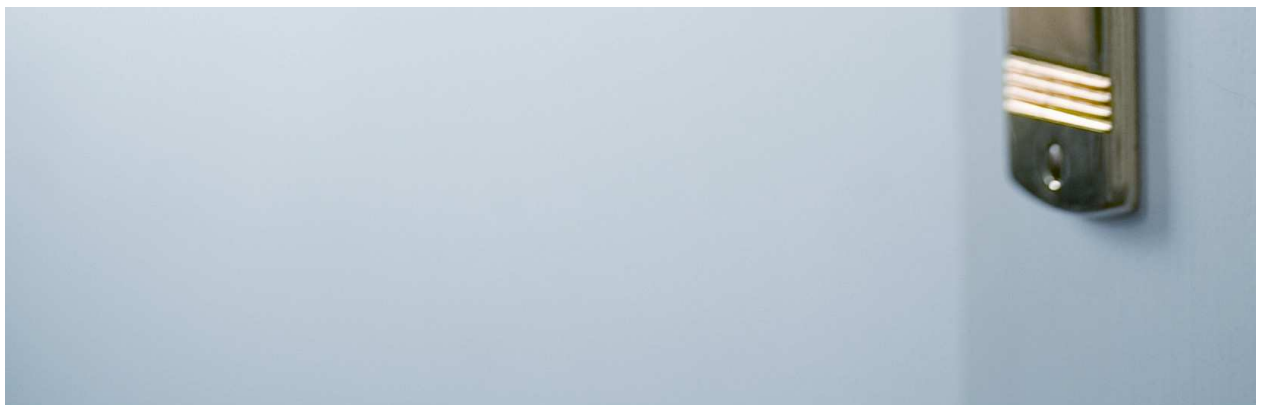


# **Orglab Group Relations Conference**



**ORGLAB**  
**Group Relations Conference**  
**on leadership, self-management in roles,**  
**diversity and**  
**psychodynamic processes in organisations**  
**A systemic-psychodynamic approach**

26th May - 29th May 2010  
Dominikaner Kloster St. Albert  
53332 Walberberg-Bornheim (bei Köln)

**Organised by:**



International Institute for Strategic Organization-, Personnel-Development and Leadership, Erftstadt (Cologne), Germany

**Supported by:**



Universität der Künste Berlin



### **Who is the conference for?**

The conference has been designed for people who want to improve their understanding of their roles, their personal authority and their responsibility in roles in order to manage them accordingly.

- Executives, Managing Directors, Managers
- Co-Workers of enterprises and organizations
- Project Managers
- Organisational Development Consultants
- Personnel/ Human Resource Managers and HR-Staff
- Coaches, Consultants and Counselors
- Students in advanced stages of their study

### **Primary Task**

The conference is designed as a temporary learning organisation. The primary task of the conference, to which staff will work to provide opportunities, is to experience, explore and learn from development and management of roles and systems, to experience leadership, authority, self-management in roles, diversity and psychodynamic processes in organizations.

This goal can be reached by allowing oneself and others to experience the conference, to communicate these experiences and to examine their meaning in order to learn from it.

### **Background**

Organisations can be seen as dynamic systems, which are under the continuous influence of their environment. The changes that enterprises and organisations are exposed to are dramatic and often vital to their existence. In these times of change managers and coworkers are continually confronted with new questions and challenges in a situation where they are often already overtaxed.

In this changing environment people need to develop new competencies in order to master the complexity and to be able to manage and support changes in a goal oriented way. This conference gives members ample opportunity to reflect on and to develop both their personal authority and their social authority. Also different forms of leadership can be tried out and worked with in order to learn.

This conference is a social institution and therefore a very dynamic and complex event.

The conference develops its own dynamic system and processes, which can be then be examined. As members take on different roles, they can try them out, experience them and reflect on that experience. For example, you can take up a leadership role and feel its dynamics; you can experience what it means to belong to one system or to another; you can experience the unconscious processes in the one system and between the different systems.

