



***“Who’s in, Who’s Out?”***

***Authority and Leadership in a Time of  
Nationalism”***

A Three-Day Non-residential Group Relations  
Conference Sponsored by the  
A.K. Rice Institute for the Study of Social Systems

**April 12-14, 2019  
Morgan State University  
Baltimore, Maryland**

## WELCOME FROM THE CONFERENCE DIRECTOR



I invite you to join us in this experiential learning process where you will have an opportunity to enhance your understanding of the significance of various roles, tasks and boundaries as you examine the impact of the diverse roles you play and how they intersect with authority and leadership within organizations in real time.

We live in a global economy where our ability to work effectively in groups and organizations often depends upon our ability to reinvent the ways that we perform our tasks and handle our business. The rapid advance of Smart Technologies (e.g. phones, cars, GPS, virtual assistants, etc.) enables communication and transactions to occur across broad boundaries. It also creates new and immediate dilemmas to be managed in organizations and within the workforce.

As a result of advancements in technology, artificial intelligence has propelled us into what some refer to as the “Smart Age” which involves higher levels of human thinking and emotional engagement. This new age causes us to intentionally strive to overcome egos and fears that are counterproductive for critical thinking and team collaboration. We are asked to make this adjustment in the midst of an increasingly diverse workforce that presents exciting opportunities for collaboration. Such opportunities, however, equally threaten the possibilities for misunderstanding and conflict.

The impact of political, economic, socio-cultural, environmental and other external influences has individuals and organizations focusing on survival. Trust is waning in those in positions of authority and responsibility in all sectors. While we can name these factors, there is a dynamic that occurs beneath the surface--one that we can't name; the unconscious. To adapt the words of Schuyler in *Hamilton*: There are moments that the words don't reach. There is a force too powerful to name. We push away the intolerable in ourselves. We push away the unconscious. Conferences in the Tavistock Tradition offer a unique opportunity for us to courageously go there and gain a greater understanding about organizational dynamics and the conscious and unconscious behavior of groups relative to authority and authority relations within systems and subsystems in organizations and communities.

Kimberley A. Turner, Ph.D., M.Div.

## **FRAMEWORK**

This conference will provide participants an opportunity to explore the impact of nationalism as it intersects with authority and leadership within organizations and communities. Nationalism, a blending of nationality and patriotism, is a framework for examining commonality among citizens. Nationalism impacts every aspect of life specifically as it pertains to ethnicity, race, religious beliefs, political affiliations, gender and sexual orientation. The increasing political complexity, economic uncertainty, spiritual warfare, cyber wars, social media warfare, digital divide, launching of missiles, the weaponization of victimization, tribalism, xenophobia, homophobia, misogyny, racism, ageism, ableism, homelessness, genderism and inaccessible healthcare has contributed to polarization. This has revealed the ugliness of insular attitudes and created a backlash against the diversity upon which this country is founded, which has far reaching implications given the global nature of community as experienced in the 21st century. Through our interactions with others we are able to see our similarities and differences, which then provides an opportunity for self-reflection. By looking at the “other” one unexpectedly sees echoes of him/herself as well as what s/he is not and as a result s/he has to address how that “otherness” and “sameness” informs one’s actions and reactions.

### **THIS CONFERENCE IS AN OPPORTUNITY TO:**

- Examine the nature of leadership and authority in a culture of nationalism in diverse groups and institutional life;
- Explore the development of collective dynamics, overt and covert, in group settings, and examine the influence of such dynamics on the life of the group-as-a-whole and on individual group members;
- Learn about the interplay between, among and across group differences and the exercise of authority and leadership;
- Explore how differences, i.e., ethnicity, sexual orientation, gender, race, age, political affiliation, religious beliefs, etc., influence how you take up your authority and how you may be authorized in groups and organizations as well as how these differences influence how you authorize others;
- Examine the concepts of boundary, authority, role and task as they relate to the work of diverse groups and organizations; and
- Explore the application of conference learning to situations in your work, family, organizational or social life.

## CONFERENCE STRUCTURE

This Conference is a temporary educational institution whose primary aim is to provide members with the opportunity to develop a deeper awareness and understanding of group and inter-group processes which affect institutional and organizational life.

