

Authority, Leadership and Peacemaking: The role of the diasporas

April 16-18, 2010

The Connors Family Retreat and Conference Center, Dover, MA



I Come From There

*I come from there and I have memories
Born as mortals are, I have a mother
And a house with many windows,
I have brothers, friends,
And a prison cell with a cold window.
Mine is the wave, snatched by sea-gulls,
I have my own view,
And an extra blade of grass.
Mine is the moon at the far edge of the words,
And the bounty of birds,
And the immortal olive tree.
I walked this land before the swords
Turned its living body into a laden table.*

*I come from there. I render the sky unto her
mother
When the sky weeps for her mother.
And I weep to make myself known
To a returning cloud. I learnt all the words worthy
of the court of blood
So that I could break the rule.
I learnt all the words and broke them up
To make a single word: Homeland.*

Mahmoud Darwish

To my Country

*I have not sung you, my country,
not brought glory to your name
with the great deeds of a hero
or the spoils a battle yields.
But on the shores of the Jordan
my hands have planted a tree,
and my feet have made a pathway
through your fields.*

*Modest are the gifts I bring you.
I know this, mother.
Modest, I know, the offerings
of your daughter:
Only an outburst of song
on a day when the light flares up,
only a silent tear
for your poverty.*

Rachel

Conference Purpose

Authority and Leadership

Working in groups of any size is rarely easy. Despite our best efforts to be focused, calm and clear, we often find ourselves struggling with authority, and facing ambiguous tasks, disputed roles, and unclear boundaries. These boundaries may be the personal space between two people or a wall between two peoples. In large part, this is because so much of what happens in groups, large and small, happens beneath the surface. In the workplace, in families, in communities, and in nations, there are dynamics that we do not fully comprehend or sometimes even see. As a result of these unspoken, misunderstood or hidden dynamics, groups can repeatedly stumble on otherwise simple decisions and make problems seem intractable. The ability to understand and then manage these dynamics is an indispensable aspect of effective leadership.

Israelis and Palestinians



The unresolved conflict between Israelis and Palestinians has plagued the Middle East region and beyond for decades. Beginning with the Oslo peace process in the early nineties, oscillation between hope and despair has become, unfortunately, one of the most compelling facts in the minds of both collectives. The shadows of hope have faded in the face of extremism,

enmity and destruction. The second Lebanon war and the recent war in Gaza have demonstrated sharply and painfully the fragility of the peace process. Many on both sides of the conflict feel that the possibility of moving toward a mutual and accepted resolution has plunged to its lowest point.

Diaspora communities

Along with residents in the Middle East, people throughout Europe, Asia, and especially the US, actively share interests and concerns regarding the conflict and the fledgling peace process. While the nature and intensity of media coverage of the Israeli-Palestinian conflict varies immensely between Europe, the Middle East and the US, the picture in the mind of many, if not most, is that the "road map" of the peace process is leading to nowhere.

The emotional and physical traumas of the Israeli-Palestinian conflict have an impact not only on those living in the midst of the turmoil in the region, but also on Diaspora communities. These traumas fuel the cycle of violence while reinforcing the anxieties and fears that each side has of the other. Some of the most contentious issues—the right of return, the future of Jerusalem, the separation wall, settlement activity and citizenship rights—are intensely debated within and between both communities. Research suggests that Diaspora communities have played a role in exacerbating the conflict, but may also play a role in peacemaking. In the United States, the role of American Palestinians and American Jews has not been adequately explored, particularly in relation to conflict resolution and peacemaking.

Primary Task

The primary task of the conference is **to learn – through experience – how groups function, how we exercise leadership in groups, and how we can become more effective leaders** within the organizations and communities in which we live and work. Uniquely, we will have the opportunity to focus on those elements of leadership that can often be obscured from view – the hidden challenges.



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A Systems Learning Model

While intellectual learning about the dynamics of conflict is available in many different forums, this conference is a rare enterprise that gives its members the opportunity to learn from experience.

The conference design is rooted in a unique experiential learning method known as a group relations conference or the Tavistock method. It is a dynamic experiential learning laboratory. As staff and participants, we co-create a temporary institution that allows for opportunities to study the obvious and not-so-obvious dynamics of organizational and community life. By keeping certain factors constant (task, role, time, and place) while observing others that emerge in the “here and now,” both staff and conference members become participant–observers. We are in the process of co-creating an institution or community, at the same time that we are studying the impact on our own and others’ behavior as all of this is happening. Throughout the process, consultants provide observations that promote awareness of emerging issues and themes regarding leadership, authority, task, role and boundaries.