For persons taking over managerial roles in the future or who have already taken them this conference offers opportunities for further personal development and training.

This conference is different from more conventional leadership trainings and offers helpful learning and development opportunities within the extremely important field of social and systemic competencies.

By taking up roles, you can try out your authority and leadership abilities as member. Processes of power and authority can be observed and managed. Here also the question about one's own authority and the struggle with power arises. The dynamics of taking up formal and informal roles and observing that process represent further learning opportunities.

Each institution or person can be understood as a social system. As such each has boundaries that define what is within the system, what is without, and what is outside in the environment. The management of boundaries regarding role, task, time and territory is of crucial importance.

Handling differences and diversity is an important aspect. Differences based on the affiliation to different generations, gender, professions, nationalities and cultures.

Such differences are becoming increasingly important in our world marked by international mergers of companies and globalisation, the increasing internationalisation of the economy.

In different systems and settings during this conference you will have the opportunity and the possibility of experiencing, examining and of understanding processes of integration and of splitting.

### **Learning concept and method**

The conference is designed as and can be understood to be a temporary organisation system, which has learning as its primary task. This design enables and supports experiential and experimental learning.

During the conference the members will belong to several systems and subsystems of different size. Different systems and events will be formed: Plenaries, Small Systems, Large System, Review and Application Groups and the System Event.

Each system will pursue a distinct primary task. In the different events members will have the opportunity to concentrate on the respective primary tasks, to take up an appropriate role and to discover and experience the authority in this role.

The focus of learning in our conference is on the following aspects:

- Leadership, power, authority and delegation
- Psychodynamic processes in organisations
- Self management in role
- Relatedness and relationships
- How systems connect to and interact with each other
- Diversity and integration
- Boundaries and open systems in organisations
- Unconscious phenomena in organisations

- Change dynamics and innovation processes

Members learn primarily through experience and reflection on their experience during the conference. The prerequisite is a real desire to learn from participation in the Conference experience.

## **Structure of the conferences an overall system**

### **Plenary (P)**

A plenary will take place at the beginning and the conclusion of the conference.

In these two plenaries all members and staff take part.

The Opening Plenary serves to introduce the conference, e.g. presenting Staff, becoming acquainted with each other and organisational or administrative issues. The Opening Plenary gives the members the possibility of reflecting on the images and expectations, which develop with the entry into the conference as an overall system. The experience of entry into the organisation and crossing this boundary can be examined.

The Plenary at the end of the conference gives the opportunity to reflect on the end of the conference and the process of ending. The relationships but not the learning can be terminated in this Plenary.

### **Small System (Sys)**

The Small Systems consist of a small number of members (usually between 8 to 12) and offer the opportunity to reflect on the processes, dynamics and relationships in small systems. The primary task consists of learning from the experiences, which are made in the face-to-face work in the Small System. A Consultant is present and available in each Small System.

### **Large System (LS)**

All members together form the Large System.

This offers the possibility to learn from processes, relationships and temporarily formed structures (e.g. subsystems). Unconscious fantasies, myths and social fictions can be analyzed and interpreted.

The primary task for the Large System consists of learning about the dynamics in large systems by experiencing, communicating and analyzing the experiences in the Large System. Consultants are present and available to the Large System.

### **Review Groups (RG)**

Review Groups consist of a smaller number of members where each person has the opportunity of examining experiences and roles he or she has taken up within the conference so far. One event is designed to link conference experience with the external environment. If there are sufficient "B-members" (members who have had earlier group-relations experience) a separate RG will be formed. Each RG will have its own consultant.

### **Application Groups (AG)**

These groups have the same composition as Review Groups working with a consultant. Experiences which have been formed in taking up different roles in different events and different system contexts can be reflected on and can be connected to experiences in the own work situation "back home".

### **Systems Event (SE)**

All members and staff form together the Systems Event. Members will have the opportunity to form their own sub-systems with consultancy available to them. The SE consists of all the self-formed subsystems and the Staff. The SE examines the relationships in the context of the overall event, between the subsystems of members and between members and Staff.