The ability of individuals to work effectively in groups and organizations is influenced by the way in which authority is vested, and how responsibilities for leadership and followership are assumed. The forces which influence this process can best be understood when they are seen in actual operation. Therefore, this Conference offers the opportunity to study what happens in and among groups at the same time it is happening. Consequently, the learning which takes place occurs from the direct experience of the individual. The aim is to bring together experience and thought, emotion and intellect, without neglecting one for the other.

Since the exercise of authority is dependent upon the presence of others, the Conference's focus of study is upon groups rather than individual personalities. Although the individual is important, it is our experience that the complexities of group life are best examined and understood when the attention shifts from the narrower perspectives of the individual to the group as a whole. This broadened perspective, shifting the emphasis from the individual to the group, distinguishes these conferences from sensitivity training or encounter groups.

The conference gives special attention to covert as well as overt processes operating in and among groups. A basic underlying assumption is that greater awareness and understanding of these processes may enhance leadership and followership, and lead to more effective participation in organizational life.

The conference is open-ended in that there is no attempt to prescribe what anyone shall learn. The intent, rather, is to provide an institutional structure within which conference participants can experience and examine the many dimensions and aspects of authority in a variety of contexts. Using an open systems approach, participants and staff will have the opportunity to experience and examine aspects of the system as they occur in the "here-and-now." The hope is that as a result of conference experience and subsequent reflection on this experience, participants will increase their capacity for effective leadership and responsible followership.

## THE HISTORY

Conferences of this type have been offered in the United States since 1956. The principles and methods of group relations derive from a tradition of inquiry and educational practice developed at the Tavistock Institute of Human Relations in London. In 1970, the A.K. Rice Institute was founded for the purpose of fostering work in the Tavistock tradition. In this work, participants are asked to explore the unconscious and conscious dynamics of groups by studying their own behavior in various conference events, and using as tools both intellect and emotion, without neglecting one for the other.

The method of learning is experiential. Participants are able to study their own and others behavior as it happens in the different events. The focus is on the group and not the individual and learning is based on examining what is going on in the "here and now" of group life. This methodology holds that recognizing and telling the truth about the conscious and unconscious dynamics that occur in groups represents a step toward promoting organizational health. It includes being alert to both conscious and unconscious aspects of behavior and ways in which behavior is shaped by the broader social, political and economic contexts in which we work and live. In the United States, the A.K. Rice Institute for the Study of Social Systems (AKRI) sponsors these conferences and other learning events. The AKRI Board has authorized this conference.

## CONFERENCE EVENTS

**Plenaries:** There are three plenary sessions within the conference: Conference Opening, Organizational Event and Conference Discussion. The conference opens in an introductory plenary session, attended by all staff and members. The Conference Discussion provides an opportunity for all members and staff to reflect on the conference experience together. These plenary sessions are not intended to focus on the “here and now,” rather they provide a space for collective review.

**The Small Study Group:** Each member is assigned to a Small Study Group with one or two staff consultants. This event provides members the opportunity to study their own behavior as it occurs in the here-and-now in groups of 8-12 members with consultation from one or two staff members. It also provides opportunities for members to explore both the overt and covert factors influencing behavior in small groups and to explore how conference members take up personal, as compared to delegated authority. Consultant(s) will provide consultations when it is believed they will advance the group’s learning.

**The Large Study Group:** All members of the Conference and a team of consultants comprise the Large Study Group. This event provides members the opportunity to study dynamics in the here-and-now that may occur in large assemblies or in crowds or mobs, where face-to-face interactions are limited. It also provides opportunities to explore both the overt and covert factors influencing behavior in groups and how members take up personal authority. The consultants will offer consultations in the here-and-now when they feel an intervention will advance the learning of the group.

**Organizational Event:** This event provides members different opportunities to learn including an opportunity to create their own groups, to take up formal and informal leadership and followership in those groups, to experience staff in administrative, management as well as consulting roles, to study the relationships between and among subgroups as they interact with one another within the Conference institution and to consider the meaning of these relationships and interactions for the institution as a whole. During this event the staff conducts its work in open session as one of the subgroups within the institution. Members also have the opportunity to continue their exploration of delegation and authorization, roles and representations, boundaries and their management, and other issues related to the interaction of working subgroups within the entire conference as an organization.

