



भारतीय प्रबंध संस्थान

प्रबंध विकास कार्यक्रम

वस्त्रापुर, अहमदाबाद 380 015

INDIAN INSTITUTE OF MANAGEMENT

Management Development Programmes

Vastrapur, Ahmedabad 380 015

Professor Ajeet N. Mathur

Conference Director,

Working Conference "Managing You and Me in Roles and Systems"

(chr-grc@iimahd.ernet.in)

Tel: +91 79 6632 4858 (D) and +91 97147 11888 (M)

November 14, 2011

Ladies and Gentlemen:

Working Conference "Managing You and Me in Roles and Systems" March 14-20, 2012

IIM Ahmedabad is pleased to announce this working conference, an experiential learning institution, for harvesting insights and developing skills that cannot be learnt from reading or listening to lectures.

Working with leaders and managers has revealed tremendous challenges that need resolving in organisations. The dynamics of competition, envy and gender are consciously and unconsciously present in every human system. Benefits to participants and organisations nominating them include increased capacity to lead and to organise harmonious and effective teams of men and women at work for managing in rapidly changing and complex environments. To integrate the learning and help transfer that to organisational roles, appropriate events are built into the conference design.

The challenges arise from three significant perspectives:

- (1) Men and women interact at workplaces in a plurality of working relationships as peers, "seniors", "juniors" in task roles and as mentors-/protegees, coaches-coachees etc in helping relationships.
- (2) "Couples" working in remunerative employment in the same or different organisations are concerned about work-life balance, gendered division of work in families and workplaces, and politics of organisational relatedness.
- (3) Work partners (where one or both may be men or women, married or not), as task dyads or members of teams in organizations seek harmony in role-sets inside task systems and role-spaces outside them.

Anyone experiencing a role in one or more of these three contexts would benefit from development of skills for understanding covert processes and managing boundaries in ways for which no formal education or training prepares us. Participants will have opportunities to deepen their understanding of how men and women can work together engaging more effectively with tasks and with greater satisfaction as persons. The enclosed brochure has more details.

Places available on this MDP are limited to 48, by design. The closing date for registrations is **February 14, 2012**. We urge you to decide on your nominations asap. Our previous working conference in March 2011 was oversubscribed. We look forward to receiving nominations from your organisation.

If you have any queries, please feel free to get in touch with me by mail or phone or contact Maneesh Nair, Pre-conference Administrator at +91 79 6632 4077 or maneesh@iimahd.ernet.in

Yours sincerely,

Ajeet N. Mathur

Enclosed: Working Conference Brochure and Nomination Form.



Working Conference
Managing You and Me
in Roles and Systems (MAYUMERS)

March 14-20, 2012





WORKING CONFERENCE

Managing You and Me in Roles and Systems (MAYUMERS)

March 14-20, 2012

Managing You and Me in Roles and Systems (MAYUMERS) is a working conference designed as an experiential learning institution for harvesting insights and developing skills that cannot be learnt from reading or listening to lectures. Participants will have opportunities to deepen their understanding of how men and women can work together engaging more effectively with tasks and with greater satisfaction as persons.

The primary purpose of this working conference is to develop capabilities for responding to management and leadership challenges in organisations. The expanded scope for participation of women in workplaces requires development of women and men for leadership roles in contexts where dynamics of competition, envy and gender biases are consciously and unconsciously present and cannot be rationally willed away by schemes of procedural equality or quotas in gender representation. The educational stance is aimed at developing professionals to be more insightful, skillful, sensitive and courageous as leaders of multi-cultural teams for organisations where gender diversity is valued. The politics of disharmony in managing gender differences can adversely impact people, processes and potentialities. This conference is an invitation to explore and learn about management processes, systems and structures in organisations which lie at the core of strategy. The processes in a working conference are similar to those we are familiar within our own and other organisations. The emerging Insights and developing skills being available for exploration and reflection make the conference experience different and valuable in mobilising authority from personal and organisational roles for transformations.

The pursuit of communication without credibility, and competitive performance without collaboration can be a chase after mirages. Leadership capabilities are next to impossible to develop without adequate experiential understanding of how men and women have similar but also different repertoires from which to evolve appropriate personal styles. Women as professionals are particularly vulnerable if they are constrained to limit development of their capabilities only within a limited range of behaviour

that is consistent with masculine paradigms. This is sadly the outcome from many programmes claiming to enhance leadership capacities among professional women. Men as professionals also experience surprises bordering on bewilderment and considerable anxiety in the search for collaborative equilibria with greater variety in managerial styles due to increased participation of women in organisational roles.