Staff will work in the roles of management and of consultants.

In the SE members will have the possibility and opportunity

- of experiencing how individuals take up and manage roles in the process of the formation and development of systems
- of taking up authority and delegation
- to exercise leadership
- to try out different roles and to manage oneself in role.

The SE allows also the examination of that which happens consciously and unconsciously, when systems enter into relationships with one another. The SE begins and ends with a plenary.

## Time schedule

The conference will start on 26<sup>th</sup> of May and will end on the 29<sup>th</sup> of May 2010.

Time	1 <sup>st</sup> day	2 <sup>nd</sup> day	3 <sup>rd</sup> day	4 <sup>th</sup> day
<b>07.00</b>	<b>Breakfast</b>			
<b>08.30</b>		Sys	Sys	LS
<b>9.30</b>		<i>Break</i>	<i>Break</i>	<i>Break</i>
<b>09.45</b>		LS	LS	Plenary
<b>10.45</b>	<b>Coffee</b>			
<b>11.15-12.15</b>	Opening Plenary <b>(11.30-12.30)</b>	SE-P	SE	AG
<b>12.30</b>	<b>Lunch</b>			
<b>14.30</b>	Sys	SE	SE	AG
<b>15.30</b>	<b>Tea</b>			
<b>16.00</b>	Sys	SE	SE-P	
<b>17.00</b>	<i>Break</i>	<i>Break</i>	<i>Break</i>	
<b>17.15-18.15</b>	LS	RG	RG	
<b>18.20</b>	<b>Dinner</b>			
<b>19.30-20.30</b>	RG		RG	

P – Plenary                      RG – Review Group                      Sys – Small System  
 LS – Large System              SE – System Event                      AG – Application Group

**Role of Staff**

The staff members work in the conference in different roles. All staff members together form the management of the conference.

In this role the Staff takes up the responsibility for the establishment and adherence to boundaries of time and territory of the conference as a whole. The Staff also takes up the responsibility for the primary task of learning in the conference.

Individual staff members will take up directorial, administrative and advisory roles.

In the role of the consultant staff will offer working hypothesis concerning the occurrences and the processes "in the here and now" based on their observations and their own experiences:

- They observe the behavior, and based on their experiences they formulate working hypotheses concerning the existing social processes
- They help the members with the interpretation of and understanding the situation and in examining the hypotheses which are made regarding the psychodynamic processes
- They work with the members on the challenges and problems based on their experience and roles in their own work and the experience and roles in different parts of the conference
- They examine what is projected into the management of the conference and onto the consultant

Members can observe the way staff manage themselves in role in the various events in which they participate, in order to learn from it.

**Conference language**

The working language of the conference is English and German. As an opportunity for reflection and learning processes other languages or the use of only one of these languages remain open.

## **Staff**

The staff depends on the number of participants.

### **Director**

**Hüseyin Özdemir, (D/TR)** Dipl. Ök., Principal OD Consultant; Senior Coach DBVC (German Association of Coaching); Associate OPUS, London; Member ISPSO; Institutional Associate SIETAR; Associate OD – Institute USA; Co-Director, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development, Erfstadt-Liblar, Germany.

### **Associated Director**

**Olya Khaleelee, (UK)** MA, corporate psychologist and organisational consultant; Partner, Pintab Associates; Associate, The Tavistock Institute of Human Relations, London.

### **Coordination communication and resources**

**Janine Reffke, (D)** has a university degree in business administration, works as a junior adviser, seminar and event manager at the oezpa GmbH, Erfstadt-Liblar.

### **Pre-conference coordination communication and resources**

**Doris Huth, (D)** Assistant to the Directorate, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development, Erfstadt-Liblar, Germany.

### **Consultants**

**Prof. Dr. Jörg Fengler, (D)** Professor for clinical and pedagogical Psychology, Universität zu Köln; Group Dynamics Trainer (DAGG); Psychological Psychotherapist; Co-Founder and Member of Presidential Council of German Association of Coaching, DBVC, Germany.

