

Leading Consultation 6th Programme

An 22-month International Programme
for managers and consultants
based on academic and professional developments
through the practice and theories
of Institutional Transformation

Paris, France

September (2016) — December (2017)

INITIATION FROM MARCH 2016



University of Bath
School of Management

&



International Forum
for Social Innovation

Table of contents

(p.03 →) The Underlying Theme of the Programme
(p.05 →) Basic Assumption, Consequences
and Wording of the Central Issue (p.09 ✓)
Primary Task of Leading Consultation (p.09 ✓)
For whom is this programme designed? (p.10 ✓)
Structure of the programme (p.11 →) Writing
Consultation (p.14 →) Educational Resources
(p.14 →) Administrative Information and
Applications (p.16 →) Programme Management
and Faculties (p.20 →) The International
Forum for Social Innovation (p.22 →) Selected
Bibliography

Une version française
de cette brochure
est également disponible

THE UNDERLYING THEME OF THE PROGRAMME

Between Tradition and Transformation

Existential Process and Primary Task
for the Life of Organisations

Recent experience shows that the way we think about change must change. Leaders in organisations as well as institutions have faced profound changes. They are aware that their individual and collective roles must mutate and that it is no longer necessary to justify the need to evolve.

Organisations and institutions have implemented "*actions for change*" and have mobilised considerable energy in finding and applying solutions. In retrospect they can realize that the solutions they have chosen have themselves become problematic.

To take into account the existential dynamics of human systems is characteristic of Institutional Transformation (I.T.)

In order to introduce this programme,
we can identify the three main strands of I.T. :

1 The Psychoanalytic Approach

Because it takes the unconscious into account – *which is individual as well as collective* – I.T. allows the exploration of the political and spiritual products that are generated by the psyche.

Traditionally in organisations and institutions, most of the actions that aim to change the structures, the administrative methods or even behaviours stop ... where anxiety is alive, where representations are created on which the functioning of an organisation is based. And, even if these actions involve the top managers, the links between psychic, political and spiritual forces are denied.

The search for *How?* has replaced the search for *Why?*

The psychoanalytic approach offers the opportunity to take into account what was previously denied:

Members of social systems – including the promoters of change – have, in relation to their roles, both a conscious and unconscious representations which have been constructed through feelings, thoughts, beliefs, histories... and which determine attitudes and behaviours. Every approach to change which does not take this into account will fail.

2

The Systemic Approach

Institutional Transformation is concerned with the whole organisation being in interaction with its environment as well as with each of its components, which are also interacting with each other.

The psychoanalytic approach enriched by an understanding of systems – *organisations and institutions being systems* – focuses on the various dimensions of reality. It also focuses on the interactions between each component of individual and collective realities.

The processes at work show that the path of transformation is neither predictable nor independent: it must be lived, it is in interaction, it must be ‘understood’¹ and experienced, reflected through actions, decisions, transactions... and the reactions that they generate in the environment.

{ 1 }

Understanding or comprehension.

To understand, in French, is *comprendre*: *prendre ensemble*, to take together.

To work with the transformation of systems is possible through the people that constitute them. They transform their own roles (*role is seen as the place for the encounter between the person and the system*). To work with the transformation of systems is possible through the authority (*the capacity of being an author*) with which everyone takes up his (*or her*) role.

3

Learning from Experience

Institutional Transformation cannot be taught, it can be learned from experience.

Learning from experience – *on which this programme is based* – is part of I.T.: it is closer to ‘*maieutics*’² than didactic learning.

{ 2 }

Maieutics: A Socratic mode of inquiry serving to bring out a person's latent ideas into clear consciousness.

Socrates' mother was a midwife.

From the *Oxford English Dictionary* and *Le Petit Robert 1* (French dictionary).

The work of transformation is built on continuous interaction between, on the one hand, the ways in which everyone lives (*or does not live*) his (*or her*) desire and, on the other hand, the functioning and the *raison d'être* of the institution.

Through experience, the capacities to observe (*heuristics*), to interpret (*hermeneutics*) and to act (*praxis*) are developed, the one by the other, and contribute to the renewal of leadership approaches as well as leading in the organisation.

From this perspective, ‘*to be in charge*’ relates to the awareness that each person can have of his or her role, rather than being concerned by the title or the status of his or her position. More precisely, this programme is built on a basic assumption and its consequences...

BASIC ASSUMPTION, CONSEQUENCES AND WORDING OF THE CENTRAL ISSUE

Basic Assumption :

Our individual anxiety comes from our condition as mortal – *therefore living* – beings.
I am alive when I know that I am mortal

The push that comes from our desire for immortality is one of the main reasons why we create institutions. However, we only displace this desire for immortality. Anxiety returns in an institutional form, a result of the need to constantly understand and *re-define* the conditions of durability of institutions³.

Anxiety has a twin nature. It is destructive when it overwhelms the managers of the institution. It is constructive when it can be contained and when it triggers plural and dynamic development processes.

{ 3 }

Thus,

By **Institution**, we refer to any organisation build by human beings and for human beings, whose aim is to gather resources in order to achieve a primary task.

C · 1

Consequence number 1

There are three ways of existence in and for institutions:

SURVIVAL,
HYPERLIFE,
LIFE

The life, the here and now celebration, is seen like a succession of passages and steps, of phases of growth and decline. To refuse such passages will create crises that lead to survival behaviour and ‘*hyperlife*’.

