

# Leaders

inside out Leadership

Based on the Tavistock Method

A 3 day workshop designed and directed by Olya Khaleelee



**Arona, Lake Maggiore, Northern Italy,  
26-28 February 2015**

Organized by



Developed in collaboration with





A three-day residential workshop designed to enable participants to analyse, explore and experiment with how they use their authority within leadership roles in complex organizations. Particular emphasis will be put on assessing the capacity to influence and lead change within organizations.

An opportunity to develop and demonstrate your leadership ability (inside), fully using your capacity and feelings in the service of the leadership task (inside->out).

Leadership capacity is intricately bound up with the use of personal authority in taking up a role as well as recognizing interdependence with others. Authority needs to be given as well as taken; thus there are no leaders without followers prepared to trust in their leadership.

The workshop will be held in English. A good knowledge of the language is therefore necessary to gain the most from the workshop. Anyway an interpreter will be available all around the workshop.

# Inside out leadership



Leadership capacity is intricately bound up with the use of personal authority in taking up a role as well as recognizing interdependence with others: authority needs to be given as well as taken; thus there are no leaders without followers prepared to trust in their leadership. "Leaders - inside out leadership" is a three-day residential workshop designed to enable participants to analyse, explore and experiment with how they use their authority within leadership roles in complex organizations.

Particular emphasis will be put on assessing the capacity to generate and influence change within organizations.



## The importance of the Tavistock Method

The workshop utilises a methodology developed by the London based Tavistock Institute of Human Relations (TIHR). The Institute applies ideas from across the Social Sciences, including group dynamics perspectives, to provide practical help to individuals and organisations needing to deal with issues of change. This methodology is utilised by related organisations including Tavistock Consulting and OEZPA.

## Testimonials

"Satisfied every expectation!"

Managing Director, Spain

"Far better than conventional training for actually changing and improving leadership ability"

Director of Strategy, Sweden

"Overall, the conference was the most significant personal professional event I have attended"

Vice President, HR, Sweden

"Far more effective and challenging than the traditional text book approach"

Learning and Development Manager, London

The workshop “Leaders-inside out leadership” offers opportunities to explore the exercise of authority and power; the interplay between tradition, innovation and change.

The focus is on the relatedness of individual to group, organisation and environment. Participants may expect to develop their capacities to manage themselves in the multiple roles necessary for contemporary leadership and hence, the workshop provides a useful stepping stone in the process of leadership development and strategy development.

The learning places an emphasis on increasing insight into the irrational, or unconscious, processes that we get involved in as we take up our roles in various groups. ‘Groups’ move in and out of focusing on their task, and back and forth between a number of different defensive positions based on unexpressed ‘group’ needs and anxieties, of which the group is unaware.

The workshop aims to help corporate leaders improve how they take up their roles, enhance their performance, better utilise group member’s potential and, through greater awareness, reduce the constraining effects of group dynamics.

The workshop is rooted in action research and hence offer opportunities for people to learn through experience.

## Target

The workshop is designed for women and men in significant leadership positions, including executive directors, senior managers, entrepreneurs and change agents who want to improve their ability to work with complex and challenging issues of diversity. To enable you to participate fully during the workshop and really benefit from the learning, the workshop itself will be conceptualised as a ‘temporary or virtual organisation’, in which participants and staff will take up various roles as members of the organisation. Opportunities will be provided to exercise leadership and followership in a managed environment.



## Leadership characteristics

Below are some of the characteristics associated with successful leadership which we will focus on during the workshop:

- The capacity to remain stable under stress;
- To be able to perceive threats in the environment;
- The ability to contain and control feelings in the face of uncertainty;
- A thorough grasp of your own and others' behaviour as part of managing group dynamics;
- A high achievement and leadership drive;
- Openness to experience and recognition of the need to learn;
- The capacity for self-monitoring;
- The ability to identify organisational culture and environmental context;
- The presence of mind and skills to apply insights effectively, especially during reorganisations and turbulence in competitive environments.

# Why choose ‘Leaders’



This workshop addresses the development of leadership capacity through experiential learning - learning by 'doing' - combined with conceptual learning on leadership and group dynamics. Both serve to improve emotional intelligence and understanding of how organisations function.

