

## Speaking of Authority Newsletter

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### AKRI 2011 Election Results

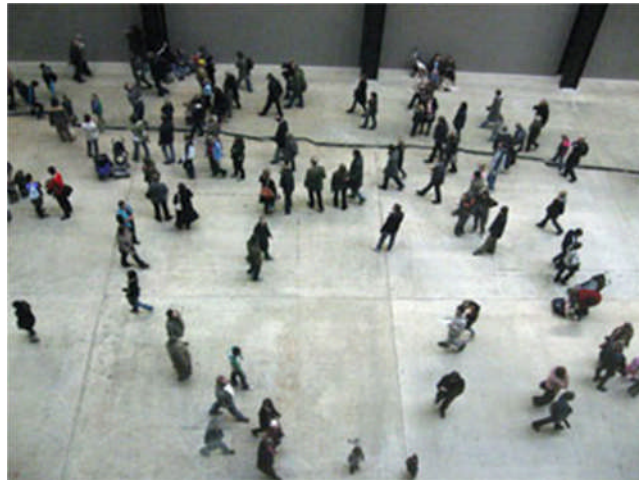
We are delighted to  
announce the outcome of the  
2011 AKRI Elections:

**For President**  
Jack Lampl

**For Internal Director**  
Michelle Seligson

### New Chair of Training & Certification

After 5 years of extraordinary  
service, Jeanne Woon is  
passing the torch to Patricia  
Kummel. Her bio will give



### AKRI's International Conference - Comments from members

*I was amazed by the practical insights I gained from the International Intergroup Relations Conference. In addition to information about myself in groups, I also learned some things I could bring immediately to my work: increasing cross cultural competence, heterarchy versus hierarchy, and tactics for operating within role without authority were very important learnings for me.*

Mark Scanlon-Greene, PhD  
Mentoring Faculty/Associate Dean  
Fielding Graduate University

*While digesting the learnings of my first GRC, I am looking*

some indication of our renewed focus on training and a priority to better utilize the many skilled practitioners in our network.

Patricia Kummel, JD, PhD was first introduced to group dynamics and AKRI through the group dynamics track taught by Debra Noumair, EdD at Teachers College, Columbia University. As part of their training at that time, students had the opportunity to staff student conferences and Patricia took up every role that was available. Those experiences shaped her thinking about training and mentoring. She applied her learning first as an attorney and manager at the New York Stock Exchange and later as a manager at the Gay Men's Health Crisis. Currently, Patricia has a private practice in psychotherapy and organizational consulting. She also teaches group dynamics at Teachers College, where she has directed several student conferences. She has been a member of the Philadelphia (PCOD) and New York Centers for over 15 years and is a former president of PCOD.

### Calendar Link

[To See Upcoming Conferences and other related events click here](#)

### Crowd Sourcing Experiment!

Compose the most compelling "elevator pitch" answering one or both of the following questions:

**What is group relations?**

**What is a group relations conference?**

*for work in a new professional field, grateful for my fresh perspectives. More consciously than ever, I am examining and weighing potential roles in each prospective employment system, thereby deepening my choice. Applying this work to my life has been doubly enriching. I am beginning see in the foreground (or at least the middle!) the reflective nature of diversity within each group of which I am a member. I feel freer to see and choose my roles in a given group with a growing clarity of what I may be manifesting for the group. I'm a toddler in this thinking, and simultaneously more responsible for the complexity of my identity.*

Susan Taylor

Art pedagogy/Mental health clinician  
Baltimore School for the Arts/Searching

## AKRI INTERNATIONAL CONFERENCE - Director's Update

### ***Changing Authority: Collaboration and Interdependence in a Diverse World***

**Co-Directed by Ruthellen Josselson & Olya Khaleelee**

The title of this conference, 'Changing Authority: Collaboration and Interdependence in a Diverse World,' while chosen in 2010, proved prophetic for 2011, with the conference taking place as the Arab Spring took hold in several different countries. This revolution emphasized major changes in authority relations, with a rejection of hierarchical leadership and the possibility of developing new, perhaps more creative and collaborative ways of working together. The global timing had the effect of making this conference a very exciting experience for all - for participants as well as for staff.

