

Organisational and Social Dynamics

Volume 26 | Number 1 | Summer 2026



A journal sponsored by OPUS,
An Organisation for Promoting Understanding of Society

Organisational and Social Dynamics, Volume 26, Number 1

British Library Cataloguing in Publication Data

Organisational and Social Dynamics—Vol. 26, Number 1

1. Psychoanalysis—Social Aspects—Periodicals

ISSN 1474-2780 E-ISSN 2044-3765

Published bi-annually and distributed by

Karnac Books Limited, 62 Bucknell Road, Bicester, Oxfordshire OX26 2DS

Copyright © 2026 by OPUS, An Organisation for Promoting Understanding of Society
unless otherwise specified

All material is copyright. Permission to reproduce any material in this journal by any means
must be obtained from the publisher in writing.

Subscriptions

Issues of *Organisational and Social Dynamics* are numbered in volumes,
one volume comprising two issues per year, starting in 2001.

Current annual subscriptions are for the current calendar year and include two print issues
and online access to all volumes of the journal (unless otherwise stated).

Annual subscription rates: Individual £44; Student £30;

Institutional (online only) £175, Institutional (print only) £200;

Institutional (online and print) £225.

All prices include postage.

For information on block rates, please contact the journals department at
Karnac Books.

To subscribe, please visit our website: www.firingthemind.com

Institutional subscriptions are also welcome via subscription agencies.

Individual issues in print (£21.99) or digital format (£15.99), and individual digital articles
(£6.99) can also be purchased separately from our website: www.firingthemind.com

Advertising enquiries

Organisational and Social Dynamics welcomes advertising from organisations
in the field, academic courses, conference organisers etc. For more information and quotes,
please contact Karnac Books—see above.

Address for all papers and for books for review

Please see the Notes for contributors section at the back of this issue.

OPUS is a non-political organisation, with charitable status which aims to help individuals to
act with authority and responsibility in their roles as citizens.

OPUS can be contacted at www.opus.org.uk



Karnac Books Limited is committed to using paper from a sustainable source.

EDITORIAL MANAGEMENT COMMITTEE

Halina Brunning, independent

Olya Khaleelee, Chairwoman, OPUS

James Krantz, Chair of the Editorial Management Committee, Worklab Consulting, USA

Carlos Remotti-Breton, OPUS Executive Director and Board Member

Editors

Nuala Dent, independent

Aaron J. Nurick (Bentley University)

Matías Sanfuentes (University of Chile)

Jeremy Vine (Associate Editor for Journal Advancement; Past Director, IPSO, UK)

Book Review Editor

Kalina Stamenova (University of Essex, UK)

Editorial Assistant

Christine Taylor

Associate Editors

Haralan Alexnadrov (Bulgarian Institute of Human Relations, New Bulgarian; University, Bulgaria); Howard Book (University of Toronto, Canada); Philip Boxer (Boxer Research Ltd, UK); Louisa Diana Brunner (OPUS, Italy); Jolita Buzaitytė-Kašalynienė (Vilnius University, Lithuania); Francesca Cardona (Tavistock Consulting, UK); Jean Cooper (The Institute for Leadership and Transformation (TILT) and the University of Pretoria's Gordon Institute of Business Science (GIBS) South Africa); Sheri-Ann Cowie (PhD, Fellow, Yale University School of Management Faculty, New York University); Candice A. Crawford-Zakian (Harvard Graduate School of Education USA); Lita Crociani Windland (University of the West of England, UK); Tim Dartington (OPUS, UK); Saskia de Maat (INSEAD (France), Netherlands); Donna Elmendorf (The Austen Riggs Center, USA); Declan Fitzsimons (INSEAD, France); Ernest Frugé (Baylor College of Medicine, USA); Franca Fubini (Il Nodo Group Association, Italy); Nathan Gerard (California State University, USA); Wendy Harding (National Institute of Organisation Dynamics Australia (NIODA), Australia); Sandy Henderson (Thinking Aloud Coaching, UK); Matilda Hernández (Royal College of Physicians of Madrid, Spain); Karen Izod (Tavistock & Portman NHS Foundation Trust, UK); Susan Kahn (Birkbeck, University of London); Douglas Kirsner (Deakin University, Australia); Ilana Litvin (OFEK—The Israeli Association for the study of Group Organizational Processes, Israel); Luca Mingarelli (Il Nodo Group Association, Italy); Marina Mojović (OPUS, Serbia); Gry Osnes (OPUS, Norway); Risto Puutio (The Metanoia Institute, Finland); Caroline Rook (Henley Business School, University of Reading, UK); Matías Sanfuentes (University of Chile, Chile); Suzy Spradlin (C.G. Jung Institute, USA); Bob Townley (School for Business and Society, University of York, UK); Dimitris Vonofakos (University of Essex, UK); Nick Waggett (Tavistock and Portman NHS Foundation Trust, UK); Sheila White (OPUS, UK); Barbara Williams (Bureau Kensington Consulting, Canada).