The challenges arise from at least three significant perspectives:

- Men and women at workplaces connect and interact in a plurality of working relationships as peers, "seniors", "juniors" in task roles and as mentors-protegees, coaches-coachees etc in helping relationships.
- Nowadays, more and more men and women as "couples" work in remunerative employment in the same or different organisations and are concerned about work-life balance, gendered division of work in families and in workplaces, and politics of organisational relatedness.
- Work partners (where one or both may be men or women, married or not), as task dyads or members of teams in organisations seek harmony in role sets inside task systems and role spaces outside them. Dyads, who work closely together, without any intimate personal relationship, can also attract phantasies of others assuming them to be a "couple."

Anyone in a role experiencing any one or more of these three contexts would benefit from development of skills for understanding covert processes and managing boundaries in ways for which no formal education or training prepares us. Opportunities will be provided to explore in depth issues concerned with implications of pairings for task boundaries, disharmonies manifesting from masculine and feminine identities in worklife, challenges in managing close task relationships in dyads within and across gender differences, and the nature of complexity inherent when "couples" or "dyads" of the same or different gender - married or not - raise "pictures of relatedness" for others in the same organisation. This

conference responds to the need to address important managerial challenges for individuals, couples, and organisations in engaging and resolving the politics of disharmony in managing gender differences.

Participants will have opportunities to explore role-making and role-taking in a variety of settings to explore how inner and outer worlds of experiences affect management processes in groups and organisations. Together with conference staff, participating members can experientially understand 'politics of relatedness' and leadership phenomena through exercise of authority and its delegation; examine and develop their own capacities to lead; diagnose problems of organisational functioning; and learn to work through problems by becoming more aware of "others" who have different experiences arising from perceptions and reactions to the exercise of authority - by men, by women and jointly by men and women. Benefits to organisations include increased capacity to lead and to organise harmonious and effective teams of men and women at work for managing in rapidly changing and complex environments.

For Whom?

This working conference is for anyone interested in developing a deeper understanding of managerial and leadership processes in organisations. The concern is with 'management' as a process, rather than 'management' as a collective noun. There is no requirement of any particular previous experience or knowledge. Willingness to learn from one's experience of participation in the events and processes of the conference is the only pre-requisite. There could be advantages if members participate with colleagues in similar roles or from the same setting. Workdyads and couples are particularly encouraged to enroll for this working conference. The maximum number of places available is 48.

Participants may come from professions, business, finance, politics, diplomacy, government and local authorities, NGOs, health services, social care, education, consultancy, justice systems, religious orders, agenda-based activisms, and environmental organisations. This working conference is offered for managers, leaders,

entrepreneurs, administrators, activists, educators, researchers, consultants, clinicians, service providers, professional and technical workers who wish to deepen their understanding and develop new skills for professional working.

What Makes This Working Conference Unique?

This working conference has as its theme 'Managing You and Me in Roles and Systems'. The conference provides a structured context of different systems and sub-systems in which to explore the dynamics of gender, power, leadership, authority, change, creativity, innovation, and transformation as they arise and unfold during the conference.

Participants can experience and understand how they influence or are influenced by others and the ensuing consequences – intended and unintended, overt and covert. Thereby, they develop skills and sharpen insights into how strategies take shape from how groups function; how phenomena such as alliance and coalition formation affects understanding of the group by the group and shapes motives and powerbases; how competition, rivalry, and exploration of what lies beyond immediate awareness unravels 'pictures of relatedness' that may remain hidden in everyday interaction.

The lived experience of a working conference is vividly different from simulations or management games because there is no contrivance or manipulation towards possibilities pre-conceived by the staff. The role of the staff is to understand and share from their roles what they hypothesise may be happening in the conference institution. The staff do not assume any monopoly of the truth. The staff creates learning opportunities by providing boundaries and consultations to various events.