- Exercise leadership more effectively by understanding the kind of leadership you offer, what you expect of yourself, what others expect of you and how to take others with you;
- Clarify how authority and responsibility inter-relate between leaders and followers;
- Mobilise and empower others to achieve results;
- Develop your ability to resist the pressure to act in order to reduce uncertainty;
- Understand how you use authority in leadership positions and how your perceptions of your own leaders are influenced by underlying often unexamined attitudes to authority figures in your own life;
- Understand how authority and group support for action can be lost, leaving the leader isolated;
- Function with increased awareness of how unconscious processes conspire to undermine performance;
- Manage resistance to change in yourself and others by understanding the ways in which organisational structures provide emotional security in the workplace and can therefore prove difficult to alter.



## Why Tavistock Method



The workshop utilises a methodology developed by the London based Tavistock Institute of Human Relations. The Institute applies ideas from across the social sciences, including group dynamics perspectives, to provide practical help to individuals and organisations needing to deal with issues of change.

The uniqueness of what is called the Tavistock Method lies in the use of experiential learning formats through events which are conceived of as a temporary organisation. Within this protected environment learning comes from experience, augmented by conceptual inputs, reflection and mentoring. The Tavistock method of study, training and development was developed by the pioneers of the Tavistock Institute including Eric Trist, Ken Rice, Eric Miller, Pierre Turquet, Isabel Menzies-Lyth and Gordon Lawrence.

For more informations, visit:  
[www.tavinstitute.org](http://www.tavinstitute.org)



# se 'leaders'

The experienced staff will manage and deliver the workshop, as well as provide consultancy support to you during the various events and activities within the workshop.

For more detailed information visit the website: [www.leaders.cesma.org](http://www.leaders.cesma.org)

**Workshop Director:** **Olya Khaleelee**, Leadership Consultant and Corporate Psychologist working in commercial organisations, has a particular interest in leadership. (London, UK)

**Associate Director:** **Karsten Trebesch**, Founder Partner of Trebesch & Asociados Consultancy for Enterprise Development and Change Management. (Berlin, Germany)

**Scientific Advisor:** **Anton Obholzer**, Senior Faculty member of INSEAD Global Leadership Centre, Paris, France. Founder and former Director of the Tavistock Centre Consulting to Institutions Workshop, former Director / Chief Executive Tavistock Centre. (London, UK)

**Administrator:** **Elio Vera**, Founder Partner of CESMA, before in the Marketing Dept in Henkel, Unilever, CPV, Y&R and Chesebrough Pond's. (Milan, Italy)

#### Consultants will be drawn from the following:

**Judith Bell**, Organisational Psychologist and Executive Coach working in the corporate sector with senior leaders. (London, UK)

**Paolo Izzi**, HR Manager di Elettra Sincrotone, Organizational Consultant and Executive Coach, previously HR Director Eurotech and Training Director Fincantieri. (Trieste, Italy)

**Barbara Özdemir**, Director, OEZPA GmbH, Academy & Consulting. (Erfstadt-Liblar, Germany)

**Paolo Valerio**, Professor of Clinical Psychology at the Naples Federico II University. (Naples, Italy)

**Interpreter:** An interpreter will be available during the workshop

**Bibliography:** a reading list will be sent to those who apply for the workshop.



## Fee and Hotel

Early bird 1: payment by 30 November 2014: € 1.750 + VAT

Early bird 2: payment by 3 February 2015: € 2.150 + VAT

Full fee: payment after 3 February 2015 € 2.450 + VAT

For joint applicants from the same company (we recommend this to maximise the implementation of the learning once back in the organisation):

- For 2 people a discount of 10% per applicant.
- For 3 or more people a discount of 15% per applicant.

## Registration

For registration: [www.leaders.cesma.org](http://www.leaders.cesma.org)

For more information: [info@cesma.edu](mailto:info@cesma.edu) - T: +39 348 3309595 – Skype: [cesma.executive.education](https://www.skype.com/name/cesma.executive.education)

All applications for the reservation of a place at the workshop should be accompanied by the booking fee of € 200. Please note that payment must be in Euro only.