Three innovations were made in this conference. The first was the decision Ruthellen made this year to co-direct the conference and to invite Olya Khaleelee to take the co-director role. From the time Olya accepted, in the late summer of 2010, all decisions about the conference were made jointly. The second innovation was that the co-directors decided to offer an Associate Consultants' Development Group for people who had attended at least two conferences, one of which needed to be a minimum of a 5-day residential conference. The idea was that there would be opportunities in the conference for these members to advance their consulting skills. Seven people participated in this ACDG 6 of whom were non-

Imagine that someone asks you this at a party, in an elevator, a job interview, a bar etc. Give us your best response in 50 words or less (for each). Entries will be posted in the next newsletter to allow voting (and perhaps editing). The best entry, determined by the group will receive a \$50 prize or a \$100 discount to an AKRI sponsored event.

[Click here to submit your paragraph.](#)

### What's Up With the Board?

Here are some of our current projects and activities.

- Recruiting new International Conference Director
- Continuing membership and contribution drive
- Program evaluation of Training & Certification program
- Development of post conference application workshop
- Renewing AKRI/Affiliate partnerships
- AKRI/University partnership development for training and research
- Administrative procedures and technology assessment
- Dialogue with Group Relations Young Professionals

### Joining & Contributing

[Join AKRI or Renew your membership:](#) Your membership keeps our

Americans. The third innovation was that this conference also represented the first time that Consultant Candidates were invited onto the staff of the AKRI Conference.

[Click Here to Read Entire Article](#)

### Reflections from the Associates Consultants Development Group (ACDG) about their Group Experience at the AKRI International Conference



When a group's work is to study itself in the here and now, everyday processes that are mostly ignored in the camouflage of routine business can sometimes be observed, reflected on, and worked with. Insights that we are normally unaware of become apparent.

This year's International Conference, on collaboration and interdependence in a diverse world, was led by two women co-directors, and included a group of members who indicated an interest in joining an "Associate Consultants Development Group," who had attended at least two previous residential conferences. This ACDG group included seven members: an Italian man and woman, a British woman, an Indian man, a bi-ethnic Asian woman, a Faroe Island man, and an American man. All of us contributed to our group and conference experience; five of us have written below:

[Click Here to View the Entire Article](#)

### Message From the AKRI President

Hello to our members and friends around the world,

As your re-elected president, I want to express my thanks for your support and confidence in me. While we do have our organizational



minimal infrastructure operating.

**Contribute to AKRI:**

We are a non profit organization and all contributions are tax deductible

**Look and Listen**

Direct links to some of our audio archives.

**Keynote by C. Fred Alford: Whistleblowers as a group phenomon**

A powerful and fascinating talk about whistleblowing as a governor on the ethical behavior of groups and the personal dynamics of the individual whistleblower. 1 hour 24 minutes mp3

**Keynote by Eliat Aram: The Aesthetics of Group Relations: Design, leadership and the art of learning in contemporary group relations practice**

An important discussion of innovation and deepening of the Group Relations model. 1 hour mp3

**Keynote by Robin Ely - Unmasking Manly Men: The Organizational Reconstruction of Men's Identity**

A fascinating talk on research done on offshore oil platforms documenting a significant and hopeful change in the traditional male culture on oil platforms driven by a focus on safety. Recorded in 2008 before the Gulf Oil spill.

**The AKRI History Project Remixed**

This video was edited from footage recorded at the AKRI 1995 Scientific Meeting which featured presentations from centers of their history.

The remixed video was shown at the opening of the

challenges, expensive vitriolic election campaigns are not one of them. My thanks to Tom Butler who ran as my opponent, both for his willingness to take on an incumbent and for his continuing devotion to our work.

I recently had dinner with Eliat Aram from the Tavistock Institute and Cheryl Getz from the University of San Diego. We were discussing the challenge of making our work visible and accessible in the world outside of conferences. Eliat described to me a recent experiential event sponsored informally by our Israeli counterpart organization OFEK during a period of mass protests in Israel that involved many people camping in public to protest economic conditions in the country. A group from OFEK organized a daily public Social Dreaming Matrix within the protest encampment as a way to try and understand the emerging movement and provide non-partisan insight to the participants including both OFEK members and protesters. It is striking that not two weeks later we find ourselves with similar protests occurring in a number of major American cities. How interesting it would be for some of us to attempt to provide some type of experience to help understand this phenomenon which so far has utilized a very unique (at least in this historic period in America) leadership model. I believe that there are ways for us, without political affiliation, to offer something to the country in a time of particular confusion, disillusionment and conflict. Email us with ideas or better yet do something!

