

# MANAGING COMPLEXITY

## WORKING IN AND WITH ORGANISATIONS

THE BAYSWATER WORKING CONFERENCE  
OCTOBER, 2010

*The Bayswater Institute in association with The Craighead Institute*

## Overview

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Leaders and consultants are facing rapidly changing circumstances and increased complexity in the workplace. The capacity to manage oneself in groups and within the context of organisations and their environments is recognised as important. Equally, changes in the environment – globalisation, new technology, “green” issues – together with legislative, political and ethical considerations – are all contributing to the need to regularly review the situations in which leaders and consultants find themselves. The changing nature of the funding landscape would make this particularly relevant for voluntary sector and church leaders, public sector managers and external consultants. Working with this “double task” – managing the effect of organisations on people and people on organisations – has taken on a new importance for enterprise.

Managing the resulting complexity of forces cannot all be learned from books. What is needed is first-hand experience, within a learning setting, from which develops one’s own ways forward.

## Aims

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The Conference will work with the current issues faced by participants in their roles, enabling them to:

- Develop a deeper understanding of themselves and the organisational pressures affecting them.
- Develop their ability to engage effectively with their tasks and organisations.

## Outcomes

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It is anticipated that participants will be able to:

- Understand individual, group and organisational processes and how they affect work
- Better manage themselves in relation to their task.
- Develop their capacity for working with others.
- Learn about their relationships with other systems, organisations and networks.
- Handle the pressures and uncertainty of engaging in different roles.

## Methods

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The Conference is a temporary learning community where participants can review and learn from the experience of working in and with organisations.

In *search groups* they will explore current issues and the group dynamics generated and the connection between the two: the double task.

In *consulting groups* they will take up different roles – consultant, observer and consultee. They will work on real issues and learn from how they do this.

Strategically-placed *talk/discussions* will provide conceptual frameworks within which to locate and think about their experience.

## Participants

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The Conference is for managers, consultants and professionals. All organisational sectors are relevant.

## Staff

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**Derek Raffaelli** (Conference Director) is an organisational consultant and psychoanalytical psychotherapist. Recent and on-going work includes consulting to the Health Service Executive, Dublin, to the management of a High Street department store and teaching on a leadership development programme for a Danish-based agri-business. He has coached executives in the USA and inducted executives into an MBA programme at International Hellenic University, Greece. A contributor to the International Professional Development Programme organised by the ProDev Institute, he is a member of the International Society for the Psychoanalytic Study of Organizations, of the British Psychoanalytic Council and an Associate Fellow of the British Psychological Society and a Fellow of the Bayswater Institute.

**Ken Eason** is a Senior Consultant and previously Director of the Bayswater Institute, currently working on organisational change in the National Health Service. He is also Emeritus Professor at Loughborough University. He has specialised in the impact of information technology on individuals, groups and organisations and has worked with many clients on the processes of sociotechnical systems change.

**Marlene Spero**, Ph.D., is an organisational consultant, executive coach and psychoanalytic psychotherapist. She has a particular interest in leadership assessment and development, and intercultural dynamics. Recent projects include coaching and leadership development for an international defence company and merger in the NHS. She is currently consulting to a major networking group. She has taught on various management courses including Birkbeck College, Westminster University and the Tavistock Clinic. She is an Associate of Right Management Consultants and the Bayswater Institute, and a member of the International Society for the Psychoanalytic Study of Organizations.

**Joette Thomas** is an independent consultant who has worked in human services since 1990, nearly ten years of which were spent at Chief Officer level in the voluntary sector. Her current work includes training, coaching, facilitation and a range of supports for organisational review and development within the voluntary, public and social enterprise sectors. She has a particular interest in the area of leadership; she strives to inspire and strengthen the people and organisations with whom she works.

### *Dates and Times*

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Registration from 9.30am on Thursday, 7<sup>th</sup> October, 2010. Conference starts at 10.00am and ends at 4.00pm on Saturday, 9<sup>th</sup> October, 2010.

### *Fees*

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£774.00 (including full board and accommodation.) A limited number of bursaries may be available.

### *Venue*

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Newbattle Abbey College, Newbattle Rd, Dalkeith, Midlothian, EH22 3LL

### *Application*

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Please complete the booking form and send to:

Esther McClure

The Craighead Institute

26 Rose Street, Glasgow, G3 6RE