IL NODO GROUP
IMPRESA SOCIALE ETS

ALI 2027 AUTHORITY · LEADERSHIP · INNOVATION

27th International Group Relations Conference in Italy

4-7 MARCH 2027

Istituto Emiliani Brisighella (RA), Emilia-Romagna, Italy

TAKING UP A ROLE FROM WHICH TO THINK:

being and becoming a Leader, a Follower, a Citizen in today's world

ATTENDANCE IS LIMITED

Registration is subject to availability

SPONSORSHIP

THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

OFEK Organization Person Group

LITHUANIAN GROUP RELATIONS SOCIETY

Utrecht University

INTERNATIONAL PSYCHOANALYTICAL ASSOCIATION

SIPRe ETS

IAGP International Association for Group Psychotherapy and Group Processes

WHAT IS A GROUP RELATIONS CONFERENCE

A Group Relations Conference is a residential laboratory for learning from experience. For four days, participants and staff build together a temporary institutional system and observe it functioning live: how groups form, how authority and power circulate, how leadership and dependency, cooperation and conflict emerge.

Learning does not happen through lectures or theories, but through direct experience and reflection upon it. Each participant becomes both observer and object of observation, discovering their own way of being in the systems they belong to, and how this can change.

WHO IS IT FOR AND WHY

ALI 2027 is addressed to anyone who holds a role in a collective system: managers, professionals, educators, clinicians, public officials, members of third-sector organisations. And to every citizen who wants to better understand their own way of being in the world with others.

In every group, organisation or institution, a rational dimension and an emotional, unconscious dimension coexist. When the latter goes unrecognised, it tends to obstruct the common task, generating ineffectiveness, unresolved conflicts or fragmentation.

The Conference offers a rare space: to observe these processes from within, in real time, and to reflect on one's own way of exercising and receiving authority, of leading and following, of belonging and differentiating.

It can prove particularly valuable for those going through, or anticipating, moments of change, crisis, transition or reorganisation. The participation of two or more people from the same organisation significantly amplifies its value.

THE CONFERENCE METHODOLOGY

The methodology draws on the tradition of the Group Relations Conferences of the Tavistock Institute of Human Relations in London, developed over more than seventy years throughout the world.

The Conference is structured as a sequence of experiential events: small and large study group sessions, social dreaming, an organisational event involving the whole Conference system, and review and application sessions. Each event has a specific task and offers a different perspective on the processes that govern collective life.

The staff does not teach: it observes and gives back. Participants do not merely attend: they are inside the system, and the system is the working material. Their experiences and actions become the primary data for learning.

The Conference is an intense experience, requiring a willingness to engage. It is not a therapeutic setting: those going through a moment of particular personal fragility are invited to consider, possibly in dialogue with the organisers, whether to take part in a later edition.

Dear potential participant,

We live in a time when the coordinates of collective life seem to have shifted. Populism, algorithms, leaders who display power without shame: phenomena of the same family. Conflict has not disappeared: it has turned into something harder to name and to think. Intermediate bodies, like political parties, trade unions, churches, professional associations, even therapeutic institutions, have progressively lost the capacity to act as a third between the individual and the mass. It is a time of direct affective aggregations, without symbolic mediation, where the bond does not pass through discourse but through immediate emotional identification. At the same time we find ourselves interacting with a surprising tool, Artificial Intelligence: it allows us to think, to debate, even to be contradicted, while removing the risk of the relationship. No real exposure, no other who can truly surprise or hurt us. And this is perhaps the most precise sign of our time: we seek interlocutors without risk, belongings without bonds, thought without body.

In this field, each of us oscillates between temptations: dissolving into belongings that relieve us of the anguish of choice, or withdrawing into an isolation that sees everything and can do nothing. Between these exits there is a more difficult alternative: **taking up a role from which to think**. Finding a place from which one's voice can count, in groups, in organisations, in society. *"Who am I in my role and what can I do?"* has become urgent for anyone living and working in a collective system, not only for those who deal with groups professionally. It belongs to the manager leading a team in a changing organisation, to the clinician working in a system under pressure, to the citizen trying to understand the world they live in.