### **Olya Khaleelee**

**Ilana Litvin, (IL)** MA, MSc, Clinical Psychologist; Psychotherapist; Organisational Consultant; Executive Coach and Supervisor in private practice; Chairperson, OFEK; Israel.

**Barbara Lagler Özdemir, (CH)** Senior Coach; Large Group facilitator (e.g. Future Search, Open Space, World Café); Certified MBTI Coach; Associate 'Future Search Network M. Weisbord'; Co-Director and Leading Consultant, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development, Erfstadt-Liblar, Germany.

### **Hüseyin Özdemir**

**Andrea Siebert-Kortyka, (D)** Coach, for 14 years manager of the ASK Service for humans & office, additionally she works with handicapped people in the range of integration/participation in working life. She is a member of the Association of KMU Advisory and leads the Working-Section for "Human". As the 1st Chairman she supports women entrepreneurs in the handicraft working section of Heinsberg-Jülich eV.

**Prof. Dr. Gordon Strauss, (USA)** MD, University of Louisville School of Medicine; Organizational Consultant; President, Midwest Center for Group Relations; Member, GREX; Associate, AK Rice Institute for the Study of Social Systems (AKRI).

**Nicola Wreford-Howard, (UK/D)** Dipl.-Psych., organizational consultant and coach. associate OPUS, member ISPSO, ODN, SoL, SCTRI, faculty at European Systemic Business Academy; The Hague (NL).

**Place**

Dominican Monastery  
Rheindorfer Burgweg 39,  
53332 Cologne (Bornheim),  
Germany.

**Participant fee**

The participation fee is EURO 1450, - for the conference. Accommodation and catering, telephone and bar bills must be paid directly to the hotel. (For information please contact Mrs. Doris Huth). On request a limited number of scholarships are available. If several members are from the same organisation a reduced fee applies. (For information please contact Mrs. Doris Huth). For advanced students a few places with a reduced participation fee are available. (For information please contact Mrs. Doris Huth). Members will receive a participation certificate at the end of the conference.

**Information/Organisation**

oezpa GmbH  
Doris Huth  
Schloss Buschfeld  
D-50374 Erftstadt  
Tel.: +49 2235 929400  
Fax: +49 2235 929409  
E-Mail: d.huth@oezpa.de  
[www.oezpa.de](http://www.oezpa.de)