C · 2

Consequence number 2

The containment of anxiety authorises life

Containment allows each system to choose between survival, hyperlife and life. To contain (*contenir*, Fr. - *cum tenere*, Lat.): to hold with) is the shared process which makes it possible to hold anxiety and, thus, to open up the possibility of freedom.

C · 3 Consequence number 3

Life requires pulsation.

Life is movement, discontinued movement created by pulsations.
Pulsation (*pulsio, action of pushing in Latin*) avoids impulse.

Then,

C · 4 Consequence number 4

The primary task of any consultation is to work on the containment and the pulsation.

This is the existential primary task of each consultation. It must be distinguished from the apparent and the functional primary tasks.

Thus,

C · 5 Consequence number 5

To work on the containment of anxiety makes possible its transformation into creative capacity.

Containment is one of the basic processes that can transform anxiety into vital energy. This vital energy, coming from passion, requires the pulsation to avoid 'the passionate'. Such a proposal opens consultation practice beyond the field of professional consultants: everybody linked to the institution, within it or from the outside, is concerned by it.

Indeed, ...

C · 6 Consequence number 6

Consultant!?

The development of his (or her) capacity as a consultant is an added value for any manager

This is true no matter which background, profession (*managers, consultants, experts...*) or field of application field (*politics, economics, teaching, health, associations...*) a person is located in.

This programme is for consultants who wish to improve their practice but also for managers within enterprises, public services managers, experts, university managers, politicians... who want to exercise their role more effectively. This programme is not designed to teach a profession but as a learning process, one which gives to each participant opportunities to develop and transform his (or her) capacities.

C · 7 Consequence number 7

To develop his (or her) capacities as a consultant occurs initially through learning from experience

Traditional – or didactic – learning must be distinguished from learning from experience. We would like to describe both as methodological archetypes between which the different existing teaching practices are set.

The first difference is about what is brought to learning. On the one hand, knowledge held by a master is transmitted to the pupil; on the other hand, an additional richness is created by the encounter of two people. On the one hand, to learn (*in French, apprendre*) is to take something which already exists; on the other hand, it is to understand, to comprehend (*in French, comprendre*), to take with somebody else.

The second difference is the power relationship that exists between master and pupil in didactic teaching. The exclusive knowledge of the master – *an attribute of his (or her) power and ability to create omnipotence* – brings the pupil into a dependency relation. This power can be set like a screen by a teacher trying to escape from emerging rivalry with the students; as well as by students being anxious about engaging with what is uncertain.

Learning from experience aims to create interdependent relationships in which the authority of self and other interacts. It is not focused on what one person knows and what the other person does not, but on what both know... or don't know yet but mainly might discover on the way. It may also be that the focus is on what they don't know that they know, on what the learning process is trying to push into consciousness.

This process looks like Monsieur Jourdain (*in Molière, Le bourgeois gentilhomme*) who 'was speaking in prose without knowing it'. The only difference is that what is known here is not technical but existential, ontological. Thus, the interaction with the Other might bring an added value, but mainly it creates an altered value which feeds the transformation process and which is a crucial advantage for the durability of the institution.

C · 8 Consequence number 8

Mutuality and interdependency create both the containment and the pulsation for learning from experience

In French, learning from experience is (*AP*)*prentissage par l'(EX)érience* the abbreviation of which could be APEX. The apex is the top, the peak. Apex comes from the Latin word *apere (to bind)*. The main meaning is in astronomy (1894): the apex is the point in the sky towards which the solar system seems to go... Thus, this path – *arising out of a basic assumption and its consequences* – invites us to propose the wording of [the central issue:

CONSULTATION...

Consultation is a matter of mystery for some people, of evidence for others. For us, consultation is neither mystery, nor evidence. However, it exists and travels between these two poles.

If consultation is only mystery, the task of such a program would be to unveil and reveal the mystery. Concretely, to create and increase the number of initiates (*consultants as well as consulted people*).

If consultation is only a matter of evidence, it will accompany the reality that each one of us knows simply because we are alive. Concretely, this process leads to the creation and an increase in the number of citizens⁴ included in a generative process.

{4}

Thus, to work on consultation, joyfully mixes initiation and democratisation.

Citizen is taken here
to include democracy,
involvement in the society...

L A S T B U T
N O T L E A S T

Life, death, anxiety, passion, containment, pulsation, learning from experience... Under which conditions do they become resources for the transformation of our institutions, our roles, our internal and external resistances?

PRIMARY TASK OF LEADING CONSULTATION

The primary task of this international programme is to provide each participant with opportunities to:
explore and apply his (*or her*) capacity for consultation through Institutional Transformation

Due to its international nature, English and French are the two languages used within the programme. Each participant (*student or faculty member*) must be fluent in at least one of these two languages. Spanish is as well considered as one of the work languages.