Taking up a role from which to think is not a definitive acquisition. It is a daily, fragile practice that requires favourable conditions: space, time, interlocutors willing to do the same. We have learned that a Group Relations Conference can provide for those conditions. A place where the role is not taken for granted but experienced, tested, observed from within, in the tension between what we truly are with our history and our belongings, and what we may become. A temporary, real system, in which the function of the third (the boundary, the role, the task) is deliberately rebuilt and held, so that it can be studied live. Not to offer answers, but to inhabit questions together. And what may be learned has a precise destination: returning to one's organisations, one's roles, one's life as leader, follower, citizen, feeling a little more the author of one's own choices.

We invite you to come and work with us in Brisighella.

Francesco Noseda Director of the Conference

Martijn van der Spek Associate Director of the Conference

THE PRIMARY TASK OF ALI 2027

To explore, in the here-and-now experience of the Conference, the exercise of authority in different roles and relations (such as leaders, followers and citizens) and how each of us can take up a role from which to think and act in the systems we belong to.

DURATION AND STRUCTURE OF THE CONFERENCE

ALI 2027 begins on Thursday 4 March 2027 at 11.00 am and ends on Sunday 7 March 2027 at 5.00 pm.

The Conference is residential. Participation in the whole programme is an integral part of the experience.

The structure includes the following events:

> OPENING AND CLOSING PLENARY SESSIONS

They open and close the Conference, bringing together the whole system, participants and staff, to launch and to conclude the collective work.

> SMALL STUDY GROUP

Groups that meet regularly throughout the Conference. They offer a space to closely observe relational processes, authority dynamics and the ways each person takes up a position within a small, bounded system.

> LARGE STUDY GROUP

It brings all participants together. It is the space where the collective phenomena characterising wider organisational and social systems emerge most powerfully: identity, belonging, polarisation, diffuse leadership.

> SOCIAL DREAMING

An unusual and often surprising event: participants share the dreams they have during the Conference, not to interpret them individually, but to explore what collective dreaming reveals about the shared field.

> ORGANISATIONAL EVENT

It involves the whole Conference system, participants and staff, in a single complex organisational structure. It is the opportunity to experience live how authority, delegation and leadership work in a real institutional system.

> REVIEW AND APPLICATION SESSIONS

Moments of guided reflection in which participants rework the experience and begin to translate it into learning applicable to their professional and personal contexts.

LANGUAGES OF THE CONFERENCE

The official languages of the Conference are English and Italian.

The Conference is a multilingual environment: participants and staff actively collaborate to make communication accessible to all, respecting the richness that linguistic diversity brings to the collective work.

The Labyrinth of the Soul.
Basilica of San Vitale, Ravenna.

CONFERENCE STAFF

- DIRECTORATE

Francesco Noseda

Director of the Conference

Psychologist, psychotherapist and IFPS psychoanalyst. Member of Il Nodo Group – where he has held all staff roles in the ALI Conferences – and of SIPRe (Società Italiana di Psicoanalisi della Relazione). He has served on the staff of several International Group Relations Conferences (Taiwan, the Peruvian Amazon, Lithuania and Israel). Co-founder of the SIPRe Institute in Parma, where he teaches Psychoanalytic Clinical Practice and Group Psychotherapy. Supervisor of healthcare teams and organisational consultant. Passionate sailor.

Martijn van der Spek

Associate Director of the Conference

MA. General Social Sciences, BSc. Health Psychology. He works as an assistant professor, senior organisational consultant and program leader of the executive programs Inside Dynamics in Organisations; Theory and practice of working with hidden processes in organisations at Utrecht University School of Governance (NL). International Group Relations practitioner; professional partnership with Tavistock Institute of Human Relations (UK), associate consultant Tavistock Consulting (UK); member International Society for the Psychoanalytic Study of Organisations (ISPSO). Based in the Netherlands.

Federica Belosi

Administrator

Pedagogist specialized in planning and management of educational intervention in social hardship. She worked as an educator in facilities for intellectual disabilities and later as a coordinator in a community for minors. Since 2018 she has been coordinator of residential facilities for the La Pieve cooperative, (RA), in mental health, including in patients with dual diagnoses and/or criminal offenders. Since 2022, contact person in the psychiatric area for the Sol.co Ravenna consortium. Member of Il Nodo Group. Administrator in training in LFA2024, Administrator LFA2025&LFA2026. Administrator ALI 2026.

Agne Mazvilaite

Administrator

Holds MBA and is a graduate of the Group dynamics programme in Vilnius University. Over 20 years of Leadership and Executive Management experience across the business, non-governmental, and public sectors. Organizational consultant. Member of Lithuanian Group relations society since 2019; has been continuously administering Group relation conferences since 2022. Based in Lithuania.

