



भारतीय प्रबंध संस्थान अहमदाबाद

वस्त्रापूर, अहमदाबाद 380015

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

VASTRAPUR, AHMEDABAD 380015

**Professor Ajeet N. Mathur**

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

September 23, 2019

Ladies and Gentlemen,

**Working Conference "Managing You and Me in Roles and Systems" (MAYUMERS)  
February 27 to March 4, 2020**

In this era of disruption with rapidly changing complex environments and more diversity at workplaces, leadership effectiveness requires special skills for noticing, understanding and working with covert processes lurking beneath the surface. The challenges involve simultaneously managing task, time, territory, technology, sentience and understanding boundaries in ways for which no formal education or training prepares us.

In this 'Working Conference' (acronym, MAYUMERS), there would be no lectures, case-studies, simulations or papers presented. Rather, we would co-create with participants, a temporary organisation, with a stance which is educational. Using a variety of process work and action research methodologies, we would collaboratively harvest insights and experientially learn from the lived embodied experience of team dynamics of groups, sub-groups, inter-group and institutional processes. To integrate the learning and help transfer that to organisational roles, appropriate events are built into the Conference design. A set of readings useful to assimilate the Conference experience would also be provided. Participants will have opportunities to deepen their understanding of how men and women can work together engaging more effectively at tasks with greater satisfaction over quality of work life.

The enclosed brochure has more details. Places available are limited to 48, by design. The closing date for registrations is January 20, 2020. We urge you to decide on your nominations asap. Our previous MAYUMERS Working Conference was oversubscribed. Participation in the MAYUMERS Working Conference is open to all and does not require any particular background or education. Those who have previously participated in a group relations conference such as IIMA's AOSPOR Working Conference or a previous MAYUMERS can be offered a place in the advanced praxis group of this Conference. We would be able to accept up to 10 persons in the advanced praxis group.

Participation in the MAYUMERS Conference would be particularly useful for:

- (1) Individuals at workplaces in a plurality of working relationships as "peers", "seniors", "juniors" in task roles and as mentors-protégés, coaches-coachees etc. in helping relationships.
- (2) "Couples" in the same or different organisations concerned about work-life balance, gendered division of work in families and workplaces, and politics of relatedness.
- (3) Work partners (where one or both may be men or women, married or not), as task dyads or members of teams in organisations seeking clarity for roles inside task systems and role-spaces outside them.

For more information, please read the brochure and feel free to get in touch with me by e-mail or phone or contact Suman Verma, Conference Administrator, at [sumanv@iima.ac.in](mailto:sumanv@iima.ac.in) or +91 92277 93191.

With best wishes,

Yours sincerely,

Ajeet N. Mathur  
Conference Director, MAYUMERS 2020  
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Conference Administrator, MAYUMERS 2020  
**Phone:** +91 79 6632 4461  
**Mobile/Whats App:** +91 92277 93191  
**Email:** [sumanv@iima.ac.in](mailto:sumanv@iima.ac.in)

Enclosed: Brochure and Nomination form



INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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

February 27 to March 4, 2020



## What is MAYUMERS?

'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. MAYUMERS provides a structured context of different systems and sub-systems in which to explore and learn from the dynamics around group relations, leadership, exercise of authority and emotional sub-groups in the lived experience.

Participants will have opportunities to deepen their understanding of how men and women can work together for engaging more effectively for outcomes from tasks and with greater satisfaction over processes. The processes in a working conference are similar to those we are familiar within our own and other organisations. The emerging insights are available for exploration and reflection and there is opportunity for developing skills to work with unconscious processes this makes the Conference experience different and valuable in mobilising authority from personal and organisational roles for managing change.

The MAYUMERS Conference is an invitation to explore and learn about management processes, systems and structures in organisations which are at the core of strategy. MAYUMERS is different from other working conferences offered by IIMA (such as AOSPOR) in two fundamental respects. Here, there is a special emphasis on understanding what it takes to embody roles and on dynamics of working as individuals, in dyads, as couples, within sub-groups, and managing boundaries for inter-group interfaces in organisations. Our focus would be around issues of competition and collaboration, team diversity, teamworking, management of gender equity, diversity, inclusivity, and other complexities around change that affect results and quality of work life.