*For whom
this programme
is designed?*

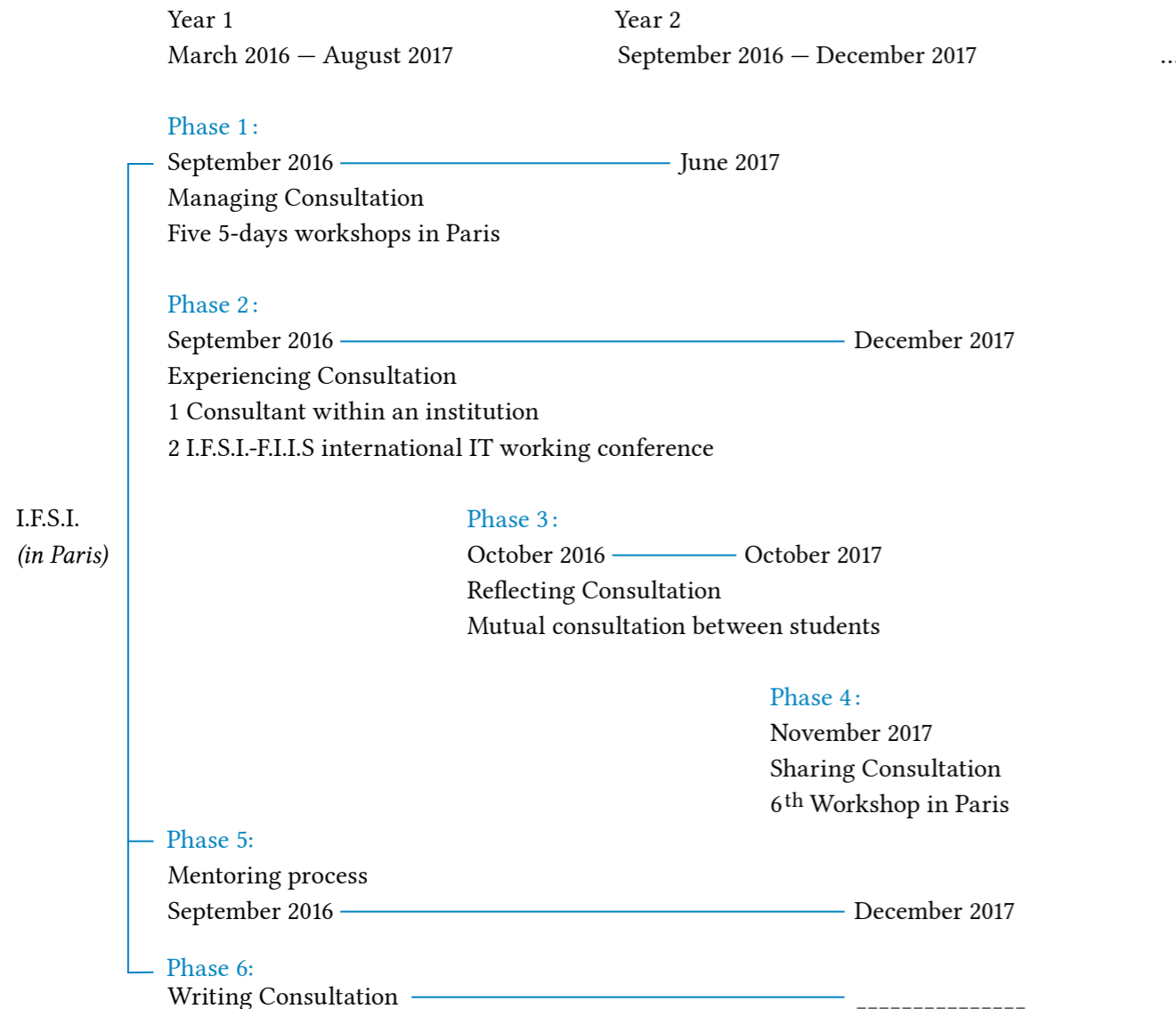
The aim of Leading Consultation is of course to train consultants but also for managers to deepen their reflection on the essence of their role: to transform their institution in order to increase its effectiveness and its efficiency.

Thus, this programme is designed for managers or consultants who want to deepen their understanding of institutional dynamics. Therefore, these *managers* and *consultants* may exercise their responsibility in any country and any kind of institution: industry, trade, education, religious organisation, social services, health care, public administration, associations...

« Leading Consultation sheds light on how to lead one's own life and the institutions in which one participates.
By heading toward the intersection of freedom, creativity, efficiency...»

STRUCTURE OF THE PROGRAMME

To achieve this primary task, Leading Consultation is designed as an 22-month programme consisting in six phases organised in Paris in I.F.S.I.- F.I.I.S 's premises.



In addition, throughout (*and potentially after*) the programme, participants are offered the opportunity to engage in an on-going process of reflection and inquiry into theory and practice called ‘writing consultation’ (*see below*).

PHASE 1
Managing Consultation
SEPTEMBER 2016 / JUNE 2017

This first phase focuses on the boundaries of the consultation processes and the management of them. Each of these workshops has a specific theme :

- ↘ 12 - 16 September 2016
Anxiety and Desire
- ↘ 14 - 18 November 2016
Transformation, Institutional Transformation
- ↘ 16 - 20 January 2017
Institutions and Unconscious
- ↘ 13 - 17 March 2017
Leader, Manager and Consultant
- ↘ 15 - 19 May 2017
Consultation, Passion and Democracy

PHASE 2
Experiencing Consultation
SEPTEMBER 2016 / DECEMBER 2017

This phase has two parts :

An experience as consultant within an institution. Throughout this second phase, each student will offer his (*or her*) services as a consultant to an institution (*or one of its sub-systems*) that he (*or she*) has chosen. This consultation may bring material for the research on consultation and for the fourth phase. Each student is requested to reflect on which institution he (*or she*) could approach right from the beginning of the registration process.