- TRAINING GROUP STAFF

Giovanni Foresti

Training Group Director

MD and PhD. Psychiatrist, lives in Pavia, Italy. Training and Supervising Analyst of the Italian Psychoanalytic Society, he is President of the Psychoanalytic Centre of Pavia and serves on the Psychoanalytic Education Committee of the International Psychoanalytical Association. A member of Il Nodo Group, Turin, he has worked as supervisor and organizational consultant in various institutions and taught in the universities of Milan and Pavia. He started to get involved in group relations conferences more than 20 years ago. Since then, he directed the past four editions of ALI and was part of the staff of several GRC in Italy and abroad.

Anna Frank

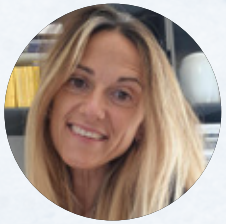
Training Group Associate Director

Psychologist (Diploma University of Heidelberg), trained as psychoanalyst and group analyst (Member of the German Society for Psychoanalysis and Psychotherapy DGPT), trained as organizational consultant and coach (Member of the German Society for Coaching and Supervision DGSv). She works as psychoanalyst in her private practice and as training-supervisor in post-graduate Psychotherapy Programs. She has directed a number of residential Group Relations Conferences in Germany and was member of the staff in several conferences abroad. Born and grown up in Tajikistan (former Soviet Union) she lives in Germany since her youth and is very interested in working across different cultures.

- Consultants selected from:

Milda Autukaite

MSc Organizational Psychology, Cert. TIHR (P3C). Principal Consultant in Tavistock Institute of Human Relations, Teacher and Supervisor in post graduate Group Dynamics course in Vilnius University. Co-founder and Board member of Lithuanian Group Relations Society, member of Lithuanian Group Analytic Society. Based in Vilnius and London.
Group Relations have had a significant impact on my life. It nurtured me in various leading roles I have been holding for almost 20 years in the Financial Sector; it gives me energy now to step into the unknown while consulting to groups, leaders and organizations.



Manuela Caslini

Psychiatrist, psychotherapist, PhD; associate member of the Italian Psychoanalytic Society (SPI) and the International Psychoanalytical Association (IPA). During PhD studies, her focus was on eating disorders and their treatment, involving participation in research and publications. After years in the public health sector, since 2018, she collaborates with CRM Il Volo in Monticello Brianza (Lecco)- a high-intensity rehabilitation facility for young patients with personality disorders and complex trauma. Collaboration also extends to the Psychoanalytic Consultation and Therapy Center of the Milanese Center of Psychoanalysis and its web editorial team. She is a member of the editorial board of the Italian IJP Annual (L'Annata Psicoanalitica Internazionale). In her private practice she works with adolescents, adults, and parents. To further explore group dynamics and understand individual behavior within groups, she has participated in some editions of ALI.

Claudio Cassardo

Clinical Psychologist, Head of the Simple Unit (UOS) for Psychological Support to Hospitalized Patients at the San Paolo and San Carlo Hospitals (Milan). Ordinary Member of the Italian Psychoanalytic Society and Full Member of the International Psychoanalytical Association. Member of Il Nodo Group. Lecturer at psychotherapy training institutes.

Saleem Khliefi

Social worker – Prison Services. Former Child Psychotherapist – Child Psychiatrist clinic Rambam Hospital. Organizational consultant. Group therapist. Former OFEK board member and head of learning and enrichment committee. Group relations practitioner.

Laura Ravaioli

Psychologist, psychotherapist, and psychoanalyst of the Italian Psychoanalytic Society (SPI) and the International Psychoanalytical Association (IPA). She is a consultant to the IPA commission for the United Nations and coordinator of the organizing group for Group Relations Conferences for IPA members. She is the editorial coordinator of the journal Psiche. She works in Forlì with adults and couples, as a pain medicine consultant, and as a community supervisor. She collaborates on local and international projects for the protection of human rights and peace processes.

Marco Valerio

PhD – Lecturer, Researcher, and Leadership Consultant. Marco brings a multidisciplinary approach to his work, grounded in a deep interest in the body–mind connection and systems psychodynamics. He has contributed in various roles in both online and in-person Group Relations Conferences across Europe, Asia, and Australia. He is passionate about the relationship between embodiment and the unconscious, and about how authority, leadership, and role impact groups and organizations.