## Primary Purpose of MAYUMERS

The primary purpose of this Working Conference is to provide opportunities for members to develop transformative leadership capabilities for responding to management and leadership challenges around questions of purpose, passions, authority and power. 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 diversity is valued. The pursuit of communication without credibility, and competitive performance without collaboration can produce organisational toxicity. At the MAYUMERS Conference, we explore emergent phenomena together, if, when and as it arises and witness how attention to covert phenomena can pave the way for transformations.

## What does MAYUMERS Offers for Your Teams and Organisations?

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 politics of disharmony in managing differences and diversities in organisations can adversely impact people, processes and potentialities. 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 diversity.

## Challenges of Post-Modern Organisations

- Men and women at workplaces connect and interact in a plurality of working relationships as colleagues and peers, members of teams bringing in talent from their expertise as "seniors", "juniors" in task roles and as mentors-protégées, coaches-coachees etc in helping relationships.
- Nowadays, more and more men and women as "couples" and "pairs" take up roles in work life and organisations or work in family businesses or as entrepreneurs. This presents concerns about identities, authority dynamics, hierarchy, work-life balance, gendered division of work in families and in workplaces, and politics of organisational relatedness for coping with complexity, uncertainties and ambiguities.
- Work partners (where one or both may be men or women, married or not), as task dyads or members of teams in organisations attract phantasies of others which may result in tasks getting affected.

## For Whom?

This Working Conference is for anyone interested in developing a deeper understanding of intra-group and inter-group processes in teams, and insights about dyads, couples, pairs that would help understand what facilitates and what impedes managerial and leadership processes in organisations. There could be advantages if members participate with colleagues in similar roles or from the same setting. **Work dyads and couples** are particularly encouraged to enroll. In this conference we view 'management' as a process, rather than 'management' as a collective noun. There is no requirement of any particular previous experience or knowledge, only willingness to learn from one's experience. 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.

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 activism, 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 MAYUMERS Unique?

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 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 also 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.

## About this Method of Process Work

This method of process work for studying group relations which inspires this working conference originated in 1957 at the Tavistock Institute of Human Relations from the work of Wilfred Bion who was born in India. Since then, this genre of process work 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. This Working Conference is offered in the IIM tradition.

Participants would benefit from:

- Developing skills for understanding covert processes and managing boundaries in ways for which no formal education or training prepares us.
- Deeply exploring issues concerned with implications of pairings and emotional sub-groups for task boundaries and effectiveness.
- Understanding and detecting disharmonies manifesting from masculine and feminine identities in worklife.
- Managing task relationships in dyads within same gender and across gender differences raising "pictures of relatedness" for others in the same organisation.

## Why is MAYUMERS Important for Participants and Organisations?

Experience has shown that strategies often get held up by unseen dynamics in organisation systems. Benefits to organisations include increased capacity to lead and to organise harmonious and effective teams at work for managing in rapidly changing and complex environments with increased diversities. Many professionals experience surprises bordering on bewilderment and considerable anxiety in the search for collaborative equilibria with greater variety in managerial styles due to increased complexity and diversity in organisational roles.

The importance of working conferences is providing working spaces with increased **psychological safety** to learn and practice new behaviour. Participants can experience and understand how they influence or are influenced by others and the ensuing consequences – intended and unintended, overt and covert. Thereby, skills can be developed and insights sharpened into how strategies take shape from how groups function; how phenomena such as alliance and coalition formation affect understanding of the group by the group and shape motives and powerbases; how competition, rivalry, and exploration of what lies beyond immediate awareness unravel 'pictures of relatedness' that may remain hidden in everyday interaction.

## What to Expect from MAYUMERS?

The Conference provides a 'temporary learning institution' with 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 be learnt here. This makes all the difference between sustainable performance and growth stalls induced by latent passions and conflicts. The Conference is based on the following premises:

### 1) Learning is experiential and based on tasks and roles

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.

### 2) Learning happens through reflections on processes

Participants take part in a variety of events such as small study group event, large study group events, dialogue praxis event, harmony sensing matrix, besides plenaries and inter-group work in institutional events. There are opportunities to cope with different tasks, to be in different roles, and to explore the extent and limits of personal authority.

### 3) Learning Platforms

The group experiences are studied by the participants. A package of recommended readings provided before the Conference would aid in assimilation of learning during and after the conference.