An experience of an I.F.S.I.-F.I.I.S international working conference of Institutional Transformation. Participation in an international I.T. working conference organised or co-organised by I.F.S.I.-F.I.I.S is an integral part of Leading Consultation phase 2 and may also inform the written work for the research degrees. The next working conferences organised or co-organised by I.F.S.I.-F.I.I.S are not confirmed yet; however, below are some examples :

consult also :
www.ifs-i-fiis-conferences.com

PHASE 3
Reflecting Consultation
OCTOBER 2016 / OCTOBER 2017

This phase will provide students with opportunities to meet by dyads (*or, in some case, by trios*) in order to practice among them the processes of mutual consultation (*based on what has been introduced in the workshops of phase 1*). This work will be reviewed and deepen in phase 4.

PHASE 4
Sharing Consultation
NOVEMBER 2017

Phase 4 takes the form of the sixth five-day workshop, still in Paris, closing the training cycle:

- ↘ 13 - 17 November 2017
Faith and disillusionment

PHASE 5
The Mentoring Process
SEPTEMBER 2016 / DECEMBER 2017

{ See Educational Resources. }

PHASE 6
Writing Consultation
continuous inquiry, during and after
Leading Consultation

The idea at the heart of ‘*Writing Consultation*’ is that we (*both Faculty and participants*) have an important role in the development of written material in support of existing and new ideas about Institutional Transformation. Writing Consultation provides the opportunity and encouragement for informal but continuous inquiry into our practice. Writing Consultation is supported by a Writer-in-Residence. For LC6 this is Professor Russ Vince, from the School of Management, the University of Bath, UK.

Participants will be invited to create a Reflexive-Sensing Diary to capture ideas, images, examples, representations of emotions, reflections on power and authority, vignettes from experience (*etc.*).



This could be: a written diary, a set of digital voice or video files, a sketchbook of imagery or photographs, a combination of all of these, or any other creative approach to capturing reflections over time (see below for an example).

1 TransformaCtion®
I.F.S.I.-F.I.I.S
39th Annual International Working Conference
✎ Nice, France
14 - 20 March 2016 / 6 days
French and English

2 Responshabilidad, Emprendimiento, Transformacion y Oportunidad
4th Cuban Working Conference.
InterCreAcción - Universidad de La Habana - Facultad de Psicología, I.F.S.I.-F.I.I.S
✎ La Havane, Cuba
April 2016 / 4 days
Spanish and English

3 Radici e Trasformazione Istituzionale
1st Italian International Working Conference
MOTUS (avec I.F.S.I.-F.I.I.S)
✎ Turin, Italie
June 2016 / 4 days
Italian, French and English

4 F.L.A.M
Femininity, Leadership, Authority, Masculinity
14th International Working Conference
I.F.S.I.-F.I.I.S
✎ Saint Raphaël (Nice), France
5 - 10 October 2016 / 5 days
French and English

5 Shabana
Cuban Working Conference
(avec I.F.S.I.-F.I.I.S)
✎ La Havane, Cuba
October 2016 / 4 days
Spanish and English

6 Voicing and Listening
Liderazgo for TransformaCtion®
in life and the institution
Annual International working Conference
InnovAcción (avec I.F.S.I.-F.I.I.S)
✎ Lima, Perou
1 - 6 Nov. 2016 / 6 jours
Espagnol et Anglais

7 Enchantment
1st Swedish International Working Conference
I.F.S.I.-F.I.I.S
✎ Stockholm, Sweden
February 2017 / 4 days
Swedish and English

8 TransformaCtion®
40th Annual International Working Conference
I.F.S.I.-F.I.I.S
✎ Nice, France
March 2017 / 6 days
French and English

9 Responshabilidad, Emprendimiento, Transformacion y Oportunidad
5th Cuban Working Conference.
InterCreAcción - Universidad de La Habana - Facultad de Psicología, I.F.S.I.-F.I.I.S
✎ La Havane, Cuba
April 2017 / 4 days
Spanish and English

10 Radici e Trasformazione Istituzionale
2nd Italian International Working Conference
MOTUS (avec I.F.S.I.-F.I.I.S)
✎ Turin, Italie
June 2017 / 4 days
Italian, French and English

11 F.L.A.M
Femininity, Leadership, Authority, Masculinity
15th International Working Conference
I.F.S.I.-F.I.I.S
✎ Saint Raphaël (Nice), France
October 2017 / 5 days
French and English

12 Shabana and Responshabilidad
Emprendimiento, Transformacion y Oportunidad
Cubans Working Conference
(with I.F.S.I.-F.I.I.S)
✎ La Havane, Cuba
October 2017 / 4 days
Spanish and English

13 Voicing and Listening
Liderazgo for TransformaCtion®
in life and the institution
Annual International working Conference
InnovAcción (avec I.F.S.I.-F.I.I.S)
✎ Lima, Perou
November 2017 / 6 days
Spanish and English

Participation in two international working conferences of weekend (2 days)
"Identity, Role and Work", January, 2017, Paris-France, and "Passo"; November, 2017, Turin - Italy is equal to a participation in a working conference of 4 days.