Regarding our institute, it has been very clear to the board for some years that our relative insularity has hampered our evolution and our preoccupation with organizational survival has tended to keep us too inwardly focused. My task for this upcoming year is to help us continue to stabilize organizationally while also nurturing a more open system for innovation, creativity, collaboration beyond our usual boundaries and new opportunities for young people to take ownership of this important work. Look for more frequent updates and take note of the new Board Activities Column on the left side of this newsletter.

**Conference and Affiliate News**

**Boston Center for the Study of Groups and Social Systems:**

2010 AKRI Symposium to honor its 40th anniversary.

### **New Board for The Boston Center (CSGSS)**

Margaret Parish, PhD, President  
Lyn Yonack, LICSW, Secretary  
Kevin M. Wilson, MEd, CPT, Treasurer  
Holger Durre, Member at Large  
Karen Gaulke, Member at Large  
Samar Habl, MD, Member at Large  
W. Mason Smith III, Member at Large

The Boston Center will be holding its annual conference in January titled "[Authority, Power and Succession in Groups and Organizational Life Today](#)" directed by Jerry Fromm and will be held at the Connors Family Retreat and Conference Center in Dover, MA.

[Click to go to the Conference Website](#)

### **Chicago Center for the Study of Groups and Organizations (CCSGO)**

#### **New Board for The Chicago Center CCSGO**

John Bair, PhD., President  
Janet Chandler, PhD., (Vice President, President Elect)  
Treasurer: Catherine Welfare  
Secretary: Katherine Zwick  
Shelly Korshak member  
Diane Denes member  
Paul Saiger  
Jeanne Henry Cooper  
*Election: was on June 3, 2011*

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A Group Relations Conference  
January 13 - 15  
**"Authority and Leadership in Recovery from Addiction"**

[CONFERENCE BROCHURE](#)

Loyola University in Chicago

Director: Jeffrey Roth  
Assistant Director: Leigh Estabrook  
Assistant Director for Administration: Barney Straus

**GREX (west coast)**

The GREX Board has Entered a new phase. In 2009 the new board focused on strengthening board members' connections and increased collaboration by taking a more active role in conference organizing and sponsoring and holding workshops. Grex also increased outreach to AKRI and other Affiliates. A training component was also incorporated into the Grex sponsored conferences.

Now in 2011 with additional new board members Grex continues to move forward. Our goal in this phase is to develop more collaboration between the board and Grex members which led to the creation of four committees as defined below.

The board met for their quarterly gathering on Saturday, August 20, 2011 in Los Angeles. The morning was predominantly filled with discussion about the organization's philosophy, vision, and mission. The afternoon was taken with the identification and delegation of various tasks, the redefining of roles, and as a result, major and minor revisions were made to the bylaws (pending membership approval). The immediate focus of our organization is to improve communication with Grex members, and together with members improve the continuity and flow of Grex work through organizing events, seminars, and a membership annual gathering. We also hope to make the board meetings more accessible and open to members. Feeling ready and motivated to work more closely with and for membership we have created four committees: 1) Strategic Planning; 2) Communications/IT; 3) Education and Events Planning; and finally, 4) Resource Development. We are energized, motivated, better programmed, synchronized, and eager to work. Below is a listing of current Board members and their current roles:

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

President

Tara Victor, Ph.D., ABPP/CN

Vice-President

Chair, Strategic Planning Committee

Beate Klein, Ph.D.

Secretary, Resource Development Committee

Cydney Urbina Rothe, LCSW, BCD

Treasurer & Resource Development Committee

Jaime Romo, Ed.D.