As members of different generational, ethnic and religious identity groups, staff and conference members bring into the conference setting the range of perspectives, beliefs, values, and attitudes of those identity groups towards the Israeli-Palestinian conflict. In this way, the temporary organization mirrors the patterns and relationships in our outside lives. By examining our beliefs, perspectives and behaviors within the conference setting, we will gain insight into the broader socio-political dynamics, and our own place in them.

In summary, through the conference experience, there will be an opportunity to:

- Better understand how leadership and authority emerges and is taken up in groups.
- Work across boundaries of identity and difference between individuals, groups, and communities.
- Better understand individual and collective roles in groups.
- Develop an awareness of the more hidden or covert dynamics in groups in general, and in the Israeli-Palestinian conflict in particular.
- Explore the emotional impact of the conflict on a personal and communal level.
- Consider possibilities for contributing to the transformation of conflicts and the process of peace-making.

The conference will be directed by Nimer Said, a Palestinian citizen and resident of Israel and Peter Shapiro, a Jewish citizen and resident of the US. By itself, the co-directorship of the conference reflects and represents the dynamics of authority, leadership, and peace-making.

Our Commitment

We will reflect on what is learned, make it more personal, and **connect the experience to our lives outside the conference**. It is our desire that through this experience we will find new ways to lead, and learn how to transform our corners of the world. It is also our explicit desire that this conference will provide an opportunity for personal and communal transformation in addressing the conflict.

Conference Structure

The conference has different kinds of small and large group events, each having a different task and different vantage point for the examination of group and organizational dynamics that are integrated by the continuing overall focus on the problems encountered in the exercise of authority within and between groups

The conference will begin promptly at 2:00 PM on Friday, April 16, 2010 (registration begins at 1:00 PM) and will end at 4:30 PM on Sunday, April 18th. Working sessions will last well into the evening on Friday and Saturday. Please plan accordingly. (All meals are provided on site).

Please note the change in the starting date!



Conference Research and Evaluation

All participants will be asked to complete a pre-conference survey, a post-conference evaluation immediately following the conference, and surveys 1, 3, 6, and 12 months after the conference. These online surveys are confidential and for the purpose of understanding:

- the impact of the conference on participants’ learning about the conflict in the short and longer term
- the role group relations conference work may play in facilitating dialogue between Jewish and Arab Diaspora communities

A select number of participants will be invited to participate in a series of interviews to explore how they make meaning of their conference experience.

Those who wish to participate in the interview portion of the research will be given a consent form acknowledging their agreement to participate in the evaluation research of the conference. Anyone who thinks they might be interested is kindly requested to check the appropriate box on the registration form.

Your acceptance as a member of this conference will not be affected in any way by your willingness or unwillingness to participate in any portion of the evaluation research. You may withdraw your participation at any time.



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ALP Conference Consultant Bios

Conference Creator/Principal Investigator



Tracy Wallach, M.S.W. - Independent Organizational Development and Leadership Consultant, Brookline MA; Doctoral Candidate, Lesley University; Doctoral Fellow, PERG (Program Evaluation and Research Group), Lesley University; Adjunct Faculty, College of Management,

University of Massachusetts, Boston; Past President, Center for the Study of Groups and Social Systems (Boston Affiliate, A.K. Rice Institute for the Study of Social Systems); Past Board Member, AKRI.

Conference Directors



Nimer Said, M.A. - Clinical Psychologist, Group and Organizational Consultant, Private practice, Haifa; Member, Besod Siach - The Israeli association for conflict resolution in groups of the Israeli society; Board Member, OFEK, The Israel Association for The Study of Group and

Organizational Processes.



Hon. Peter A. Shapiro - Founder and former Director, Rawlings Center for Public Leadership, Burns Academy of Leadership, University of Maryland; Former Chair, County Council, Prince George's County, Maryland; Leadership Program Coach and Consultant, IMD (Switzerland) and INSEAD

(France) Business Schools; Board Member, A.K. Rice Institute for the Study of Social Systems; Graduate, Leading Consultation 3, IFSI, Paris, France.

Conference Administrator



Janine T. Hackshaw, M.B.A - Associate/ Consultant, Elson Consulting Group; William McGowan Scholar; Member, Society for Human Resource Management.