Educational Resources

1. Web-Based Discussion Group

A specific web-based discussion group has been designed for Leading Consultation. Students need an email address in order to be included in the list. The list comprises all faculty members and all students on the Leading Consultation programme.

2. Key Books Library

Key books and papers about Leading Consultation will be available at the Pas Sage, in Paris, specifically for the students of Leading Consultation.

3. Mentoring Process

Throughout the programme, every student will work with a mentor chosen from the International Permanent Faculty or the International Associated Faculty. The mentoring relationship is structured through an intervision process.

It will lead to meetings (*regularly or on request, physically or by phone, internet...*). This process aims to examine together and work on the clarification of the conscious and unconscious processes that the student is facing through his (*or her*) learning within the programme (*and its sub-systems, including the experience of the role of consultant in an institution*).

The mentors are not tutors: their role is not to help the students in a protective way. The mentors will accompany the students to learn together through a relationship of inter-dependence.

Administrative Information and Applications

1. Time

Leading Consultation is an 22-month international programme organised in 6 phases from March 2016 to December 2017.

There is also an opportunity called '*Writing Consultation*' that helps participants to integrate on-going inquiry and research into their practice and to contribute to the theoretical development of institutional transformation.

2. Location

The primary location is Paris, France, for phase 1 and 4, at:

Forum International de l'Innovation Sociale (I.F.S.I.-F.I.I.S) *le Pas Sage*
60, rue de Bellechasse, 75007 Paris, France
Tel : +33.(0)1.45.51.39.49
Fax : +33.(0)1.45.51.39 42
ifsi.fiis@orange.fr

The second location is the home country of each student for phase 2 (*Experience of the role of consultant in an institution*) and phase 3.

3. Number of students

Leading Consultation is an international programme which is designed for 12 to 24 students.

4. Cost

The total cost for the programme (*six phases*) is:

- ↘ 24 000 Euro (before V.A.T).
for the institutional registers
- ↘ 16 800 Euro (before V.A.T).
for the individual registers

The payment (*in Euro*) has to be sent to I.F.S.I.-F.I.I.S Value Added Tax (20 %) must be added to this amount. In accordance with the law, this tax may be reduced for some students depending on their place of residence and under particular conditions.

This fee includes :

- ↘ The learning process.
- ↘ The educational part of the fee for the participation at an international i.r. working conference organised or co-organised by I.F.S.I.-F.I.I.S (phase 2).

This fee does not include :

- ↘ Food, accommodation or travel expenses⁵
- ↘ The fees for any academic year at the University of Bath for the students preparing the M.Phil., or the Ph.D (phase 5)
- ↘ Books or photocopying expenses,
- ↘ The complementary fee (for meals and accommodation) for the international i.r. working conference organised or co-

- organised by I.F.S.I.-F.I.I.S (phase 2),
- ↘ Any fee and expenses linked to the experience of consultation within an institution.

Every year, the following must be added :

The annual I.F.S.I.-F.I.I.S fee is for each year of the programme (*2016 and 2017*). For 2016, this fee is 80 euros ; people coming from some specific countries could be allowed to pay a reduced fee as detailed in the template at the end of this brochure.

The annual APTI fee for each year of the programme. APTI is an association whose purpose is to collect funds to allow people having financial difficulties or coming from developing countries to attend conferences on Institutional Transformation. An annual fee of 10 euros each year of the program is requested for all participants. These two fees are not subject to VAT.

5. Criteria of eligibility

In order to qualify for admission to the Leading Consultation programme, candidates must :

- ↘ Be Member of I.F.S.I.-F.I.I.S This implies to pay I.F.S.I.-F.I.I.S annual dues in 2016 and 2017.
- ↘ Be fluent (verbally and in writing) in English or French

6. Financing

The amount of the booking fee is 2 000 Euro which must accompany the application letter. The booking fee cannot be reimbursed except if the application is not accepted, or subsequently withdrawn before July, the 15th, 2016 and as a result of an exceptional reason.

The balance of fee must be paid at the beginning of the workshops (September 2016) or spread in 3 payments as follows:

- ↘ Institution: 8 500 Euros in September 2016, 8 500 Euros in December 2016 and 5 000 Euros in March 2017.
- ↘ Individual: 5 500 Euros in September 2016, 5 500 Euros in December 2016 and 3 800 Euros in March 2017.
- ↘ If the applicant is liable for the French Value Added Tax (20,0%), it must be added to each payment (including the booking fee).

Every payment must be sent to The International Forum for Social Innovation. Checks should be made payable to: le Forum International de l'Innovation Sociale. Credit card payments are accepted.

I.F.S.I.-F.I.I.S will support as far as possible the students requests for special conditions for a bank loan as well as research for sponsoring by private company as well as national, European or International organisation.