### 4) Role of the Staff

The role of Staff provides boundaries and consultations to various events. Members will also have opportunities to develop consultancy skills, take up Staff roles, and to consult to each other.

## Concepts Fundamental to MAYUMERS

**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 emotional sub-groups and the outcomes from interactions of identities and differences in the lived experience may be studied in intra-group and inter-group interactions and in the institution as a whole.

**Systems** are 'constructs' of inter-related parts where processes and flows for conversions and value creations occur enabling inputs and outcomes.

**Role Space** is the universe of all roles a person identifies with in life.

**Role Set** is the inter-connected universe of roles in an organisation for engagement with tasks.

**Primary Task** is the one that describes the nature and core purpose of an organisation, and into which all tasks enmesh.

*The Primary Task of this Working Conference is to experience and study 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 differences, diversities and emotional sub-groups.*

## Conference Director

### Ajeet N. Mathur, Ph.D

Professor, Indian Institute of Management Ahmedabad. Affiliate Life Member, Indian Psychanalytical Society; Fellow, Sumedhas Academy of Human Context, Yoga Shikshak, Bihar School of Yoga, and Member of Governing Board of the Global Foundation for Integrating Spirituality and Organisational Leadership (ISOL).

## Conference Staff

The Conference Staff will be invited from among the following: Barbara Eisold, Kenneth Eisold, Fabio D'Apice, Sarbari Dasgupta Gomes, Vidya Kadamberi, Olya Khaleelee, Ashok Malhotra, Ajeet N. Mathur, Sari Mattila, Barbara Özdemiir, Huseyn Özdemiir, Mamta Shah, Samar Singh, Suman Verma.

## Venue, Dates, and Accommodation

**Venue:** Clarks Amer, Jaipur (a 5-Star Hotel and Convention Centre)

Jaipur is located in Rajasthan about midway between Delhi and Ahmedabad and is well connected for flights, rail and road travel. Members are expected to arrive on **February 27, 2020** and register at the venue between 10:00 a.m. and 11:45 a.m. for collecting the Conference Kit.

Departures can be planned for any time after 3:30 p.m. on March 4, 2020. The fee, payable in advance includes registration fee, charges for reading materials and includes accommodation and full board from **February 27, 2020** until **March 4, 2020 (4:00 p.m.)**.

## Practical Arrangements

**The number of participants is limited to 48 by design.** Hence we advise that you send your nominations with fees sufficiently early to avoid any disappointment. If places are available, nominations may be accepted until **16:00 (Indian Standard Time) on January 20, 2020**. Every nomination will be acknowledged when received. Acceptance is not automatic.

Nominations should reach the Conference Administrator latest by **16:00 (Indian Standard Time) on January 20, 2020**. An early bird discount is available to those registering by **December 23, 2019**.

Nominations received without fees are not considered.

## Reflections of participants at previous IIM Working Conferences

“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**

“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**

## Fee (including accommodation and all meals)

### Early Bird Discounted Fees (until December 23, 2019)

**RUPEES:** INR 1,81,350 plus 18% GST, amounting to INR 2,13,993 (single occupancy)

**RUPEES:** INR 1,40,000 plus 18% GST, amounting to INR 1,65,200 (double occupancy)

**EUROS:** € 3000 (single occupancy)

**EUROS:** € 2400 (double occupancy)

**DOLLARS:** \$ 3400 (single occupancy)

**DOLLARS:** \$ 2950 (double occupancy)

### Fees after December 23, 2019

**RUPEES:** INR 1,95,000 plus 18% GST, amounting to INR 2,30,100 (single occupancy)

**RUPEES:** INR 1,48,500 plus 18% GST, amounting to INR 1,75,230 (double occupancy)

**EUROS:** € 3500 (single occupancy)

**EUROS:** € 2900 (double occupancy)

**DOLLARS:** \$ 4000 (single occupancy)

**DOLLARS:** \$ 3450 (double occupancy)

## Cancellation Policy

Cancellation (with refund of fee) is permissible until **January 21, 2020**. After January 21 there would be no refunds on cancellation. Substitution of nomination can be made until **February 21, 2020**.

## Bursaries

A few places at half-fee are available if neither the member nor the organisation can afford a full fee. Applications for these places should reach the Conference Administrator by **January 2, 2020**, with reasons for seeking the reduced fee.