Acceptance on the workshop is not automatic and places are limited.

We will return your booking fee if you cancel your application not later than the 20th January 2015. After this date no refunds will be possible.



### The process of learning develops through the 7 different events of the workshop

- 1 - Opening Plenary (OP):** introduces the workshop and the staff to participants.
- 2 - Organisational Role Analysis (ORA):** is an opportunity for each participant to analyse in depth within a small group his/her own leadership experience, using examples and current dilemmas from work, with a view to understanding these better, gaining insight into how formative experiences of authority may have fed into current leadership behaviour.  
Each ORA will work with a consultant.
- 3 - Organisational Event (OE):** opens and closes in Plenary (OEP) and is a structured experience in which participants may take up the role of leader and/or follower and try out new or different ways of leading others. Consultancy will be made available.
- 4 - Review Group (RG):** provides an opportunity to reflect on events so far in a small group setting.
- 5 - Insight Group (IG):** is a meeting of all participants and staff to share thoughts and ideas about how each has taken up their roles in the workshop so far.
- 6 - Application Group (AG):** provides an opportunity to think about how to take the learning about leadership and followership back into the workplace.
- 7 - Closing Plenary (CP):** is an opportunity collectively to discuss the experience of the workshop and its usefulness in developing leadership capacity.

Thursday 26th February		Friday 27th February		Saturday 28th February	
		09.00-09.50	IG 1	09.00-09.50	IG 2
10.30	Registration	10.00-11.15	ORA 4	10.00-11.15	ORA 5
11.00-11.30	OP	11.15	Break	11.15-11.45	Break
11.30-13.00	ORA 1	11.45-13.00	OEP	11.45-13.00	AG 1
13.00	Lunch	13.00	Lunch	13.00	Lunch
14.30-15.45	ORA 2	14.30-15.45	OE 1	14.00-15.15	AG 2
15.45-16.15	Break	15.45-16.15	Break	15.15	Break
16.15-17.30	ORA 3	16.15-17.30	OE 2	15.30-16.30	CP
17.30-17.45	Break	17.30-17.45	Break		
17.45-18.30	Input on Leadership	17.45-19.00	OEP		
18.45-19.45	RG 1	19.15-20.15	RG 2		
20.00	Dinner	20.30	Dinner		

The workshop will be held at the **Hotel Concorde in Arona**, 45 minutes driving north of Milan on Lake Maggiore, Italy. It is a beautiful, ideal environment and residential context for you to benefit from the learning provided.

Hotel Concorde\*\*\*\* Via Verbano, 1 - 28041 Arona - Ph. +39 0322 249321 / Fax +39 0322 249372

**hotel@concordearona.com - www.concordearona.com**

**By car** from Milan: Autostrada (motorway) A8 dei Laghi. Exit at Castelletto Ticino, then SS n. 33 of Sempione, in the direction of Arona/Stresa (60 minutes).

**By train** from Milan Central Station or Porta Garibaldi Station, stop at Arona. The trains depart every hour and it takes from 40 to 50 minutes.

**By air** from:

Milan Malpensa airport (at km 29 by car: about 35 minutes). By train about 60 minutes

Milan Linate airport (at km 85 by car: about 65 minutes – by bus and train about 2 hours).

Bergamo Orio al Serio airport (at km 109 by car: about 75 minutes - by bus and train about 2 hours).

**By taxi:** special rates are available to and from the Hotel Concorde and the Milan airports (Malpensa, Linate and Orio al Serio), booking with Società Prima Classe Ph. +39 340 4965652.

Joining instructions and further information on travel, accommodation, facilities and so forth, will be sent to registered members one month before the workshop.

### Workshop Director

**Olya Khaleelee**, Leadership Consultant and Corporate Psychologist working in commercial organisations, has a particular interest in leadership. (London, UK)



### Scientific Advisor

**Anton Obholzer**, Senior Faculty member of INSEAD Global Leadership Centre, Paris, France. Founder and Director of the Tavistock Centre Consulting to Institutions Workshop, Director / Chief Executive Tavistock Centre.



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