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# Technical Report

PROCESS CONSULTATION WITH AN  
INTERNATIONAL CONFERENCE

by

Udai Pareek

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INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD

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To

Chairman (Research)  
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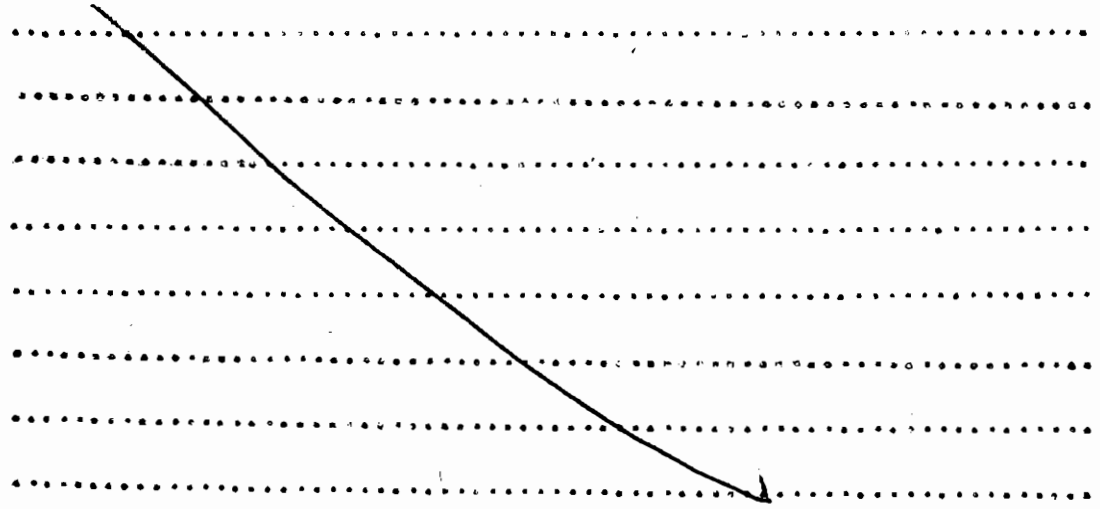
Title of the report Process Consultation with an International Conference

Name of the Author UDAI PAREEK *Muram*

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ABSTRACT (within 250 words)

The paper reports an experience of providing process consultation to an international conference. The underlying values of process consultation are suggested (being clear about the client, integration with regular work, clear psychological contrast, building group work skills in the client system, increase in client involvement). The general strategy of moving toward client maturing is described - moving from dependency to collaboration through independency and creativity. Details of the organisation and process consultation are given. The following dimensions of process consultation are discussed: initial freeing activities; working with the top team; and help to the total group, help on working methodology, and help on evaluation methodology.



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75 Date January 6, 1975

*Muram*  
Signature of the Author  
UDAI PAREEK

## Process Consultation with an International Conference

Udai Praeek

The paper reports an experience of providing process consultation to an international conference. Process consultation is the help given to a client on the methodology of working, on the effect of work methodology on involvement, alienation, collaboration, conflict, consensus and such other group processes which affect decision making and members' commitment to the decisions made.

Before describing the process consultation experience, it may be useful to discuss the conceptual framework used. A large part of the conceptual framework was made explicit to the client group in the beginning, but the strategy was shared with them in details at the end of the whole experience.

### Conceptual Framework Used

#### Underlying Values

Process consultants work with certain values, and it is necessary to be clear about these in the beginning. In this case the values were made explicit in the beginning to the client. These are mentioned below:

1. Process consultation can be effective, if it is clear who the client is, and if the client is the top management system. In the first place, it is necessary to be clear from the beginning who the client is. Secondly, if the process consultation is provided to the top executive or the group of top executives, there are more chances for lack of misunderstanding. On the other hand, if the process consultant is supposed to be responsible to the total group, there are more chances for conflict and misunderstanding. The consultant may begin to compete with the

top executives, and may inadvertently push them on crucial issues. He should work to support and make the executive function more self-sufficient, and the key figures in this function should act with the total system, and not the process consultant.

2. Process consultation should get integrated with regular work which the client is doing. It is necessary to build process consultation as a help to the task which the group is performing. If process consultation is seen as an extra input, the client system may not be prepared in the long-run to invest its energy in it. The more the process consultation is a part of the regular task, the more effective it is likely to be, and the more integrated it is likely to become in the system.

3. The psychological contract of the consultant should be very clear from the beginning, and he should restrict himself only to process consultation and not get sucked into the tasks the group is performing. In other words, the consultant should be clear about what his contract is, and he should make it clear from the beginning that his contract would not include intervening in and influencing decision making on substantial issues with which the client system may be concerned. There may be a great temptation both on the part of the client system and on the part of the consultant, for the consultant to get involved in decision making on substantial issues. For sometime it is likely to be perceived as a great help - and it may, in fact, be a substantial help. However, it is important that this temptation is resisted, and the process consultant is very careful not to get involved in these issues. During the present work on process consultation, such temptations arose several times, and it was difficult to resist them. Still, since this was made clear, and since this was discussed each time such occasions arose with the clients, the temptation was resisted, with very satisfying results.