VENUE

We will be guests of the **Istituto Emiliani**, founded in the sixteenth century as a Dominican monastery and reborn two hundred years ago as an educational institute for girls from all over Europe, trained in literature, philosophy, art and theatre.

Today it is a guest house dedicated to group work. The interior spaces are wide, sober and essential. The kitchen offers simple, genuine food. All around, vast vegetable gardens, vineyards and gardens with centuries-old trees open onto the Valle dei Gessi, in which Brisighella is set.

HOW TO GET THERE

By car: A14 motorway, Faenza exit, then follow signs for Brisighella and the hamlet of Fognano.
Address: Via Emiliani 54, Fognano (RA).

By train: trains leave Bologna for Faenza every hour.

By plane: the nearest airport is Bologna, connected by fast trains and buses to Bologna Central Station. Milan, Venice and Forlì airports are also within reach.

The administrators are available to provide information about collective or individual transfers from Faenza station.

FEES AND REGISTRATION

The participation fee includes the whole residential programme of the Conference, single-room accommodation and full board. Places are limited.

Participants register in one of the following groups:
Group A: for those who have never attended a Group Relations Conference
Group B: for those who have attended at least one GRC
Group T: for those who have attended at least two GRCs. Group T has a specific programme within the Conference.

Fees (VAT included)	EARLY BIRD (by 10.01.2027)	Full fee (from 11.01.2027)
Partner members, Group A/B	€ 1,050	€ 1,250
Partner members, Group T	€ 1,300	€ 1,450
Others, Group A/B	€ 1,150	€ 1,350
Others, Group T	€ 1,400	€ 1,550

Registration is completed upon receipt of the signed registration form and payment of the **€ 300 deposit**. The **balance** is due **by 12 February 2027**. **Registration will close on 22 February 2027**.

Two scholarships for participants under 35 years old are available, awarded in the name of the Tavistock Institute.

Il Nodo Group members: a further € 50 discount on the fees

For the simultaneous registration of **three or more members of the same organisation**, the fees reserved for members of partner associations apply.
For information: **ali@ilnodogroup.it**

PARTICIPATION AND CANCELLATION POLICY

The residential nature of the Conference requires a commitment to attend the whole programme.

IN CASE OF CANCELLATION

By 12 February 2027: loss of the € 300 deposit.
From 13 to 28 February 2027: 50% of the total fee is retained.
After that date and in case of no-show: no refund.
If unable to attend, participants may transfer their place to another participant, by notifying the administrators.

For any need: **ali@ilnodogroup.it**

Floor mosaic, detail. Basilica of San Vitale, Ravenna.

ORGANISED BY

Il Nodo Group

Il Nodo Group is a non-profit scientific and cultural association that historically originated from a professional team formed in Turin in the 1990s. The team has conducted research, training, and consulting in collaboration with the Tavistock & Portman NHS Trust in London and other national and international scientific institutions. Il Nodo Group's primary mission is to promote the exploration and understanding of conscious and unconscious relational processes in individuals, groups, organizations, and society as tools for managing change and supporting development and well-being. Today, ALI is firmly established in the international Group Relations network and is recognized as "the Italian formula of the Tavistock method."

https://www.ilnodogroup.it/en/

UNDER THE PATRONAGE OF

The Tavistock Institute of Human Relations

A non-profit organization applying social science to contemporary issues and challenges. Formally established as a charity in 1947, its research and study activities began after World War I alongside those of the Tavistock Clinic.

www.tavinstitute.org

OFEK - Organization, Person, Group

An association for the study of group and organizational processes (a public non-profit organization), founded in Israel in 1986. OFEK develops and applies psychoanalytic and open systems theories in the Tavistock tradition of group relations. Since its founding, OFEK has held annual international group relations conferences in association with the Tavistock Institute of Human Relations, London. It also organizes biannual Hebrew-language conferences, thematic conferences, customized conferences and workshops for organizations, scientific meetings, professional development courses (Touch OFEK courses and seminars), and other activities for its members and the wider public.

