meet based on a mutually agreed upon time and place or via telecommunication.

### APPLICATION DEADLINE

Applications will be accepted through November 6, 2009, after which applications will be accepted on a case-by-case basis.

### CONFERENCE FEES

Members can register for either this conference alone or for two conferences. The advantage of registering for two conferences is that one can better realize the unique additive value of experiential learning. Each time the learning is significant regardless of previous experiences. Additionally, a \$50 discount applies for registering for both conferences in advance. The conferences are held in the fall and the spring of each year.

Conference Fees:

One Conference Fee \_\_\_\_\_\$350

Group (n>3) registration \_\_\_\_\_\$300  
each

Two Conferences  
(optional) \_\_\_\_\_\$600

### Discounts

GREX Membership \$25 Discount

AKRI Membership \$25 Discount

For AKRI & GREX memberships please visit:

<http://www.akriceinstitute.org/>

### Special Fees

UCLA Psychiatry  
faculty/staff/employee \_\_\_\_\_\$150

UCLA Psychiatry  
Resident/psychology PhD \_\_\_\_\_\$100

candidates/fellows

Full-time Students \_\_\_\_\_\$150

Please attach copy of student ID

### Post-Conference Application Seminar Fees

#### (Optional)

Fee for UCLA psychiatry department is waived

	One Session	Two Sessions	Three Sessions	Four Sessions
Professional	____\$60	____\$80	____\$100	____\$120
Student	____\$30	____\$40	____\$55	____\$60

Donations to GREX \_\_\_\_\_

**Total Fees (Minus Discounts) \$ \_\_\_\_\_**

### REFUNDS

If an application is withdrawn prior to or on Monday, November 6, 2009, the applicant's fee, minus a \$50 processing fee, will be refunded. Thereafter, no refunds will be made. Full refunds will be available if withdrawing from second conference.

**MEMBERSHIP APPLICATION  
TO BE RECEIVED BY November 6, 2009**

\*Title: \_\_\_\_\_ \*Name \_\_\_\_\_

\*Organizational Affiliation: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\*City: \_\_\_\_\_ \*State: \_\_\_\_\_ Zip: \_\_\_\_\_

\* Denotes information to be circulated to conference members

The extent to which members wish to be identified by various aspects of their identity will help to clarify the formation of small groups, and will influence the extent to which these groups are recognized as reflecting society at large. Your responses are optional. The information below will not be circulated to conference members. The information below will not be circulated to conference members:

**Other Personal Information (Optional):**

Previous ARKI/Group Relations Conference experience (if any):

Non-Residential: \_\_\_\_\_

Residential: \_\_\_\_\_

**Payment**

**Total amount you are paying:**

Please include documentation for discounts \$ \_\_\_\_\_

**Methods of Payment:**

Checks or Money Orders: Payable to GREX

Credit/Debit Cards:

\_\_\_\_\_ Visa \_\_\_\_\_ MasterCard \_\_\_\_\_ American Express

Name on Card: \_\_\_\_\_

Card Number: \_\_\_\_\_

Expiration Date: \_\_\_\_\_ Security Code \_\_\_\_\_

Cardholder's

Signature \_\_\_\_\_

I have read this brochure and hereby apply for membership to the November 2009 Conference. I understand that this application constitutes a contract between The UCLA Neuropsychiatric Institute, the UCLA CSOGD, Grex, and me, and that my application authorizes these organizations to conduct the conference in the manner described. My conference payment accompanies this application or I have made other arrangements with the Conference Administrator. I understand and agree to all administrative policies stated in this brochure and acknowledge that an administrative fee of \$50 will be retained if my application is withdrawn prior to or on November 6, 2009 and that no refund will be issued after that date.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

For Applications/payments or questions  
contact:

Audrey Ham, Ph.D.  
Conference Administrator  
**aham@calstatela.edu**

Mail Application and Checks to:

Skyler Jackson  
Associate Conference Administrator  
517 S. Myrtle Avenue, STE 200  
Monrovia, CA 91016

Register Online:

<http://akriceinstitute.org/cde.cfm?event=271855>