Consulting Staff



Chiraz Ben Messaoud - Training & Development Manager at an American biotechnology company in the Netherlands; M.B.A., University of Deusto (Spain); Member of the International Forum for Social Innovation; Consultant to the International TransformaCtion conference (France).



Leila Djemal, M.A. - Organization Development Consultant in private practice.; Adjunct Lecturer, Brooklyn College; Member, A.K. Rice Institute for the Study of Social Systems; Member, New York Center for the Study of Groups, Organizations and Social Systems.



Anan Fareed - Clinical Social Worker; Lecturer at Alquds University, Jerusalem; Researcher in Palestinian women's issues: violence, abuse, education; Designer and facilitator, seminars for homeless women, Boston; Trainer in leadership network for female candidates for elective office, West

Bank; Co-Founder, Organization for a Non-Violent Society, Jordan; Founder, Student Social Worker Union, Alquds Open University, Palestine; Co-Founder, Insan Center for Gender and Women's Studies; Chair, Tent City Elderly Committee, Boston.



Jack W. Lampl III – Mediator; Video Producer; Independent Investor; Musician; Visual Artist; President Elect A.K. Rice Institute for the Study of Social Systems; Former President Threshold Foundation.



Shahin Sakhi, M.D., Ph.D. - Clinical faculty, Semel Institute, UCLA Psychiatry department; President, Grex, West Coast Affiliate of AK Rice Institute; Psychiatrist, Educator, and Consultant.



Evangeline Sarda, J.D. - Associate Clinical Professor of Law, Boston College Law School; Member, Center for the Study of Groups and Social Systems; Past Associate, A. K. Rice Institute for the Study of Social Systems.



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Project Partners

The A. K. Rice Institute for the Study of Social Systems (AKRI)

AKRI is a national educational institution that advances the study of social systems and group relations. It has eight affiliate organizations around the US and over 240 associates and friends. The Institute seeks to deepen the understanding and the analysis of complex systemic psychodynamic and covert processes which give rise to non-rational behavior in individuals, groups, organizations, communities and nations. Using experiential and participatory theories and methodologies that derive from the Tavistock tradition, the Institute sponsors group relations conferences, research and publications, professional meetings, and training and application events.

Besod Siach (Israel)

Since 1991, Besod Siach, an Organization for the Promotion of Dialogue between Conflict Groups in Israeli Society, has been on the cutting edge of promoting dialogue and innovating methodology for dialogue processes between various conflict groups in Israeli society. Its mission is to transform the antagonistic and intolerant climate within which religious, political, social and ethnic-cultural differences are dealt with in Israel; to promote a pluralistic and democratic value system; and to help leaders from all sides find better solutions to the challenges of mutual co-existence in an evolving Israeli culture.

Group Relations International (GRI)

GRI promotes consciousness for a just world. Our purpose is to increase awareness, access and applicability of group relations learning on authority, identity, and leadership to wider populations. We do so by supporting the creation of experiences in personal and organizational transformation that serve as a catalyst for social justice action.

Innovative Cultural Education and Training Institute, Inc. (ICETI)

The mission of ICETI is to develop, implement, and promote events which increase cultural awareness, serve to bridge the diversity amongst us and strengthen the humanity in each of us. ICETI works to promote the following goals: to create and promote alternative cultural/historical programs and workshops for children

and families; to develop and promote multi-cultural books and materials for children and families; to create and provide workshops for parents and professionals focused on cultural awareness; to network with organizations and groups with similar missions; to evaluate and document the models utilized.

Middle East Non-Violence and Democracy (MEND, Palestine)

MEND is a Palestinian NGO and network based in East Jerusalem, which continuously works to promote nonviolence and civil participation. By empowering and educating youth and adults throughout Palestine, MEND has been working to promote alternatives to violence since its establishment in 1998. In addition, MEND encourages a participatory, progressive and positive way for the Palestinian people to create change in their society. MEND's key achievements have been the creation of a nationwide active nonviolence network, the production of materials such as curricula, films and a radio soap opera, the widespread introduction of techniques of conflict resolution and nonviolence in schools, and the local and international awareness raising about the power and extent of Palestinian nonviolence via speaking engagements, via the campaign, "Smarter without Violence" and via the establishment of a branch in England, MEND UK.

Philadelphia Center for Organizational Dynamics (PCOD)

The Philadelphia Center for Organizational Dynamics (PCOD) is both an independent group relations organization and an affiliate of the A. K. Rice Institute for the Study of Social Systems. It is PCOD's mission to advance the understanding of groups and organizations through the study of their psychodynamic processes. This work is undertaken through research, educational, experiential and consulting activities. PCOD members have experience in a variety of fields, including psychology, business, organizational consulting, and education.