Group Relations Lithuania

The Lithuanian Group Relations Society was established in 2017 to advance the study and application of group relations and systemic psychodynamic thinking in organisations and society. It brings

together professionals interested in understanding conscious and unconscious processes in groups, leadership, authority and organisational roles. The Society organises experiential learning seminars, reflective events, reading groups and other professional development activities. It co-organises the International Group Relations Conference in Vilnius with Vilnius University and the Tavistock Institute of Human Relations, continuing a Lithuanian tradition begun in 2010. It maintains long-term international partnerships and connects Lithuania with the wider global group relations community.
www.grupiusantykiai.lt

Utrecht University School of Governance

The Utrecht University School of Governance (USG), The Netherlands, studies public issues and public organisations in their interaction with the developments in politics and society. The key question in this is how public organisations and private organisations with a public task deal with current social issues, how they shape their public responsibilities and deliver public value. USG conducts (applied) academic research, consultancy and small-scale interactive education, also for professionals. Group Relations work is embedded in the executive programs Inside Dynamics in Organisations, with which USG offers an intensive, practice-oriented academic course that draws on depth-psychological insights and systems theory, enabling participants to intervene in complex organizational dynamics within their own professional roles.
www.uu.nl/usg

IPA

IPA (International Psychoanalytical Association) – The world's leading accrediting and regulatory body for the psychoanalytic profession, comprising around 70 constituent organizations and 12,000 members. Founded in 1910 by Sigmund Freud at the suggestion of Sándor Ferenczi, with Carl Gustav Jung as its first president and Otto Rank as its first secretary. The IPA's mission is to ensure the vitality and advancement of psychoanalysis for the benefit of patients in psychoanalytic treatment. Its objectives include fostering new psychoanalytic groups, stimulating scientific dialogue, promoting research, and improving training procedures.
www.ipa.world

SIPRe

SIPRe (Italian Society of Relational Psychoanalysis) – Founded in 1976, SIPRe has been active in research and in the ongoing development of psychoanalysis, working to create an open theoretical and clinical model responsive to evolving knowledge and social change. Over the years, the SIPRe model has been applied to various fields of clinical practice, including group work. SIPRe emphasizes developing a general theory of the human being focused on subjectivity and relationships, maintaining rigorous coherence between theory, method, and technique, and addressing contemporary social needs. Since 2000, SIPRe has been officially recognized as a training institute in Psychotherapy with a Relational Psychoanalysis orientation, offering training for psychotherapy candidates in Milan, Rome, and Parma.
www.sipreonline.it

IAGP

The International Association for Group Psychotherapy and Group Processes (IAGP) is a global community of professionals dedicated to the understanding and development of groups and group processes. Bringing together different professions, theoretical perspectives, disciplines and cultures, IAGP creates opportunities for exchange, collaboration and learning across a wide range of settings, from clinical practice and education to organizations, communities and the wider social and political world.
Founded in Zurich in 1973, IAGP has grown into an international network that reflects the richness and diversity of contemporary group work. Its members share a commitment to exploring how groups shape our experience, relationships and societies, and to advancing the knowledge and practice of group psychotherapy and group processes through dialogue, research, training, conferences and international collaboration. The adoption of "Group Processes" in its name in 2006 expresses this broader vision: an understanding of groups not only as places of therapeutic work, but also as vital spaces for learning, relating, thinking and creating change.
www.iagp.com

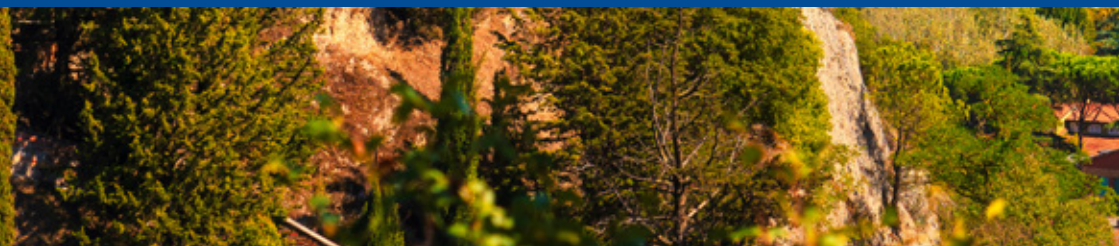
ADMINISTRATIVE PARTNER

Spazio Iris

Provider and technical support
www.spazioiris.it

The Fortress of Brisighella

INFORMATION AND REGISTRATION

www.ilnodogroup.it/ali27 | ali@ilnodogroup.it

studioglifo.it