Chair: Education and Events Planning Committee

Charla Hayden, MA

Chair Resource Development Committee

Jack Lampl, BA  
Strategic Planning Committee  
Communications/IT Committee  
Ara Haroutiounian  
Chair: Communications/IT Committee  
Strategic Planning Committee

Please let us know if you would like to become a member of Grex or participate on one of its current committees by contacting [shahin@ucla.edu](mailto:shahin@ucla.edu)

**Midwest Center** (from Gordon Strauss, President)

The Midwest Center had its 3rd biennial Klein Symposium on New Developments in the Theory, Practice and Application of Group Relations on Sat April 9 in Cincinnati at the Cincinnati Psychoanalytic Institute. Our topic was Ethical Leadership and we began with a viewing of the recent Oscar-award winning film *Inside Job*. Then we had a panel from a variety of professional backgrounds--organizational consultation, government, religion and psychoanalysis--which interacted in a lively discussion with our audience regarding the issues raised by the film.

Before the Klein Symposium we had our first Center meeting of 2011. We used much of our meeting time to address what we see as our purpose as a Center. What we agreed is that we in the Midwest Center are most interested in and committed to "applying group relations in the world." While this certainly includes group relations conferences, it is explicitly our center's sense of its own task, mission and vision that we care about more than conferences alone or only for their own sake. We have in recent years had programs applying group relations to the arts (Shakespeare, Harry Potter and contemporary theater) and this year's Klein Symposium extended the focus to the realms of political discourse, economics and ethics.

Finally, we are continuing our collaboration with CCSGO, the Chicago Center, in co-sponsoring a residential group relations conference in the fall (October 27-30, 2011) in Chicago.

**New York Center**

On June 7, 2011, we hosted our first Author's Night in collaboration with the William Alanson White Institute. Ken Eisold offered a presentation & discussion of his book, "What You Don't Know You Know," with Center member discussants John Frazee and Center &

Executive Committee member Anne Onoue. Ken was the NY Center's first president and directed the first conference of the NY Center (1984). The evening was organized and facilitated by Center & Executive Committee member Jackie McCaffery. There were approximately 20 attendees yielding an engaging discussion about Ken's book and related ideas.

On Monday evening July 25 and Tuesday morning July 26 we held our annual meeting via teleconference. Center members and our Executive Committee were able to discuss questions such as Center finances, our working relationship with AKRI, planning additional Center activities, finding ways to make our events available to members using current technology, issues around available opportunities for consulting roles at conferences.

We are planning new colloquia for the 2011-2012 season. In addition we will co-sponsor the fall Teacher's College group relations conference ["Authority and Presence: Leadership Consciousness for the Times to Come"](#) and collaborate on the spring New York University conference.

Prepared by Howard Friedman, President, NY Center

### **[About the A.K. Rice Institute](#)**

The A.K. Rice Institute is a community of teachers, students and practitioners of a discipline known as Group Relations. Group Relations\* offers a powerful and unique methodology for understanding how our unconscious (unintentionally hidden thoughts and feelings) significantly impacts our lives when we are in groups; from family to workplace to nation. Our "technology", based on 40 years of theory, research and practice can rapidly provide, through direct experience, dazzling insights into the complex mysteries of the human psyche. Through those insights one develops an increased capacity to effectively navigate the challenges of thriving in the modern world. At the core of group relations work is an event known as the Group Relations Conference. This is an intensive participatory process that provides participants the opportunity to study their own behavior as it happens in realtime without the distractions of everyday social niceties and workplace pressures and protocols. The methodology is particularly helpful in revealing the dynamics of power, authority, leadership, followership and the impact of our multiple identities such as gender, nationality, and race. In this bounded environment, many often hidden aspects of our ways of being and working are brought to light and more consciously considered in terms of what supports our effectiveness and what detracts from it. Participants in our experiential conferences often report "ah ha" moments that can last for days, months or years.

We offer memberships in the Institute which both supports our mission and provides a beginning professional identity in this highly skilled field. Members have access to training, networking and consulting opportunities based on their proven skills and willingness to contribute to the field. We are also in partnership with regional affiliates and educational institutions that sponsor Group Relations Conferences, educational and networking events.

The A.K. Rice Institute is not a gate keeping organization. We are committed to helping to sustain a vital professional and sustainable international Group Relations community that can grow, adapt and apply this important methodology in service to many areas of human endeavor.

\* (based primarily on work by British psychoanalyst Wilfred R. Bion at London's Tavistock Institute of Human Relations in the 1940's and subsequent developments in the late 20th century by many contributors from around the world)