Tracy Wallach

Project Contributors

Organizational Donors

- Group Relations International
- NSGP Foundation

Individual Contributors

- Louise Adler
- Ayman Ashour
- Lisa and Tony Auteri
- Carol Della Croce
- Ruth Duek

- Bonnie Scott Jelinek
- Virginia Reiber
- Peter Shapiro
- Ruth Wachspress
- Jan Wall
- Lee Anne Wallach Saltzman and Bill Saltzman
- Tracy Wallach
- Nancy Young



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The Conference Site

Situated on 80 acres of land, **The Connors Family Retreat and Conference Center** is owned and operated by Boston College. Located in Dover, the center is easily accessible from all major routes and only 30 minutes from the Boston College, Chestnut Hill Campus.

For additional information about The Connors Family Retreat and Conference Center, visit www.bc.edu/offices/retreat/



How to register

Enrollment is limited to 50.
Apply early to ensure a place.

Applications for **needs-based scholarships** must be received by March 15, along with registration form.

Print out the form and send it with your payment to:

Authority, Leadership, and Peacemaking Project
96 Browne Street #1
Brookline, MA 02446

Kosher/Hallal meal options will be made available. Please make a note of your dietary needs on the registration form.

For additional information please contact:
tracywallach@aol.com.



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REGISTRATION FORM

Enrollment is limited to 50. To ensure a place, return your application as soon as possible. If you are applying for a scholarship, your application and a \$100 deposit must be received by **March 15, 2010**.

To register for the conference, please fill out the form below and send it with your payment to:

Authority, Leadership, and Peacemaking Project
96 Browne Street #1, Brookline, MA 02446

DEADLINES

March 15 scholarship applicants	April 2 all others
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Title* _____ Name* _____

Mailing Address _____

City* _____ State/Province* _____ Zip/Postal Code _____ Country _____

Email _____ Phone _____ Fax _____

Organizational Affiliation* _____

*indicates information which will be given to all members of the conference.

Dietary Restrictions: _____

(Kosher/Hallal and vegetarian options will be available)

The information below will be used only by conference staff and administrators for the purpose of forming groups:

Work role _____ Age _____

Gender _____ Race/Ethnicity _____ Religion _____

Other aspects of identity _____

Names of close associates attending the conference: _____

Previous group relations conference experience _____

Previous dialogue experience _____

Conference Fees: Base Rate (includes tuition and meals): \$395.00
Residential option (room with shared bath) add: \$160.00

Total fees/deposits/payment enclosed: \$ _____

- Payment is due in full with application, unless applying for a scholarship.
- Need-based scholarships available. If applying for a scholarship, please send your application and a letter or email (including the amount of scholarship you are requesting), along with a \$100.00 deposit to reserve a place,
- **by March 15.** Please contact the conference administrator with inquiries at Janine.hackshaw@gmail.com
- Checks or money orders payable the *Authority, Leadership and Peacemaking Project* and send to: 96 Browne Street #1, Brookline, MA 02446

I have read the brochure for this conference in detail and hereby apply for membership. I understand that this brochure constitutes the contract between me and the management of the ALP Conference and that my application authorizes the organization to conduct the conference in the manner described. My conference fee, deposit, or voucher accompanies this application. My signature acknowledges that I understand and agree to all policies stated on this application form.

Signature _____ Date _____

Please check here if you are willing to be contacted about participating in evaluation interviews after the conference (you may withdraw your participation at any time).

For additional information please contact: tracywallach@aol.com

ATTENDANCE POLICY

This kind of learning experience is meant for those who are at a point personally, professionally, academically, and/or politically where they are ready to challenge the way they are in the world and can be present for others doing the same.

Individuals who know in advance that they are unable to attend all sessions are discouraged from applying because the conference events connect and create a temporary institution. Also, because experiential learning events of this kind may be stressful, individuals who are ill or are experiencing a period of personal difficulty may wish to forego attendance at this time.

Confidentiality: In order to support participants' freedom to experiment in whatever way they believe will best facilitate their own learning, staff members will **not** report the behavior of individual members to anyone outside the conference without members' authorization. Members are encouraged to maintain the same degree of confidentiality.

WITHDRAWAL POLICY

An administrative fee of \$100 will be retained if the application is withdrawn on or after April 2, 2010. No refunds will be issued after that date.