Nomination forms, together with the Fees, are to be sent to:

**Suman Verma**

Conference Administrator (MAYUMERS 2020)

Executive Education Office

Indian Institute of Management Ahmedabad

New Campus, Vastrapur, Ahmedabad 380 015.

**Phone:** +91 79 6632 4461

**Mobile:** +91 92277 93191

**Fax:** +91 79 2630 0352

**Email:** sumanv@iima.ac.in

Fee can be paid in one of these two ways:

### [A] Electronic Fund Transfer:

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

## [B] Payment Gateway

For more information, please visit the respective programmes listed on our website [www.iima.ac.in/exed](http://www.iima.ac.in/exed).

1. Name of Beneficiary:  
**Indian Institute of Management Ahmedabad**
2. Savings Bank A/c No. 000794600000165, YES Bank Limited, C. G. Road Branch, Ahmedabad  
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisations)
4. Purpose of Remittance: **Working Conference on Managing You and Me in the Roles and Systems (MAYUMERS)**
5. IIMA Permanent Account Number (PAN): AAATI1247F
6. IIMA Tax Deduction Account Number (TAN): AHMI00189A
7. IIMA GST Registration Number: 24AAATI1247F1Z4 (SAC: 999293)

## Alumni Association

Participants who attend short-duration Open Enrollment Programmes of IIMA become eligible for alumni status after attending a total of 21 days in one or more programmes. An alumni identity card is then issued after a one-time alumni fee payment of INR 10,000.

## Indian Institute of Management Ahmedabad

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.



कार्यकारी शिक्षा  
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Fax: +91-79-2630 0352 (ExEd)/ 2630 6896 (General)

Email: [exed@iima.ac.in](mailto:exed@iima.ac.in) • Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

**NOMINATION FORM**

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

February 27 to March 4, 2020

Clarks Amer, Jaipur

<b>Closing Date For Nominations</b>	<b>Monday, January 20, 2020</b> <b>Note: See brochure for discount on registrations done by Monday, December 23, 2019.</b>
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Please send the filled in form to:

**Suman Verma**

**Conference Administrator, MAYUMERS 2020**

Executive Education Office, Indian Institute of Management Ahmedabad, New Campus, Vastrapur, Ahmedabad - 380015

**Mobile:** +91 92277 93191, **Phone:** +91-79-6632 4461 • **Email:** sumanv@iima.ac.in • **Fax:** +91-79-2630 0352

TO BE FILLED IN BY THE NOMINEE					
Name					
Male		Female		Age	
Designation:					
Organisation:					
Address for communication:					
City		Pin		Fax	
Phone	(Office):	(Residence):			
Email				Mobile	
Current Role and Responsibilities					
Membership Category sought <input type="checkbox"/> Regular <input type="checkbox"/> Advanced Praxis Group					
Accommodation Preference <input type="checkbox"/> Single occupancy <input type="checkbox"/> Double Occupancy					
How would you wish your name to appear in the Conference Name Badge?					
Education					
Degree/Diploma/Certificate		Subject (s)		Year	
Work Experience					
Organisation (current first)		Position		Years of Experience	

Previous Group Relations Conference Experience, if any			
Programme title	Duration	Year	
Dietary / Health related requirements, if any			
Veg / Non Veg	Dietary restrictions, if any	Special needs	Anything else
Your expectations from this Conference?			
Designation of role-holder to whom you report			
How would you wish your name to appear in the Conference Certificate?			
Date: _____		Signature of Participant: _____	
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.):			
GST Registration Number			
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.
			Other (specify)

Date: \_\_\_\_\_

Sponsor's Signature: \_\_\_\_\_

Kindly indicate how you learnt about this Conference

- Advertisement (Please specify): \_\_\_\_\_
- Website/Email: \_\_\_\_\_
- Direct Mailing (Yes/No): \_\_\_\_\_
- Others (Please Specify): \_\_\_\_\_

Payment Details ECS Details IIM Ahmedabad YES Bank Account Number: 000794600000165,  
IFSC: YESB0000007, SWIFT Code: YESBINBB

- Amount: \_\_\_\_\_
- Transaction Ref. No. and Date: \_\_\_\_\_
- A/c. from which the payment is made: \_\_\_\_\_
- Purpose of Remittance: MAYUMERS 2020