7. Application and Additional Information

Application requires sending an application letter to The International Forum for Social Innovation with the booking fee. The letter should include information about current role and experience, academic qualifications, and reasons for wanting to undertake the Leading Consultation programme. It can also mention the applicant's intention and also the possible institutions for phase 2.1 which is the experience of consultant in an institution. It must also clearly mention the precise mail, telephone and email details of the applicant and his (*her*) signature by hand. The original document is send by postal service to I.F.S.I.-F.I.I.S

All enquiries could be addressed to:

Pr. David Gutmann
or Dr. Leonardo Veneziani
or Sylvie Toral

Forum International de l'Innovation Sociale
60, rue de Bellechasse, 75007 Paris, France
Tel : +33.(0)1.45.51.39.49
Fax : +33.(0)1.45.51.39 42
ifsi.fiis@orange.fr

Some information about "low cost accommodation" in Paris will be made available for the foreign students

Program Management
and Faculty Members

The faculty of Leading Consultation is composed by:

an International Permanent Faculty;
an International Associated Faculty.

Director

Prof. David Gutmann

Executive Vice President délégué de I.F.S.I.-F.I.I.S; Visiting Professor, The Business School of the University of Bath, United Kingdom; Maître de Conférences, École Nationale d'Administration, Paris-France; Executive Chairman, Praxis International, Conseillers de Synthèse/Advisers in Leadership; Immediate past President of the International Association for Group Psychotherapy and Group Processes (IAGP).

Assessor

Louise Edberg

CEO at Arifana International AB, Stockholm, Sweden; President of I.F.S.I.-F.I.I.S, France; Member of Praxis International Network and Think Tank, France; Institutional Transformation certificate from Leading Consultation 2.

Academic Director

Prof. Russ Vince Ph.D

Professor of Leadership and Change and Director of the research Centre for Strategic Change and Leadership (CSCL), the School of Management, the University of Bath, United Kingdom. Honorary Professor in Management, the School of Management, University of St Andrews, Scotland.

General Coordinator of programme resources

Dr. Leonardo Veneziani

I.F.S.I.-F.I.I.S Administrator; Manager, Adviser in Leadership and Partner at Avutann (Paris, France), Turin, Italy; Member of the Think Tank and International Network at Praxis International in Paris, France; Certified Institutional Transformation Consultant (Leading Consultation, Program 2 - I.F.S.I.-F.I.I.S); Founder and member of the MOTUS Board - Italian association for Institutional Transformation.

Coordinator of programme resources

Sylvie Toral

I.F.S.I.-F.I.I.S Treasurer; Consultant in Organization and Change Management; Consultant with the Consultation Center for Life at Work (CCVT) at I.F.S.I.-F.I.I.S in Paris, France; Member of the Think Tank and International Network at Praxis International in Paris, France; Certified Institutional Transformation Consultant (Leading Consultation, Program 4 - I.F.S.I.-F.I.I.S).

International
Permanent Faculty

The International Permanent Faculty is in charge of the management of the programme. It includes the coordination of resources. Its members will be selected among the following:

Dr. Bonnie J. Buchele, Ph.D.

Ph.D., ABBP, DFAGPA; Psychologist / Psychoanalyst (Kansas City-USA) Past President and Distinguished Fellow of the American Group Psychotherapy Association, President-Elect of the IAGP from 2012 through 2015; Former director of the Greater Kansas City Psychoanalytic Institute.

Timoteo Di Maulo

CEO of Aperam: stainless and specialty steel; Certified Institutional Transformation Consultant (Leading Consultation, Program 5 - I.F.S.I.-F.I.I.S). Luxembourg.

Bernard Fontana

COO of Areva NP; Graduate of the Ecole Polytechnique in France; Certified Institutional Transformation Consultant (Leading Consultation, Program 3 - I.F.S.I.-F.I.I.S).

Michaël Gutmann

Adviser in Leadership and Consultant in Management and Group Process at Praxis International; Certified Institutional Transformation Consultant (Leading Consultation, Program 4 - I.F.S.I.-F.I.I.S); Member of the Praxis International Think Tank; Chairman of the International Network Meetings at Praxis International; Associate Director of TransformaCtion; Photographer based in Paris, France.

Jean-François Millat

Member (and Chairman until 2016) of I.F.S.I.-F.I.I.S; Independent Consultant associated with Praxis International; Former HR Head of EDF and Gaz de France in Paris, France; Member of the Think Tank and International Network at Praxis International in Paris, France.

Prof. Jona M. Rosenfeld, Ph.D.

Social Worker, Head, Unit of Learning from Success and Ongoing Learning in Human Services, Myers-JDC-Brookdale Institute, Jerusalem, Israel; Professor (emeritus) Paul Baerwald School of Social Work and Social Welfare, Hebrew University of Jerusalem; Member, OFEK, I.F.S.I.-F.I.I.S.

Dr. Christer Sandahl

Professor of Behavioural and Social sciences at Karolinska Institute; Director of research

on leadership and group processes at the Medical Management Centre; Research project on academic leadership; Founder of Sandahl Partners Ltd, consultancy in leadership and organisation; Past President of the International Association for Group Psychotherapy and Group Processes (IAGP). Sweden.

Dr. Jacqueline Ternier-MacConnico

Immediate past President of I.F.S.I.-F.I.I.S; Conseiller de Synthèse /Advisers in Leadership, Praxis International; Founder, Identités Conseil Créativité, Paris. France.

Seppo Turkka

Organisational consultant (LC2), I.F.S.I.-F.I.I.S, Paris ; Founder and Chairman of the board of Social Innovations Finland (SoinFin); Organisational Consultant and managing director of Synapsis Consulting; Shareholder and consultant of Kehityspiikki Consulting; Adviser on educational management, leadership and consultation.