Experiences which are personal, and takeaway learning that is private, may differ from one participant to another. In this sense, participants have responsibility for their own learning. To integrate the learning and help transfer this to organisational roles and contexts, appropriate bridge-building events are part of the conference design to aid this transfer. Participants take part in a number of pre-designed events such as small study group, large study



"One of my most valuable learning experiences ever"

- HR Director, Bangalore

"The insights were phenomenal. ...finding unthought thoughts ...I was surprised in how many ways gender differences can lead to conflicts... how women can also have difficulties working with other women ...it was wonderful to be in the conference"

- Senior Lady Executive, Petrolube (T) Limited, Tanzania

"So much more of it made sense when I returned to my role in my organisation"

- Lady Divisional Chief Executive, ITC Limited

"This was an unforgettable journey in which I learnt how to know myself and others so much more clearly already by the third day"

- IAS Officer, Government of India

"This can only be experienced...it has helped me in my work to be able to understand so many different perspectives"

- Lady Team Leader, Private Healthcare Services, Malaysia

"An excellent learning forum about self and organisation"

- Lady Vice President, IT-Industry, Mumbai

"Unbelievable that I learnt so much in so short a time ...and impossible to share with one who hasn't experienced it"

- Entrepreneur, Ahmedabad

group, praxis group, application group, review group, seminar group and harmony sensing matrix, besides plenaries, inter-group and institutional events. They have opportunities to cope with different tasks, to be in different roles, and to explore the extent and limits of their personal authority. The personal and group experiences of the participants provide the materials studied in the conference. A prospectus containing more details will be provided to participating members accepted to the conference. The prospectus will have the event and session structure describing the primary tasks of the different events. A package of recommended readings will be provided before the conference begins.

This 'temporary learning institution' offers unique opportunities to understand and explore roles, authority relations, organisational relationships, and strategic relatedness between organisational parts and wholes. How persons, groups, and organisations develop and use dynamic latent capabilities for effective functioning in intra-group and inter-group interfaces can make all the difference between sustainable performance and growth stalls induced by latent passions and conflicts.

The method of studying group relations which inspires this working conference originated in 1957 from the work of Wilfred Bion. Since then, this has institutionally evolved further in myriad ways and working conferences are offered in many countries. There have been several discoveries and innovations in the design of working conferences offered in India since 1973.

Learning Aims

- To provide a 'temporary learning institution' where members study the exercise of authority, evolution of organisational logic, and, discover how gender differences and pair relationships affect their relatedness to the conference.
- To enable the study of intra-group and inter-group dynamics and institutional relations that develop in groups where one or both genders are represented.
- To facilitate opportunities for exploring the foundational processes of linking, connecting, relating,

and networking gendered identities as members of workgroups.

- To discover the underlying group, organisational, and social dynamics and the interplay between tradition and change, stability and innovation, creativity and disharmony that may, at times, be beyond immediate awareness and to formulate "working hypotheses" about processes beyond awareness.
- To reflect on insights and learning that arise from the perspective of building bridges with organisational roles to which members return after the working conference with a view to apply roles taken up within the conference to one's own organisations and networks.

Primary Task

A Primary Task is the one that describes the nature and core purpose of an organisation.

The Primary Task of this working conference is to experience and reflect how relatedness to the conference in the exercise, confirmation and questioning of own and each other's authority in the lived experience of roles and systems is affected by gender differences and by pair relationships.

Concepts Fundamental to the Conference

Organisations are structures of convenience designed to contain roles, systems and processes. It is through organisations that roles and identities enmesh and collectively engage with valued tasks with reference to boundaries of task, technology, time, space, sentience, and understanding. Authority is the source of choices we make (or do not make), actions we take (or do not take), people we relate with (or have difficulty relating with), directions we give ourselves (or hesitate about), and roles we take up (and roles we wish to take up).

Pairs are emotional sub-groups that we create, discover or influence through our thinking, feeling, and actions – consciously and unconsciously. The working conference provides spaces in which the emergence of pairs and the outcomes from interactions of gendered identities and

"A rich learning experience about leadership and the exercise of authority in an institutionalised setting"

- Chief Executive, Multinational Business Firm, Singapore

"My subordinates see a change in me and I am able to connect better with my peers/seniors on issues where we have professional differences. Even my wife says I have changed a bit off late!"

- Senior Executive, NCDEX

"I learnt in 7 days what one may not even in a lifetime..."

- Secretary, Antarnad Foundation

"Very insightful experience...a must at least once in one's life"

- Consultant and Executive Coach, Mumbai

"Wonderful opportunity to experience and understand unconscious processes in the functioning of groups and teams"

- Minority Community Leader, Nagpur

"This conference has made a huge difference to my perspectives... it has provided me new lenses besides increasing the power of my old ones"

- Educator and Social Worker, North India

"I learnt how things can happen when power, authority and relatedness are understood"

- Principal Scientist, R&D Centre, India



gender differences in the lived experience may be studied in intra-group and inter-group interactions and in the institution as a whole.