International Advisory Board

Eduardo Acuña (Chile); C. Fred Alford (USA); Gilles Amado (France); Eliat Aram (UK); Gilles Arnaud (France); Daphna Bahat (Israel); Ulla Beck (Denmark); Renate Bugge (Norway); Gouranga Chattopadhyay (India); Michael Diamond (USA); Shmuel Erlich (Israel); Giovanni Forresti (Italy); Marianna Fotaki (UK); Stanley Gold (Australia); R. D. Hinshelwood (UK); Larry Hirschorn (USA); Stefan Jern (Sweden); Manfred Kets de Vries (France); Olya Khaleelee (UK); Susan Long (Australia); Beverly Malone (USA); Mario Perini (Italy); Allan Shafer (Australia); Ed Shapiro (USA); Mannie Sher (UK); Lionel Stapley (UK); Mark Stein (UK); Leopold Vansina (Belgium); Vamık Volkan (USA).

JOURNAL SPONSOR

OPUS (An Organisation for Promoting Understanding of Society) is a British educational charity and company limited by guarantee, founded in 1975, to encourage the reflective citizen. As sponsors of *Organisational and Social Dynamics*, OPUS see the journal as an important forum for furthering their objective which is to promote and develop the study of conscious and unconscious organisational and societal dynamics.

ORGANISATIONAL AND SOCIAL DYNAMICS

The aim of *Organisational and Social Dynamics* is to further the integration of psychodynamic, systemic, and group relations perspectives with the social sciences and humanities in the pursuit of understanding conscious and unconscious processes at work in groups, organisations, and society. We welcome submissions from such fields as management and organisational studies, psychosocial studies, sociology, anthropology, and philosophy. *OSD* is a forum for the publication of theoretical and applied papers that are relevant and accessible to an international readership. It aims to sustain a creative tension between scientific rigour and popular appeal, both developing conversations with the professional and social scientific world and opening up these conversations to practitioners and reflective citizens everywhere. We wish to attract manuscripts from contributors who are aware of their own values, suppositions, and assumptions, the influence of counter-transference in their work, whatever form it takes, and the ability to connect the internal world of individuals and groups with societal and global processes.

In addition to *scientific papers*, *Organisational and Social Dynamics* also seeks to attract *accounts of interventions*, in the shape of reports of *action research projects* or *case studies of consultation projects*. It often contains a section, *Speaking out*, which provides a space for personal ideas and polemic. In addition, *Reviews* provides a space for the review of books, plays, art, and other cultural productions or events that are considered to be of interest as a result of the insights they provide into organisational and social dynamics.

The Editorial Management Committee are pleased to announce that, since 2010, this journal has been accredited by The Association of Business Schools and is ranked on the Business Schools Index. The Association of Business Schools represents the leading business schools of UK universities, higher education institutions, and independent management colleges in the UK.

CONTENTS

ARTICLES

- 1 The Tavistock work discussion group method: Curiosity and imagination in understanding and working with organisations
Mark Stein
- 18 Tension between groups: The developmental conflict and the narcissism of minor differences
Conrad Chrzanowski
- 34 Exploring global women leaders' speeches during Covid-19: A systems psychodynamic perspective
Michelle S. May and Claude-Hélène Mayer
- 55 A systems psychodynamic and open systems analysis of Professor Michael Rustin's paper and the Tavistock and Portman NHS Foundation Trust
David Lawlor and Mannie Sher

SPEAKING OUT

- 70 Group relations
Manab Bose
- 77 The band has left the building: Exploring the fan–idol relationship
Halina Brunning
- 80 Lucy Letby: Did she drown or did she float?
Jennifer Silverstone
- 94 Boards, social defence, and the call to responsible citizenship
Pearl Tran

BOOK REVIEWS

- 102 *Systems Psychodynamics: Innovative Approaches to Change, Whole Systems and Complexity*
by David Lawlor and Mannie Sher
Reviewed by Jean Cooper
- 106 *Systems Psychodynamics: Theorist and Practitioner Voices from the Field*
by David Lawlor and Mannie Sher
Reviewed by David Armstrong

- 109 *The Employees: A Workplace Novel of the 22nd Century*
by Olga Ravn
Reviewed by Gerard van Reekum

OBITUARY

- 113 Steen Visholm (1955–2025)
Anette Højgaard Jønson and Manon de Jongh
- 115 Editors' note
- 116 Notes on contributors
- 119 Notes to contributors
- 121 SCOPUS statement