Viviana Valente

R.D. Leading Consultation 2, Glamorgan University (UK) I.F.S.I.-F.I.I.S; Chairperson and Adviser in Leadership at the Sélection Formation Développement (SFD) firm in Belgium; Consultant for Praxis International and Member of its International Network in France;; Administrator of MaTRIS asbl - a matrix for the Transformation of Roles and Social Innovation, Belgium; Member of the Associazione Laziali nel Mondo Benelux.

Prof. Michel Wiewiorka

Chairman of the Board of the Fondation Maison des sciences de l'Homme; Director of Studies at the Ecole des hautes Etudes en Sciences Sociales; Member of the European Research Council Scientific Council. France;

International
Associated Faculty

International Associated Faculty members will offer more specific and selective interventions (consultation, presentations, ...). Its members will be selected among the following.

Kari Antyla

Secretary General, SDP Parliamentary Group Master of Education, Consultant Institutional Transformation certificate from Leading Consultation 2; Past State Secretary in the Ministry of Education and Culture (2014-2015); Past Secretary General in Workers' Educational Association WEA of Finland (2011-2014); LC 3, Consultant, CEO and founding member of Kehityspiikki Ltd (1997-2011)

Jean-François Benard

Former Managing Director of the SNCF and then the RFF; Former Chairman of the Board of Directors at the Catholic University of Paris; Honorary Public Prosecutor at the Court of Auditors. France.

Rachid Benzine

Specialist in Islam; Associate Researcher at the Observatoire du religieux; Teacher at the Faculté protestante de Paris, Participant in inter-religious dialogue; Columnist for the Monde des livres, France. Latest publication entitled *La République, l'Eglise et l'Islam : une révolution française* (2016)

Jean Bergougnoux

SNCF Honorary Chairman; EDF Honorary Managing Director; Consultant in the fields of energy, transport, strategy and management. France.

Thierry Bonnet

Former EDF Group Director; Municipal Councillor for Croissy-sur-Seine and Officer at the Touquet town hall; CEO of AL&STA Conseil - an advisory firm on strategy in the energy field; Member of the Praxis International Think Tank; Certified Institutional

Transformation Consultant (Leading Consultation, Program 4 - I.F.S.I.-F.I.I.S).

Pierre Bornard

Vice-Chairman of the RTE Board of Management (French electricity transmission system operator), Chairman of Powernext; Graduate of the Ecole Supérieure d'Electricité. France.

Georges Bouchard

Delegate-General of the French Natural Gas Association; Certified Institutional Transformation Consultant (Leading Consultation, Program 3 - IFSI-FIIS); Graduate of the Ecole Polytechnique and the Ecole Nationale des Ponts et Chaussées

Pierre-Franck Chevet

Chairman of the French Nuclear Safety Authority (ASN). France.

Yeshaya Dalsace

Rabbi of the DorVador Massorti community in Eastern Paris; Actor and Director, dramaturgy teacher at the Hebrew University for several years; Journalist for Kol Israel; Creator and writer of the French website massorti.com; Regular contributor on the Akadem website; Israeli Master's in Jewish studies (Mahon Schechter); Lecturer at the Alliance Israélite Universelle, the Society for the Health of the Jewish Population (OSE), the Paris Community Center, the Global Jewish Advocacy (AJC), and various university symposiums and academic courses.

Stan De Loach, Ph.D.

Clinical Psychologist; Advisor in Leadership and Synthesis; Diabetes Educator; Non-objective Artist-México, Distrito Federal-México; Member of Praxis International Network

Béatrice Depeursinge - Burri

Member of I.F.S.I.-F.I.I.S; Certified Institutional Transformation Consultant (Leading Consultation, Program 2 - I.F.S.I.-F.I.I.S); Various management positions on home help and care in the Canton of Vaud, Switzerland (ABSMAD-AVASAD); Graduate in

psychosomatic relaxation therapy (ESRPC, Payerne, Vaud, Switzerland)

Guy Dollé

Corporate Director in Paris, France; Former Chairman of the Directorate-General of Arcelor. Luxembourg.

Dov Hadari, M.A.

Psychologist; Senior Management and Organizational Consultant; co-Founder of Besod Siak-Board member; Ofek member; Lecturer at Tel Aviv University-The Group Facilitators Program and at the Tel Aviv High School for Educational Psychologists; Israel Group Therapy Association-Board member.

Bernard Leblanc

Chairman of BL Consulting; Former Managing Director of Gaz de France.

Antoine Legrand

Adviser in Leadership and Associate Director at the Avutann consultancy firm; Member of the I.F.S.I.-F.I.I.S Board of Directors; Member of the Think Tank and International Network at Praxis International in Paris, France; Certified Institutional Transformation Consultant (Leading Consultation, Program 5 - I.F.S.I.-F.I.I.S)

Dominique Maillard

Former Chairman of the RTE Board of Management; General mining engineer. France.

Gilbert Malbrouck

Chairman of MaTRIS asbl - a Matrix for the Transformation of Roles and Social Innovation Liège-Belgium; Adviser in Leadership; Civil engineer; Certified Institutional Transformation Consultant (Leading Consultation, Program 1 - I.F.S.I.-F.I.I.S); Member of the Think Tank and International Network at Praxis International in Paris, France.