**Role Review and Application Group:** Each member is assigned to a group with the task of reviewing her/his experience of roles taken within the conference. The Role Review and Application Groups are not “here and now” events, rather they are smaller groups with one or two staff members who will facilitate their work in reviewing and reflecting upon their conference experience and in beginning to apply their learning to the complexities of their lives outside of the conference. The relationship between roles taken in the Conference and roles in one’s personal and professional life may also be examined.

## CONFERENCE SCHEDULE

The conference will be held on April 12-14, 2019. The general schedule is listed below; the director reserves the right to alter it before the conference actually begins. A more detailed schedule will be provided at the conference.

April 12, 2019

Registration On-Site	8:30 AM
Conference Opens	9:15 AM
Events End	9:00 PM

April 13, 2019

Events Begin	9:00 AM
Events End	9:00 PM

April 14, 2019

Events Begin	9:00 AM
Conference Ends	6:00 PM

## THE MEMBERSHIP

Applicants from all areas of organizational life are encouraged to apply. The conference is designed for those who have an interest in furthering their understanding of authority and the unconscious life of groups.

## REGISTRATION INFORMATION

Inquiries and Applications may be directed to:

Brittany Fauntleroy, Conference Administrator at: (443) 418-6718, E-mail: bfaunt15@gmail.com.

Applications will be honored in the order received. Applications will be accepted until March 11, 2019, after which applications will be accepted on a case-by-case basis.

Completed applications (application form, where applicable letter requesting a scholarship and fee) must be submitted by March 11, 2019 for consideration.

## CONFERENCE STAFF

Throughout the conference, the staff has dual roles. As a group, they serve as the management of the Conference and maintain appropriate boundary conditions—time, task and territory—to facilitate the learning of the members. Individually, staff members take up roles as administrators, managers and/or consultants, and work in ways they believe will best support members' learning. In their role as consultants, staff offer working hypotheses on the basis of their own experience and their observations of the group when they believe that doing so will facilitate the learning of the group. Throughout the events of the Conference, the work of the staff is explicitly available for study.

### Director

**Kimberley A. Turner, Ph.D., M.Div.**, is an Associate Minister, Metropolitan Baptist Church; Program Manager, DC Health; Associate of the A.K. Rice Institute for the Study of Social Systems; Associate and Past President of the Washington-Baltimore Center for the Study of Group Relations. Dr. Turner obtained a Ph.D. in Organizational Communication from Howard University and a Masters of Divinity Degree from Wesley Theological Seminary. Dr. Turner is also an Ecumenical OD consultant who assists churches and faith-based organizations in addressing challenges that threaten the health of their institution. She believes the ability of individuals to work effectively in groups and organizations is influenced by the way in which authority is vested and how responsibilities for leadership and followership are assumed.

### Associate Director

**Flora Taylor, Ph.D.**, is a Psychologist and Organizational Development Consultant in private practice in West Orange NJ, Adjunct Professor of Group Dynamics and Director of Summer Group Relations Conference at Teachers College, Columbia University; Lecturer of Group Dynamics and Organizational Politics at The School of Public Policy and Planning, University of Pennsylvania; Fellow of the A.K. Rice Institute, member Washington-Baltimore Center.



## **Administrator**

**Brittany Fautleroy**, was born and raised in Baltimore, MD and has a Bachelor's Degree in Speech Communication from Morgan State University. She has over 10 years of communication experience and was awarded the "Dr. Lucia S. Hawthorne Award" for outstanding communication from Morgan State University in 2015. She also has a non-profit organization called L.E.A.P., Ladies Excited About Purpose, that offers the youth mentorship, self-assurance and personal development.

## **Associate Administrator**

**Larry Franklin**, was born and raised in Baltimore, Maryland. Larry Franklin is a Strategic Communications major at the illustrious Morgan State University. Larry currently serves as the Communications Specialist at Yorkwood Elementary School in Baltimore City, where his primary responsibilities include content development, social media management, event planning and management, and development of the school's monthly newsletter. Larry has spent his academic career, honing in on his gift, small businesses in achieving their communications and digital marketing goals. He has been recognized by the Dean of the School of Global Journalism & Communication at Morgan State University and by the Maryland Chapter of The Public Relations Society of America for his hard work and recommendation of Morgan State's PRSSA Chapter faculty advisor. Most recently, in the summer of 2018, Larry had the opportunity to travel to Havana, Cuba with the dean of the School of Global Journalism & Communication of Morgan State University, to work on a documentary featuring the role of Afro Cubans in the arts. Larry's primary role centered around the project's communications needs, in which he created and updated a website daily, scheduled interviews, and posted to the school's social media accounts.