## References

Selection of companies and institutions whose employees have participated in oezpa events: Accenture, Alcatel, AMB Generali, AOK, AOL, Arthur D. Little, ARAG Versicherungen, Aral, Astra-Zeneca, Audi, Aventis Crop Science, Axa Colonia Versicherung, Basell Polyolefine (BASF, Shell, Montell), BASF, Bausparkasse Schwäbisch Hall, Bayer, Bayer Schering Pharma, Bayerische Landesbank, BDKJ-Diözese/Trier, Berliner Stadtreinigung, Bertelsmann, Bilfinger & Berger, Bosch-Siemens Hausgeräte (BSH), Bundesverwaltungsamt, BP-Aral, Burckhardt-haus/ Evangelisches Fortbildungsinstitut, Caritas Verband, Cargill Europe, Central Versicherung, Cognis, Colonia Nordstern, Connergy, DaimlerChrysler, DAS Versicherung, Deutsche Apotheker- und Ärztekasse (Apobank), Deutsche BP, Deutsche Bank, Deutsche Bundesbank, Deutsche Lufthansa, Deutsche Post Express (DPE), Deutscher Sparkassen und Giroverband (DSGV), Deutsche Industrie- und Handelskammertag, DIHK, Deutsche Telekom, DG Hyp., Die Tageszeitung (TAZ), Dimension Data Germany, Diözesan Caritasverband, DKV Versicherung, Dynamit Nobel, DZ-Bank, EDS, EK-Service Group, Elcotherm Schweiz, Elenac (BASF, Shell, Montell), EnBw, Engelhorn Textilien, Ergo Versicherungen, Erzbistum Köln, Europäische Union, Evangelische Kirche in Hessen und Nassau, Flexium Papierfabrik, Gas Versorgungsgesellschaft Rhein-Erft, Goldman Sachs, Gothaer Versicherung, Hamburgische Landesbank (HLB), Harry Brot, Henkel, Hessische Polizeischule, HypoVereinsbank, IBM, Ifp Personalberatung, Indisoft, Informatik AG, Institute of Electronic Business/ Udk, Janssen-Cilag (Johnson&Johnson), Katholische Akademie für Jugendfragen, Kienbaum, Kommunale Datenverarbeitungszentrale Rhein.Erft.Rur (kdvz), Landesbank NRW, Landesregierung Nordrhein-Westfalen, Landwirtschaftskammer Westfalen-Lippe, Messer Group (Industriegas), Microsoft, NRW Bank, Oberlandesgericht Hamm, Papierfabrik Lahnstein, Phoenix Contact, Plenum Management Consulting, Polizei Direktion Schleswig Holstein, Postbank IT Services, Procter & Gamble, Prestige Products, Prosoz – Consulting, Prototyp Werke, Pro 7/ SAT 1, Real, Rewe, Rhone Poulenc, R+V Versicherung, Sachtleben Chemie, Saurer (Oerlikon), Schneider Electric, Siemens, Sihl Schweiz, Staatskanzlei Kiel, Stadt Pulheim, Stadtwerke Remscheid, Stadtwerke Rhede, St. Vincenz Hospital, Techem, Techniker Krankenkasse, T-Mobile, Thyssen Krupp, Unfallkasse Rheinland-Pfalz, Unikliniken Tübingen, Unilog-Integrata, Universität Hamburg, Universität Wuppertal, Veba, Vodafon, Volksfürsorge Versicherungen, VW, West Deutscher Rundfunk (WDR), WestLB, WestTeam Marketing, WWK Lebensversicherung, Zurich Gruppe Deutschland.

## **Bibliography (1)**

- Bion, W. R. (1961): *Experiences in Groups*, London (Tavistock Publications).
- Bion, W. R. (1971): *Erfahrungen in Gruppen und andere Schriften*. Stuttgart (Klett-Cotta).
- Colman, D. & Bexton, W. H. (eds.) (1975): *Group Relations Reader I*. Washington D.C. (A. K. Rice Institute).
- Gould, L. J. & Stapley, L. F. et al (2001): *The Systems Psychodynamics of Organizations; Integrating the Group Relations Approach, Psychoanalytic and Open Systems Perspectives*. London, New York (Karnac).
- Hirschorn, L. (1988): *The workplace within: Psychodynamics of organizational life*. Cambridge, MA: MIT Press.
- Khaleelee O. & Miller E.J. (1984): *Changing behavioural patterns in management*, Directory of Training, Badgemore Park Enterprises Ltd.
- Khaleelee O. (2003): *Is the Very Small Group the Family at Work?* Bob Gosling Memorial Lecture, *Organisational and Social Dynamics*, Vol. 3, No.2.
- Khaleelee O. (2004): *Not Leading Followers, Not Following Leaders: The Contemporary Erosion of the Traditional Social Contract*. In *Organisational and Social Dynamics*, Vol. 4 No 2.
- Khaleelee, O. (2006): *Learning from Experience and the Experience of Learning in Group Relations Conferences*. In: *Group Relations Conferences: Reviewing and Exploring Theory, Design, Role-Taking and Application*, Eds. Louisa Diana Brunner, Avi Nutkevitch and Mannie Sher, Karnac.
- Khaleelee O. (2007): *Learning from the Inside Out: Group Relations and Organisational Consultation*, in Lang, F. & Sidler, A. (Eds.). *Psychodynamische Organisationsanalyse und Beratung*, Giessen: Psychosozial-Verlag.
- Menzies-Lyth, J. E. P. (1988). *Containing Anxiety in Institutions: Selected Essays*, Vol. I. London (Free Association Books).
- Menzies-Lyth, J. E. P. (1989). *The Dynamics of the Social: Selected Essays*, Vol. II. London (Free Association Books).
- Miller, E. J. (ed.) (1976). *Task and Organization*. Chichester (John Wiley).
- Miller, E.J. (1986): *Making Room for Individual Autonomy in Executive Power*, edited by Suresh Srivastva and Associates, Jossey-Bass Limited.
- Miller, E. J. (1993). *From Dependency to Autonomy*, *Studies in Organization and Change*, London (Free Association Press).
- Miller, E.J. (Editor) (1999): *The Tavistock Institute Contribution to Job and Organizational Design*, Volumes I and II, Dartmouth Publishing Company Limited.
- Obholzer, V. Zagier Roberts (1993). *The Unconscious at Work*, London (Routledge).
- Özdemir, H. (1995): *Gestaltung von organisatorischen Veränderungsprozessen*. In: *Triangel-Institut für Supervision und Gruppenerfahrung* (ed.), *Familie, Gruppe, Institution: Die Vielfalt der Dreierheit*. Hille (Ursel Busch Fachverlag).
- Özdemir, H. (1999): *Revitalisierung einer Dienstleistungsorganisation in einem Großunternehmen*, in „*Supervision und Organisationsentwicklung*“, Harald Pühl (ed.), Opladen (Leske+Budrich).

