

THE  
TAVISTOCK  
INSTITUTE  
OF HUMAN  
RELATIONS

## Caribbean Group Relations Consulting

# LEADERSHIP AUTHORITY ROLE

Exploring Organizational and Personal Transformation

The Faculty of Social Sciences,  
The University of the West Indies, St Augustine, Trinidad & Tobago



17th - 19th  
October 2024



## DEAR PROSPECTIVE MEMBER

Globally, including in the Caribbean, leadership is now in an unprecedented era of rapid transformation. The environment is unpredictable and complex and the challenges are interconnected. The speed of new technology change, the emergence of generative AI, “born digital” generations, and shifts in social values are now reinventing individuals, organizations, and society. This reinvention provides creative spaces, with unfamiliar terrain and opportunities, which require constant organizational and personal adaptation and development.

Caribbean leadership in 2024 is grappling with the collapse of traditional systems, the education system's effectiveness, within a relationship – oriented culture, the transformation of workplace dynamics, and the change and needs of society. Leadership today is not just about being in authority; it's about being comfortable in the unknown, fostering growth, empowering others, and creating a shared sense of purpose in a new way.

At this time of accelerated transformation and reinvention, what does the new leadership approach look like? In leading within these complex systems and uncertainty, how can I maintain my role and authority, remain resilient, and manage my anxiety and stress levels while supporting my team? While navigating change and adversity, what are my defenses that get in the way of accomplishing the best results for my organization? What anxieties show up for me in empowering others with diverse skills and knowledge?

Group relations conferences are a way of learning for leadership. It is a methodology that offers an opportunity, to work with the conscious rational part of ourselves and the sometimes–hidden thoughts, feelings, and ideas. These hidden dimensions can get in the way of achieving the goals and aspirations, set out by leaders and their teams.

This working conference is leadership intensive for those who have the courage and keen to develop a deeper understanding of: – Leadership and how to work more skilfully in role, how it is experienced, and what it means in leadership roles in private or public organizations. Authority, its exercise, and how groups affect an individual in role. Deepening the understanding of groups, and how to work with them is vital in working with transformation.

If you are committed to leading for the best effectiveness, join us as we explore Leadership Authority Role, in the context of Organizational and Personal Transformation, for this new time and space.

Mary Fullerton  
Conference Director



# WHAT IS LEARNING IN A GROUP RELATIONS CONFERENCE, AND WHAT MAKES IT SO POWERFUL?

A Group Relations conference is an educational event which is based on learning through experience.

The conference design has been developed by pioneers from the Tavistock Institute of Human Relations (TIHR) and other Group Relations organizations around the world, since 1957. It provides a unique framework within which senior and aspiring leaders can learn about themselves, and the ways that groups and organizations affect them in taking up their roles. The strategic and structural dynamics of organizations can be studied and understood and the knowledge acquired can then be applied. By working through the conscious and unconscious dynamics of leadership and management in organizations members learn by doing, not by being told. The learning is deep and long-lasting.

We believe that our conference promotes the integration of intellectual capacity and emotional intelligence; producing leaders who have creative visionary potential, enabling them to work more effectively at helping themselves and their employees / colleagues / clients, to adapt to and take on future roles.

See the link below for further reading on the group relations work of the Tavistock Institute (UK) , The Tavistock Institute of Human Relations | The Tavistock Institute... ([tavinstitute.org](http://tavinstitute.org))and what participants from A.K. Rice (USA) have to say about their experiences of attending a conference, A. K. Rice Institute for the Study of Social Systems ([akriceinstitute.org](http://akriceinstitute.org))

## THE PRIMARY TASK

To study the exercise of authority and leadership, through inter-personal, inter-group and institutional relations that develop within the conference as part of its wider context.





## FOR WHOM?

This Conference is for anyone interested in personal growth and transformation or developing a deeper understanding of managerial and leadership processes, in organizations. The Conference provides a structured context of different systems and sub – systems in the “here and now”. It explores the dynamics of leadership, authority, role, change, dissent, collaboration, and transformation as they arise and unfold.