Understanding the politics of relatedness ('relatedness' connotes togetherness as a group or other collectivity beyond relationships) around polarizations such as age, sex, gender can enable us to function more effectively in complex systems where there are several stakeholders trying to exercise authority and power to influence each other. 'Politics of relatedness' arises from how organisational boundary conditions such as task, technology, time, space, sentience, and understanding enable linkages within and regulate flows of resources across such boundaries.

Conference Director

Ajeet N. Mathur, Ph.D.
Professor in Strategic Management and International Business, Business Policy Area, Chairperson, Gender Resource Centre, Indian Institute of Management Ahmedabad, and Affiliate Life Member, Indian Psychoanalytical Society

Conference Staff

The Conference Staff will be drawn from among the following: Ajeet N. Mathur, Anupam Anand, Barbara Özdemir, Jacintha Kumarswamy, Hüseyin Özdemir, Maneesh N. Nair, Mona Trivedi, Monica Velarde, Sanjay Doctor and Sari Mattila.

Venue, Dates, and Accommodation

Venue: WelcomGroup Hotel Fortune Park Galaxy, Vapi.

Vapi is located near the Arabian seashore mid-way between Mumbai and Ahmedabad. Members are advised to reach the conference venue on **Wednesday, March 14, 2012 by 13:00** and plan their departure on **Tuesday, March 20, 2012 after 14:30**.

We are often asked why our working conferences are not held on the IIMA campus. No conference institution

anywhere in the world hosts working conferences on its own campus. That can introduce problems for maintaining the boundaries of the temporary learning institution important for learning to be safely facilitated.

Practical Arrangements

The maximum places available are limited to 48 on a first-come-first-included basis. We advise that you send your nominations with fees early to avoid disappointment. Nominations received without fees are not considered. Subject to availability of places, nominations may be accepted until Tuesday, **February 14, 2012 16:00 Indian Standard Time**. Every nomination will be acknowledged when received. Post-nomination withdrawals seeking refund of fee are possible until **Monday, February 13, 2012**. All remaining available places, if any, would be offered the following day. Substitutions of nominations made, if paid for by due date, are accepted until **February 20, 2012**. There is no refund for 'no-shows' or cancellations after **February 13, 2012**.

Discounts

Early Registration Discount: Nominations received with payments on or before **January 16, 2012** will be entitled to an early bird discount of 10%.

Group Discount: Any organisation sponsoring five or more participants to this working conference will be entitled to a discount of 10% on total fee payable provided that at least five participants actually attend the programme. The closing date to avail group discount is **January 16, 2012**.

Organisations can avail themselves of both the discounts subject to a maximum overall discount of 15%.

A limited number of half-fee bursaries are available in cases (for example, NGOs, charitable organisations, social work foundations etc), where neither the member nor the organisation is able to afford a full fee. Bursary applications should reach the pre-conference administrator by **January 31, 2012**. Decisions on bursaries will be made after that.



Conference Venue: WelcomGroup Hotel Fortune Park Galaxy, Vapi



Fee

India and other SAARC countries: Rs.80,000/- per participant. All other countries: \$2,500 per participant.

The fee, payable in advance, includes conference fee, charges for reading materials, and room (on single occupancy basis) and board from March 14, 2012 (noon) until March 20, 2012.

Kindly note that 10.30% service tax is applicable in addition to the fee. Please note that the programme fee should be received at the MDP Office by February 14, 2012.

Fee can be paid through Electronic fund transfer. The details are:

1. For credit to Savings Bank A/c No.032010100040460, IIM, Ahmedabad Axis Bank, Vastrapur Branch (RTGS Code: UTIB0000032)
2. Name of Remitter: _____ (Please mention the name of the sponsoring organisation)
3. Purpose of Remittance: **MAYUMERS 2012**
4. IIMA Permanent Account Number (PAN): AAATI1247F

Fee is also payable by Bankers' Cheque/Demand Draft in favour of 'Indian Institute of Management Ahmedabad' payable at Ahmedabad. Nomination forms together with fee are to be sent to:

Maneesh N. Nair and Suresh Mannem

Pre-Conference Administrators (MAYUMERS 2012)

Indian Institute of Management,
Vastrapur, Ahmedabad 380 015

Phone: +91 79 6632 4077, 4075 **Fax:** +91 79 2630 0352

Email: maneesh@iimahd.ernet.in,
sureshm@iimahd.ernet.in

website: <http://www.iimahd.ernet.in/mdp/MAYUMERS.pdf>

Income-tax Exemption

The income of the Indian Institute of Management, Ahmedabad is exempt from tax u/s. 10(23C)(vi) of the Income Tax Act, 1961. Kindly provide the PAN and TAN number of your organization while forwarding the Nomination Form of the participants sponsored by your organization. On the basis of PAN /TAN numbers received, the Income Tax Department would be issuing TDS Exemption Certificate at Nil rate in the name of the organization. Accordingly, you are requested NOT to deduct tax at source on the Programme Fees.

