



## key learning objective

TO UNDERSTAND HOW THE SURFACE BEHAVIOUR IN GROUPS IS RELATED TO THE UNSEEN OR UNSPOKEN INTERPERSONAL DYNAMICS THAT EXIST IN GROUPS

Do you work with or in teams and groups in your professional role(s)?

Groups can be one of the most challenging to decode and understand, in part because of the inner complexities that each member brings into the group that shape the unspoken culture of the group.

To begin to understand groups, perhaps it is worth examining our own experience in groups to enlighten what might be going on in the realm of groups that we are part of or work with.

EMAIL [LENSONGROUPS.SG@GMAIL](mailto:LENSONGROUPS.SG@GMAIL) TO FIND OUT MORE!

## who and what?



### You will find this useful if...

- You are leading a team in your professional role;
- You are a consultant or coach working with intact teams or groups; or
- You are curious about why groups are the way they are, and seek to get another perspective of how groups can be decoded

### What You Will Experience

On top of exploring some theories on groups and group dynamics, the workshop will comprise “here and now” and “there and then” components.

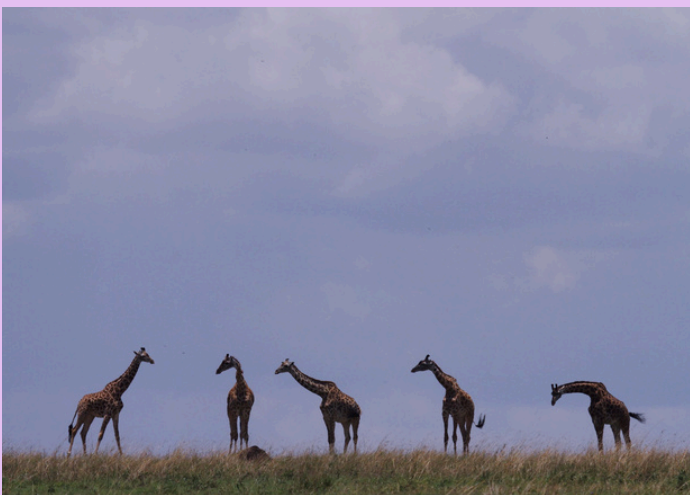
The purpose of the “here and now” components are to allow you to have an experience of being in a group.

The “there and then” components will then provide you with an opportunity to examine your experience and make connections to the theories that were introduced and make connections outside the boundary of the workshop into your reality.

# Tavistock Method - “Group as a Whole”

The Tavistock method originated with the work of the British psychoanalyst Wilfred R. Bion. Convinced of the importance of considering not only the individual but also the group of which the individual is a member, Bion conducted a series of small study groups where he reported his experiences culminating in the book *Experiences in Groups* (Bion, 1961).

Bion's novel approach of viewing a group as a collective entity evolved into a method. Over time, the design shifted from the roles that individuals assume in work groups to the dynamics of leadership and authority relations in groups. A premise undertaken by this method is that individuals cannot be understood, or changed, outside the context of the groups in which they live, shaped the contours of the group relations conference as a teaching modality.



## Key Concepts

- The meaning of "Group-as-a-Whole"
- Bion's Basic Assumptions
- The nature of the unconscious
- Boundaries, Authority, Role and Task (BART)
- Projection, splitting and other psychological phenomena in groups



## the grapevine...

The intentional workshop design and experience supports both budding and existing OD practitioners build and sharpens distinctions of group behaviours - definitely value for money!

A wonderful life changing course. This workshop is both a mirror for me to better understand myself as well as a powerful lens through which to view my team and how best to navigate team dynamics. Thank you Kai Foong and Darryl for the wonderful experience and thoughtful design

It is a great experience swimming in the sea of group dynamics. The practice sessions give clarity to how defences play out. Highly recommended for coaches, consultants and managers.

I think it is an unforgettable experience everyone should try at least once.

# details

## Details, Fees and Facilitators



Date/Time: 6-7 April 2026, 0830-1700h

Venue: Devan Nair Institute, 80 Jurong East St 21, S(609607)

Fees: S\$890 nett

(Early bird pricing of S\$790 if payment is made by 30 Jan 2026)

Minimum 10 participants to proceed. Fees will be refunded if the workshop is cancelled due to insufficient participants.

Scan the QR code to register! We will be in touch with you once you have registered.

**Kai Foong** has 20 years experience as an organisational psychologist, working with both individuals and intact teams. Her work with groups and intact teams is informed by the systems psychodynamics approach, helping clients develop their reflective capacity to notice the unconscious patterns of behaviour both at the individual and the systemic level which helps or hinders their effectiveness. She is a Registered Psychologist (Singapore). She holds a Masters in Occupational Psychology (Merit) from the University of London.

**Darryl** has 15 years in the leadership development space and works extensively with groups and teams in his interventions, both in facilitation and coaching. He graduated with INSEAD's Executive Masters(Distinction) in Consulting and Coaching for Change. He has attended several Group Relations Conferences, and also completed multiple Consultant Trainings in the Tavistock style and has consulted on a Group Relations Conference. He is also trained in Transactional Analysis and is an ICF Professional Certified Coach(PCC).