## **Bibliography (2)**

Özdemir, H. (2000): Wie die Brautschau zum Schlachtfeld wurde: Der Prozess einer Partnersuche in einem Industriekonzern. In: Mathias Lohmer (ed.), Psychodynamische Organisationsberatung. Konflikte und Potentiale in Veränderungsprozessen. Stuttgart (Klett-Cotta).

- Özdemir, H. (2008): Fehlzeiten und Fluktuation reduzieren durch Organisationsentwicklung - Ein Leitfaden für die Unternehmenspraxis, SARIM Management Verlag.
- Özdemir, H. (2009): „Change Management Praxis – Strategische Organisationsentwicklung, ein Leitfaden für Führungskräfte und Berater“, Ulrich Leutner Verlag Berlin.
- Ricciardi (1981): Das Tavistock-Modell des Human Relations Training. In: P. Kutter (ed.): Gruppendynamik der Gegenwart. Darmstadt (Wissenschaftliche Buchgemeinschaft), p. 376-392.
- Rice, A. K. (1965): Learning for leadership: interpersonal and intergroup relations. London: Tavistock Publications.
- Sievers, B. (1986): Beyond the Surrogate of Motivation. *Organization Studies* 7, 335-351. (1987): Motivation als Sinnersatz. *Gruppendynamik* 18, 159-178, 269-295.
- Sievers, B. & Auer-Hunzinger, V. (1991). Organisatorische Rollenanalyse und –beratung. Ein Beitrag zur Aktionsforschung. *Gruppendynamik* 22, 33-46.
- Strauss G. & Kohler T. (1983): Executive succession in health care organizations, *Admin. in Mental Health*, 11: 23-35.
- Strauss, G. (2009): Learning from experience: the two international group relations meetings in Belgirate, in *Adaptation and Innovation: Theory, design and role-taking in group relations conferences and their applications*, Eds Aram, E., Baxter, R. and Nutkevitch, A.; Karnac Books, London, pp. 243-248.
- Trist, E. & H. Murray (eds.), (1990): *The Social Engagement of Social Science*, London (Free Association Books).
- Turquet, P. M. (1975): Threats to Identity in the Large Group. In: L. Kreeger (ed.), *The Large Group: Therapy and Dynamics*, London (Constable), 87-144.