Alumni Association

Participants become members of the IIMA Alumni Association on completion of the programme. The alumni enjoy certain benefits with regard to the Institute's publications, facilities, and activities.

Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting, and research facilities in management.

The Institute conducts the following major programmes:

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives (PGPX, equivalent to MBA)
- Management Development Programmes (MDPs) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport, and population. In the last 50 years, over 47,450 managers have participated in various MDPs
- Faculty Development Programme for teachers in universities and colleges

The institute has about 90 faculty members working in the following management areas and sectors:

DISCIPLINARY AREAS • Business Policy • Communications • Economics • Finance and Accounting • Marketing • Organisational Behaviour • Personnel and Industrial Relations • Production and Quantitative Methods

INTERDISCIPLINARY CENTRES AND GROUPS • Centre for Innovation, Incubation, and Entrepreneurship • Centre for Infrastructure Policy and Regulation • Centre for Management in Agriculture • Centre for Management of Health Services • Centre for Retailing • Computer and Information Systems Group • Faculty Development Centre • Gender Resource Centre • IIMA-Idea Telecom Centre of Excellence • Insurance Research Centre • Public Systems Group • Ravi J. Matthai Centre for Educational Innovation



INDIAN INSTITUTE OF MANAGEMENT, VASTRAPUR, AHMEDABAD 380 015 - INDIA

Phone: 91-79-6632 4071-7, 91-79-6544 9057, Fax: 91-79-2630 0352 (MDP)/2630 6896 (General)

email: mdp@iimahd.ernet.in, **website:** www.iimahd.ernet.in/mdp



WORKING CONFERENCE
Managing You and Me in Roles and Systems
(MAYUMERS)
March 14-20, 2012

NOMINATION FORM		CLOSING DATE FOR NOMINATIONS: February 14, 2012			
Programme Title		Working Conference Managing You and Me in Roles and Systems			
Dates of the Conference		March 14-20, 2012			
<p style="text-align: center;">This completed form must reach by February 14, 2012 to: Maneesh Nair Pre-conference Administrators, MAYUMERS 2012 MDP Office, Indian Institute of Management, Ahmedabad 380 015 Phone: 91-79-66324077, Fax: 91-79-26300352, Email: maneesh@iimahd.ernet.in</p>					
TO BE FILLED IN BY THE NOMINEE					
Name					
Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	Date of Birth	
Designation:					
Organisation:					
Address for communication:					
City		Pin		Fax	
Phone	(Office):		(Residence):		
Email				Mobile	
Description of present responsibilities					
How would you wish your name to appear in the conference Name Badge?					
Education					
Degree	Subject(s)		Year	College/University	
Work experience					
Organisation (start with current)	Position		Years of experience	Gross Salary	

Previous IIMA programmes attended, if any			
Programme title	Duration	Year	
Other working conferences attended			
Institution	Programme title	Duration	Year
What are your expectations from this programme?			
Designation of role - holder to whom you report			
How would you wish your name to appear in the Conference Certificate?			

Date: _____

Signature: _____

TO BE FILLED IN BY THE SPONSOR			
Name of the sponsor		Designation	
Organisation			
Tax Deduction Account Number (T.A.N.)			
Permanent Account Number (P.A.N.):			
Address for communication			
City		Pin	
Phone		Fax	
Email			
Information about your Organisation			
Total assets (last year)		Total sales turnover (last year)	
Major products / services			
Form of Organisation	Proprietary	Partnership	Public Sector
			Public Ltd.
			Others (specify)

Date: _____

Sponsor's Signature: _____

Kindly indicate how you learnt about this MDP

1. Advertisement (Please specify): _____ ; 3. Direct Mailing (Yes / No): _____
 2. Website / Email: _____ ; 4. Others (Please Specify): _____

Payment Details ECS Details (IIM Ahmedabad Axis Bank Account No. 032010100040460, RTGS Code: UTIB0000032)

1. Amount _____ ; 2. Transaction Ref. No. and Date _____
 3. A/c. from which the payment is made _____ ; 4. Purpose of Remittance: MAYUMERS 2012