Samuel Martin

Member of I.F.S.I.-F.I.I.S; Principal of Janus Consulting-Trinidad and Tobago; Consultant, Praxis International; Business Consultant with extensive experience in finance

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Consuelo Martin

Doctora en Ciencias Psicológicas; Profesora Titular de la Universidad de La Habana; Presidenta de InterCreAcción, sección de la Sociedad Cubana de Psicología; Miembro de I.F.S.I.-F.I.I.S.

Jacques Regaldo

Chairman of the World Association of Nuclear Operators (WANO), Former Operating Senior Vice-President of the Generation and Engineering Division (DPI) at the EDF Group in France

André Renaudin

Managing Director of the AG2R La Mondiale Group; Graduate of the Ecole Polytechnique, the Institut d'Etudes Politiques and the Institute of Actuaries in Paris, France; General mining engineer.

Prof. Dr Elisabeth Rohr

Professor for Intercultural Education, Philipps-University, Marburg/Germany Group Analyst; Trainer, Consultant in national and international fields of work.

Lisbeth Sanchez

Sociologist-Psychoanalytic psychotherapist - Certified coach; National Director-AFS del Perú Programas Interculturales; Certified consultant in Institutional Transformation, Leading Consultation 4; Certified Facilitator in Intercultural Learning, AFSIP Member, I.F.S.I.-F.I.I.S, InnovAccion

Gagandeep Singh

MBA-Indian Institute of Management, Ahmedabad; Principal Consultant and Coach - Organization Design and Development, Flame TAO Knoware (P) Limited; Visiting Faculty - IIM A and IIM U; Fellow-Sudmedhas Academy for Human Context.



Created in 1976, the International Forum for Social Innovation is an international, non-profit association. IFSI-F.I.I.S.'s aim is to promote social innovation and institutional transformation in private and public institutions.

By 'social innovation', I.F.S.I.-F.I.I.S means the ability to innovate in terms of social behaviour, whether personal or professional. The term also entails the capacity to envision options other than repetition and reproduction of past behaviour; it implies the ability to transform roles and thereby contribute to the transformation of institutions.

In IFSI-F.I.I.S.'s reasoning, 'institution' designates organisations of all kinds, highlighting the end products they generate as well as the factual and mythical history that underlies them, the implicit and explicit rules that govern them, the conscious and unconscious emotional life that sustains them, and, generally speaking, everything that makes them exist.

By stressing the function of roles in the transformation of institutions and by taking into account the psychic aspects of institutional life, I.F.S.I.-F.I.I.S makes reference to theoretical currents such as personalism, psychoanalytic theory applied to groups and institutions, and systems analysis. Its intent is to probe the complementarities, contradictions, and tensions of these disciplines. One of I.F.S.I.-F.I.I.S's principles is that evolution in behaviours takes place through work on mental representations;

it further holds that transformation cannot take place without conflicts or clashes. The origins of its approach can be found in the work of W.R. Bion and associates. I.F.S.I.-F.I.I.S is now developing its own approach, that of Institutional Transformation.

It has been able to develop its own approach by extending practices that were developed for the helping professions to the world of private enterprise. This has been accomplished by systematically holding an international frame of reference, and by using as a resource the conscious and unconscious expression of diversity in language and culture.

I.F.S.I.-F.I.I.S is both a permanent institution, devoted to transformation, as well as a place of transit where it is possible to individually and collectively work in the 'here and now' towards the transformation of roles and institutions. It considers the diversity of the origins of its members, consultants, and board members to be a source of richness that it intends to enhance through the high demands it makes on itself as an institution in transformation.

I.F.S.I.-F.I.I.S is financed through individual and institutional membership fees, donations, and the fruits of its activities. It uses these resources to support and develop its own projects, award scholarships to participants who would not otherwise be able to participate in its activities, and initiate new programs conducted independently

or in cooperation with other organisations in France and abroad.

In concrete terms, the first activity of the Forum has consisted in organising each year since 1978, an international trilingual conference in France on the theme of the authority, the leadership, and the transformation called TransformaCtion® since 2005. It has also been developing and conducting conferences abroad (*Australia, Belgium, Caribbean English, Catalonia - Spain, Cuba, Finland, India, Ireland, Israel, Italy, Palestinian Authority, Peru, United Kingdom, U.S.A...*), in partnership with universities and other organisations, on similar and complementary themes.

In 1993, for the first time a large international industrial company asked to I.F.S.I.-F.I.I.S to put into practice its methodology in one of its production units. From to the present day, others companies have followed in different countries (*Caribbean, Europe, Moyen-Orient North and South America*), extending this application to the whole of their activities, opening a field of reflection more innovative and even richer on the relationship between the advice and management.

Since 1999, I.F.S.I.-F.I.I.S continues with conceiving others conferences such as: the international annual conference entitled 'Body, Soul, and Role' on health and vitality in organisations, or still the F.L.A.M conference on the theme of Femininity, Leadership, Authority and Masculinity: others are underway.

Finally, the International Forum for Social Innovation is also a place of training to the profession of consultant and more generally of transmission of know-how, in particular for the managers who attempt to develop and increase their knowledge applied of the functioning of their companies: it may them be considered as a matrix.

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I.F.S.I. - F.I.I.S. fees

Fees for individual's members are calculated pro rata based on the geographic location according to the World Bank's rating of country income.

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