## 7. "Group Relations Conference - A Tavistock-Seminar"

---

### Place and date

The conference will start on 26th of May and will end on the 29th of May 2010 near Cologne

**Dominican Monastery**, Rheindorfer Burgweg 39,  
53332 Cologne (Bornheim),  
Germany

### Participant fee

The participation fee is EURO 1450, - for the conference. Accommodation and catering, telephone and bar bills must be paid directly to the hotel. On request a limited number of scholarships are available. If several members are from the same organisation a reduced fee applies.

For advanced students a few places with a reduced participation fee are available. Members will receive a participation certificate at the end of the conference. (For information please contact Mrs. Doris Huth).

### Conference language

The working language of the conference is English and German. As an opportunity for reflection and learning processes other languages or the use of only one of these languages remain open.

### Staff

The staff depends on the number of participants.

### Director

**Hüseyin Özdemir, (D/TR)** Dipl. Ök., Principal OD Consultant; Senior Coach DBVC (German Association of Coaching); Associate OPUS, London; Member ISPSO; Institutional Associate SIETAR; Associate OD – Institute USA; Co-Director, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development, Ertstadt-Liblar, Germany.

### Associated Director

**Olya Khaleelee, (UK)** MA, corporate psychologist and organisational consultant; Partner, Pintab Associates; Associate, The Tavistock Institute of Human Relations, London.

### Coordination communication and resources

**Janine Reffke, (D)** has a university degree in business administration, works as a junior adviser, seminar and event manager at the oezpa GmbH, Ertstadt-Liblar.

### Pre-conference coordination communication and resources

**Doris Huth, (D)** Assistant to the Directorate, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development, Ertstadt-Liblar, Germany.

## Consultants

**Prof. Dr. Jörg Fengler, (D)** Professor for clinical and pedagogical Psychology, Universität zu Köln; Group Dynamics Trainer (DAGG); Psychological Psychotherapist; Co-Founder and Member of Presidential Council of German Association of Coaching, DBVC, Germany.

### Olya Khaleelee

**Ilana Litvin, (IL)** MA, MSc, Clinical Psychologist; Psychotherapist; Organisational Consultant; Executive Coach and Supervisor in private practice; Chairperson, OFEK; Israel.

**Barbara Lagler Özdemir, (CH)** Senior Coach; Large Group facilitator (e.g. Future Search, Open Space, World Café); Certified MBTI Coach; Associate 'Future Search Network M. Weisbord'; Co-Director and Leading Consultant, oezpa GmbH, International Institute for Strategic Organisation and Personnel Development, Erfstadt-Liblar, Germany.

### Hüseyin Özdemir

**Andrea Siebert-Kortyka, (D)** Coach, for 14 years manager of the ASK Service for humans & office, additionally she works with handicapped people in the range of integration/participation in working life. She is a member of the Association of KMU Advisory and leads the Working-Section for "Human". As the 1st Chairman she supports women entrepreneurs in the handicraft working section of Heinsberg-Jülich eV.

**Prof. Dr. Gordon Strauss, (USA)** MD, University of Louisville School of Medicine; Organizational Consultant; President, Midwest Center for Group Relations; Member, GREX; Associate, AK Rice Institute for the Study of Social Systems (AKRI).

**Nicola Wreford-Howard, (UK/D)** Dipl.-Psych., organizational consultant and coach. associate OPUS, member ISPSO, ODN, SoL, SCTRI, faculty at European Systemic Business Academy; The Hague (NL).

## 7. "Group Relations Conference - A Tavistock-Seminar"

---

### Participations

#### USA

- The Organization Development Institute, Ohio, USA, <http://www.odinstitute.org>
- The International Society for the Psychoanalytic Study of Organizations (ISPSO), New York, USA, <http://www.ispsso.org>
- An Organization for promoting and understanding of society, (OPUS), London, UK, <http://www.opus.org.uk>

#### Germany

**Deutscher Bundesverband Coaching  
Osnabrück, Deutschland**  
<http://www.dbvc.de>

**Deutsche Gesellschaft  
für Projektmanagement e.V.**  
<http://www.gpm-ipma.de>



#### Our Trainings are supported by the following universities

**Institute of Electronic Business,  
Universität der Künste Berlin, Germany**  
Prof. Dr. Dr. Thomas Schildhauer, Direktor