Participants may come from private and public organizations and include Business Leaders, Consultants, CEOs, Managers, Clinicians, Administrators, HR, Marketing, Production, and Financial Professionals, Public Sector Managers, Local Authorities, Political, Diplomatic, NGOs, Religious, Security, Educators, Activists, Researchers, Team Leaders, Medical Professionals.

### **Benefits to participants include:**

Encountering and managing resistance to change in yourself and others

Recognizing managing role boundaries, conflicts, confusion and emotional overload

Identifying personal characteristics while exercising leadership and the effect on others

Recognizing how phenomena such as alliance and coalition formation affect the understanding of the group, by the group; and how it shapes motives and power bases

Exploring competition, rivalry, and what lies beyond immediate awareness that remains hidden in everyday interaction. Recognizing diversity, equity and inclusion in collaboration

Understanding how you influence or are influenced by others and the ensuing consequences – intended or unintended

Developing skills and sharpening insights into how strategies take shape when groups function

Developing a capacity for creativity and interpersonal relationships and building better team performers

Inspiring strategic thinking and improving the capacity to lead in turbulent times

### **Benefits to organizations include:**

Increased capacity to drive significant changes within organizations, including shift in identity, value systems, and capabilities. Respond swiftly and manage in a rapidly changing and complex environment

Enhanced strategic decision–making, mitigating risk, in repositioning core business to seize opportunities for new sources of growth

Enhanced effectiveness and communication culture, inspiring higher levels of responsibility, accountability, productivity and profitability

Inspiring healthy interpersonal communication among the leadership and general staff

Assisting department leaders to align their departments’ goals with the macro–objectives of the Organization





# CONFERENCE GENERAL INFORMATION

## DATES

17th – 19th October, 2024

## VENUE

The Faculty of Social Sciences, The University of the West Indies, St. Augustine Campus, St. Augustine, Trinidad and Tobago

Note: This is a non-residential conference. For travelers outside Trinidad, a number of local hotels and venues can be provided.

contact: E: [mary@caribbeangroupconsulting.com](mailto:mary@caribbeangroupconsulting.com) T: 868 681 3483

## COST

TT\$3500.00 / US\$514.00 (3 Days)

Early Registration Discounts

TT\$400.00 / US\$73.00 booked by 15th August, 2024

Past participants Total TT\$2,500.00 US\$370.00

The conference fee includes lunch

On registration, payments can be made through bank transfer or cheques.

## CLOSING DATE FOR APPLICATIONS

Wednesday 5th October 2024

Cancellation incurred before 5th October 2024: 50% After 30th September 2024 No refund

## HOW DO I APPLY

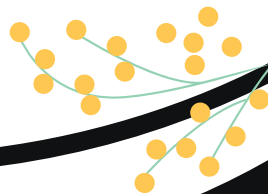
For more information and an application form:

<http://caribbeangroupconsulting.com>

or contact Mary Fullerton, Email: [mary@caribbeangroupconsulting.com](mailto:mary@caribbeangroupconsulting.com)

T: 868 681 3483

Please note: We suggest that if you are living through particular personal difficulties, that you consider postponing your attendance to next year, as the conference is designed as a learning event and is not a substitute for personal psychotherapy.



# CONFERENCE STAFF

## CONFERENCE DIRECTORATE

### CONFERENCE DIRECTOR **Mary Fullerton** EMBA

Certified Change Consultant (P3C), & Dynamics at Board Level by The Tavistock Institute of Human Relations (TIHR), UK. Director/Consultant at Caribbean Group Relations Consulting Ltd; Organizational Consultant/ Accredited Leadership Coach; Managing Director at The Buzz Limited; Founder /Director of nonprofit The ADHD Foundation of Trinidad and Tobago

### ASSOCIATE CONFERENCE DIRECTOR **Keith Lequay** Ph.D.

Organisational Psychologist, Lecturer, and Leadership Coach; A certified Group Relations Consultant (USA), he explores the impact of the colonial mis-educational experience on inter alia, contemporary challenges of self-authorisation, personal boundaries, dependency, group process and its dynamics. He is also passionate about facilitating psychologically healthy organisations through their sensemaking process.