## **CONSULTANT STAFF**

**Earl Braxton, Ph.D.**

**Janice G. Brewington, Ph.D., RN, FAAN**

**Sheri-Ann Cowie, Ph.D.**

**Candice Crawford-Zakian, Psy.D.**

**Sarah Hedlund, Ph.D.**

**Patrick Jean-Pierre, Psy.D.**

**Jonathan Rust, Ph.D., NCC**

**Chris St. John, M.A.**

**Flora Taylor, Ph.D.**

**Kimberley A. Turner, Ph.D., M.Div.**

**Nancy Wilson, Ph.D.**

**CONFERENCE APPLICATION FORM**

**PLEASE TYPE or PRINT CLEARLY**

**Application deadline: March 11, 2019**

**\*Title (Dr., Ms., Mr., etc.)** \_\_\_\_\_

**\*Name** \_\_\_\_\_

**\*Job Title/ Role** \_\_\_\_\_

**\*Organizational Affiliation** \_\_\_\_\_

**Mailing Address** \_\_\_\_\_

**City** \_\_\_\_\_ **State** \_\_\_\_\_ **Zip Code** \_\_\_\_\_

**\*Country** \_\_\_\_\_

**Phone: (H/C)** \_\_\_\_\_ **(O)** \_\_\_\_\_

**Fax:** \_\_\_\_\_ **E-mail:** \_\_\_\_\_

**\*\*Race/Ethnicity** \_\_\_\_\_ **\*\*Gender** \_\_\_\_\_ **\*\*Age** \_\_\_\_\_

**\*\*Sexual Orientation** \_\_\_\_\_ **\*\*Disability** \_\_\_\_\_

**\*\*Religion** \_\_\_\_\_ **\*\*Political Affiliation** \_\_\_\_\_

**\*\*Number of Previous Group Relations Conferences Attended** \_\_\_\_\_

**Dietary Restrictions:** \_\_\_\_\_

**\*Information to be disseminated to conference members.**

**\*\*Information used for forming small groups**

**CONFERENCE APPLICATION FORM CONTINUED**

**FEES, SCHOLARSHIP AND REFUND POLICY**

The Conference fee is \$600. A limited number of partial scholarships are available based on financial need. Scholarship applications will be considered on a first-come, first-served basis. Applicants for scholarships should complete the conference application form and return it to the conference administrator with a letter explaining the basis for the scholarship request. Requests received by March 11, 2019 will be given priority. For further information contact the conference administrator. Withdrawals after February 15<sup>th</sup> will only be refunded if a suitable replacement can be found.

**ATTENDANCE POLICY**

Individuals who know in advance that they are unable to attend all sessions are discouraged from applying because the conference events are connected and together create the temporary institution. Also, because experiential learning events of this kind may be stressful, individuals who are ill or are experiencing a period of significant personal difficulty should forego attendance at this time and may want to attend a similar event at a later time. In registering for this conference, you agree to hold harmless the organization which is sponsoring this event, and the staff facilitating it. You understand that participation may be stressful. You acknowledge that you are freely choosing to participate in this training event.

**CONFERENCE FEE**

\$600 Conference Fee

Charge to: (Please check one)  MasterCard  Visa  Discover  Amex

Card Number \_\_\_\_\_

Name as it appears on card \_\_\_\_\_

Expiration Date \_\_\_\_\_ Amount \_\_\_\_\_

Authorized Signature \_\_\_\_\_ Date \_\_\_\_\_

**PLEASE READ AND SIGN:** I have read the brochure for this Conference in detail and hereby apply for membership. I understand that this brochure constitutes the contract between the conference staff and me and that my application authorizes the staff to conduct this conference in the manner described. My conference fee accompanies this application. I understand and agree to the policy stated in the brochure on refunds.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Please mail application to:

Dr. Laura Dorsey-Elson  
(AKRI Board Liaison to "Who's In...Who's Out?"  
Conference) Morgan State University  
School of Global Journalism & Communication  
1700 E Cold Spring Lane  
Baltimore, MD 21251