Universität der Künste Berlin

**Nordakademie, Elmshorn  
University of the Economy, Germany**  
Prof. Dr. Arno Müller; Direktor



## 7. "Group Relations Conference - A Tavistock-Seminar"

---

### References

Selection of companies and institutions whose employees have participated in oezpa events:

Accenture, Alcatel, AMB Generali, AOK, AOL, Arthur D. Little, ARAG Versicherungen, Aral, Astra-Zeneca, Audi, Aventis Crop Science, Axa Colonia Versicherung, Basell Polyolefine (BASF, Shell, Montell), BASF, Bausparkasse Schwäbisch Hall, Bayer, Bayer Schering Pharma, Bayerische Landesbank, BDKJ-Diözese/Trier, Berliner Stadtreinigung, Bertelsmann, Bilfinger & Berger, Bosch-Siemens Hausgeräte (BSH), Bundesverwaltungsamt, BP-Aral, Burckhardthaus/ Evangelisches Fortbildungsinstitut, Caritas Verband, Cargill Europe, Central Versicherung, Cognis, Colonia Nordstern, Connergy, DaimlerChrysler, DAS Versicherung, Deutsche Apotheker- und Ärztekammer (Apobank), Deutsche BP, Deutsche Bank, Deutsche Bundesbank, Deutsche Lufthansa, Deutsche Post Express (DPE), Deutscher Sparkassen und Giroverband (DSGV), Deutsche Industrie- und Handelskammertag, DIHK, Deutsche Telekom, DG Hyp., Die Tageszeitung (TAZ), Dimension Data Germany, Diözesan Caritasverband, DKV Versicherung, Dynamit Nobel, DZ-Bank, EDS, EK-Service Group, Elcotherm Schweiz, Elenac (BASF, Shell, Montell), EnBw, Engelhorn Textilien, Ergo Versicherungen, Erzbistum Köln, Europäische Union, Evangelische Kirche in Hessen und Nassau, Flexium Papierfabrik, Gas Versorgungsgesellschaft Rhein-Erft, Goldman Sachs, Gothaer Versicherung, Hamburgische Landesbank (HLB), Harry Brot, Henkel, Hessische Polizeischule, HypoVereinsbank, IBM, Ifp Personalberatung, Indisoft, Informatik AG, Institute of Electronic Business/ Udk, Janssen-Cilag (Johnson&Johnson), Katholische Akademie für Jugendfragen, Kienbaum, Kommunale Datenverarbeitungszentrale Rhein-Erft-Rur (kdvz), Landesbank NRW, Landesregierung Nordrhein-Westfalen, Landwirtschaftskammer Westfalen-Lippe, Messer Group (Industriegas), Microsoft, NRW Bank, Oberlandesgericht Hamm, Papierfabrik Lahnstein, Phoenix Contact, Plenum Management Consulting, Polizei Direktion Schleswig Holstein, Postbank IT Services, Procter & Gamble, Prestige Products, Prosoz – Consulting, Prototyp Werke, Pro 7/ SAT 1, Real, Rewe, Rhone Poulenc, R+V Versicherung, Sachtleben Chemie, Saurer (Oerlikon), Schneider Electric, Siemens, Sihl Schweiz, Staatskanzlei Kiel, Stadt Pulheim, Stadtwerke Remscheid, Stadtwerke Rhede, St. Vincenz Hospital, Techem, Techniker Krankenkasse, T-Mobile, Thyssen Krupp, Unfallkasse Rheinland-Pfalz, Unikliniken Tübingen, Unilog-Integrata, Universität Hamburg, Universität Wuppertal, Veba, Vodafone, Volksfürsorge Versicherungen, VW, West Deutscher Rundfunk (WDR), WestLB, WestTeam Marketing, WWK Lebensversicherung, Zurich Gruppe Deutschland.