### CONFERENCE OPERATIONS MANAGER **Sharon Mangroo** M.Sc. Dip ED. B.Sc.

CEO, Catholic Education Board of Management; Former Chief Education Officer, Ministry of Education Professional experience in primary and secondary levels of the school system as well as teacher education, educational administration, and assessment and examinations

## CONSULTANT STAFF

Will be drawn from the following list:

**Dr Leslie B. Brissett JP** Advisory Board member Eco-Leadership Institute and Partners for Confronting Collective Atrocities (PCCA) and Management Board Socioanalysis Journal, Australia. Former Group Relations Programme Director at Tavistock Institute of Human Relations, UK.

**Camilla Child MSc, MA** Principal Consultant and Company Secretary at The Tavistock Institute of Human Relations (TIHR), UK; Co-Director of the Practitioner Certificate in Consultancy and Change (P3C) Programme, Co-Director Dynamics at Board Level, TIHR; Accredited Mediator; Organisational Development Consultant and Group Relations Consultant

**Urban Hudlin OP, MSc, MA**, Certified Change Consultant (P3C) & Dynamics at Board Level by The Tavistock Institute of Human Relations (TIHR), UK. Director/Consultant at Caribbean Group Relations Consulting Ltd; Analytic Psychotherapist in private practice. Principal Consultant Veritas Consultancy, Trinidad.  
Dominican Priest

**Keith Lequay Ph.D.** Organisational Psychologist, Lecturer, and Leadership Coach, A certified Group Relations Consultant (USA), he explores globally, the impact of the colonial mis-educational experience on inter alia, contemporary challenges of self-authorisation, dependency, group dynamics, and personal boundaries.

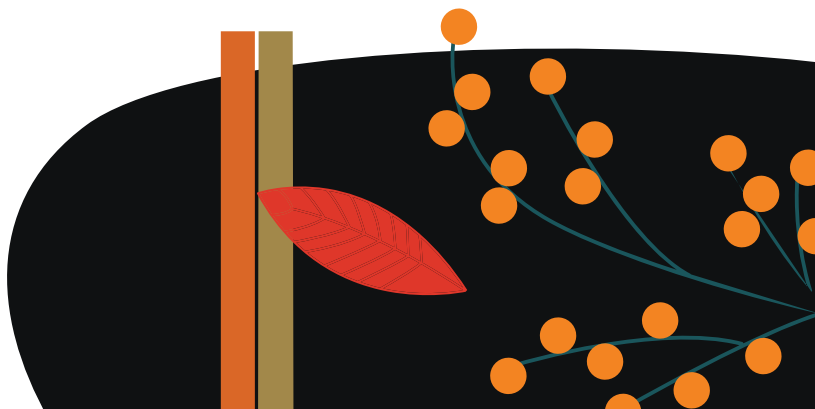
**Kathleen Stroud M.A., Dip. Ed., B.A.** Organizational Analyst. Principal Consultant/ Director at Leadership Core Ltd. Organizational Development and Change Leadership Practitioner.



## HOW STAFF WORK IN THE CONFERENCE

While staff and members are both participants, the conference accords them different roles. The staff members of the conference are allocated to each of the events in the role of consultants or in the role of collective management to work to the primary task of the event and to the task of the conference as a whole. This they do through the offering of working hypotheses and other forms of interventions.

They work by constantly trying to make sense of their own experiences and what is happening for members. It is expected that staff hypotheses and interpretations will also create the possibility for individual members to reflect on what they represent to the group, what they are taking in from the group and what they are contributing to the group, particularly in terms of what may be happening unconsciously and in ways that are more hidden.



# ORGANIZATIONS FROM WHICH SOME PREVIOUS PARTICIPANTS CAME

- Office of the Prime Minister – T&T  
Ministry of Gender and Child Affairs – T&T  
Odyssey Consulting Limited – T&T  
ACNJ – UK  
Archdiocese of Port of Spain – T&T  
Arrow Group – Abu Dhabi  
Jacobs & Jacobs – Peru  
Prins in Communicatie – The Netherlands  
Schenectady City School District – USA  
Society of St Vincent de Paul – T&T  
The Second Chair – UK  
C.F. International Marketing – T&T  
FT Farfan Ltd – T&T  
The Buzz Ltd – T&T  
University of Richmond – USA  
University of Pennsylvania – USA  
UWI-Arthur LokJack GSB – T&T  
RMC Counselling – USA  
Therapy and Beyond – T&T  
IMSITSAI – Washington, US  
City of Toronto – Canada  
COTT – T&T  
iTutortt – T&T  
Piarco Air Services Limited – T&T  
Providence Girls' Catholic School – T&T  
St. Joseph's Convent San Fernando – T&T  
Erica Ashton – T&T  
First Line Securities, T&T  
Jasmine Victoria LLC, PR  
Office of Youth Ministry – T&T  
St Anns Hospital – T&T  
TRINRE Insurance Company Limited – T&T  
Lonsdale Saatchi & Saatchi Advertising Limited – T&T  
Catholic Religious Education Development Institute – T&T  
TECU Credit Union Co-operative Society Limited – T&T  
UWI School of Business and Applied Studies Limited – T&T  
Agricultural Development Bank of Trinidad and Tobago – T&T  
Beijing Jiaotong University, Counselling Center – China  
Catholic Education Board of Management – T&T  
Heritage Petroleum Company Limited – T&T  
A. K. Rice Institute – USA  
Antilles Episcopal Conference – T&T  
Evangelical Lutheran Church of Finland – Finland  
Broadcasting Commission – Jamaica  
New York University – USA  
RtL Consultancy – Hungary  
Society of African Missions – Afrikahuis  
Tavistock Clinic – UK  
The Nursing Council of Trinidad & Tobago – T&T  
Dr. Bob LLC – USA  
Guardian Shared Services Ltd – T&T  
Tigh-na-Fios Consulting, Scotland, UK  
University of Central Missouri – USA  
University of South Africa – Africa  
Ministry of Education – T&T  
Trinidad & Tobago Association of Psychologists  
Consultation and Coaching Services – USA  
PARC – Toronto, Canada  
Olly Potts Leadership Consulting  
Private Practice – USA / T&T  
Caribbean Catalyst Inc. – Barbados  
Independent Researcher/ Consultant – UK  
St. Joseph's Convent, St. Joseph – T&T  
Sandstone Consulting Limited – T&T  
Eastern Antilles Interdiocesan Tribunal – T&T  
Institute of International Relations – T&T  
Synapse Psychological Services Inc. – Barbados  
Ryu Dan Empowerment Foundation – T&T  
Caribbean Telecommunications Union – T&T  
The University of Trinidad and Tobago – T&T





## SPONSORING INSTITUTIONS



**CARIBBEAN GROUP RELATIONS CONSULTING LTD.** was created to provide services in the areas of consulting, organizational change and transformation to organizations in public and private sectors. Our members work as Consultants, Psychoanalytic Psychotherapists, and Organizational Psychologists. Caribbean Group Relations Consulting Ltd., is working to develop and apply the field of Group Relations and Systems Psychodynamics in the Caribbean.

[www.caribbeangroupconsulting.com](http://www.caribbeangroupconsulting.com)

## THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

The Tavistock Institute of Human Relations is a not-for-profit, UK based organization that applies social science to contemporary issues and problems. It was formally founded as a registered charity in 1947 although its work started before the War, together with the Tavistock Clinic. The Institute is engaged with evaluation and action research, organizational development and change consultancy, executive coaching and professional development all in service of supporting sustainable change and ongoing learning.

Our staff works creatively with people involved in innovative activities, working across boundaries or in difficult situations. We combine research and analytical skills with practical help in devising solutions and in following through to implementation and are particularly known for our capacity to work with issues that are otherwise hidden, and sometimes unconscious. Our professional development opportunities include the Certificate in Dynamics at Board Level, the Certificate in Coaching for Leadership and Professional Development, the Practitioner Certificate in Consulting and Change (P3C) and a portfolio of Group Relations tailored events.

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