4. The process consultant should help build the skills of group work in the client system. From the beginning, the consultant should plan to wean away the system from the help needed from him. The more the process skills are developed in the system, the more successful the consultant will be. These skills will include: skills of group work, using process analysis in the decision making, analyzing and confronting with the problem, coping with stresses and conflicts. It is a difficult task. However, this can be done, and, as will be discussed a little later, attempt can be made to move

in this direction. The more it can be done deliberately, greater the benefits are likely to be.

5. One of the goals of process consultation may be to increase general involvement of the members of the client system in what they are doing. This would mean increasing wider participation of the members, so that their commitment to the decisions made and to the process of arriving at decisions is greater. The more diffused the leadership functions can be made, the more effective process consultation will be. This would mean that such process skills will be used not only by the top group but will be shared by most of the members of the system.

#### General Strategy

The general strategy of process consultation would take into account the consultant as well as the client. It is necessary to think of consultant-client relationship in terms of compatibility. The consultant-client compatibility could be seen as a result of interaction between the consultant and the client, and the consultant's response to the client's needs. A client's need to use influence may be high or low. There are some clients who are highly involved and who like to use their influence in all situations. There are other

clients whose need for influence is low, and who like to consult the consultant on all matters. It may also depend on the clients' self-confidence. Usually the client with high self-confidence is likely to have high need for power or influence. Similarly the consultant may have high or low need for influence. The relationship is shown in Figure 1.

Figure 1

Consultant-Client Compatibility in Process Consultation

Consultant's Need for Influence

		High	Low
Client's Need for and Inclination to Use Influence	High	Incompatible (Advising and influencing role leading to mutual rejection)	Compatible (Supporting role leading to client's autonomy and proactive behaviour)
	Low	Compatible (Guiding role resulting in client dependence)	Incompatible (Catalyst role leading to mutual dissatisfaction)

If a client with a high need for power works with the consultant whose need for power is also high, incompatibility may result, and there may be mutual rejection. While the client may like to act and work according to his own understanding and orientation, the consultant may like to influence the situation. This may result in incompatibility and mutual rejection by the consultant and the client. Similarly, if the client's need for influence (or his self-confidence) is low and the consultant's need for influence or power is also low, this may result in incompatibility. The consultant may try to be a catalyst with the genuine hope that this role will help the client become more independent and encourage him to exercise his influence in the situation. However, the client having low need for power, and concomitant low self confidence, may still like to get more guidance from the consultant, and this relationship may, therefore, lead to dissatisfaction both on the part of the client and on the part of the consultant.

Compatibility, therefore, may arise out of complimentary needs of the consultant and the client. If the need for influence and power is either high or low in both the consultant and the client, incompatibility may result. Compatibility may result when the client's need for influence is high, whereas the consultant's need for influence is low, and where the client's need for influence is low and the consultant's need for influence is high. If the client's need for influence is low and the consultant's need for influence is high, he is likely to provide guidance to the client and produce a mutually satisfying relationship. However, this compatibility may not be productive and may not lead to the client's growth. It may result in and lead to dependency on the part of the client. On the other hand, if the client's need for influence is high and the consultant's own need is low, this may result in compatibility where the consultant may provide help which may lead to his independence and autonomy.

When we are thinking of compatibility between the client and the consultant, it is necessary first to establish what level of the need for power the client has. Compatibility can be managed and produced by the consultant if he is sensitive to the need of the consultant. If the client's need for influence





These stages can be understood from the point of view of the client. When the client asks for help of an outside process consultant, naturally, he wants to use others' (outsiders') expertise. Client's perception of the necessity of an outside consultant may be a reality. However, the client should move from this position to the position of using his own resources. The first movement from a dependency relationship, where the consultant is very active and responds to the client's need, is to a position where the client begins to work on his own, where he uses his own resources and the consultant reinforces the client's success, giving him necessary feedback, encouraging him to play more active role. This movement may help the client use his own resources, and the consultant may actively help him to do so, as is shown in Figure 2.

The next movement occurs when the consultant decreases his active role, and withdrawn himself more and more from the situation, so that the client may be able to use his resources fully. The client begins to be more creative, takes decisions on his own, and derives pleasure in being able to do this. This phase may be difficult to achieve unless the consultant deliberately and systematically refuses to influence the situation. It has to be a planned and deliberate withdrawal, so that the client feels both self-confident and free to use his judgement and influence the decisions. This gives enough self-confidence to the client.

When the client has confidence in managing process matters, he is ready to take the next step, which is using other peoples' expertise and distribute decision making more widely in his own group. This is the stage of maturity of the group and the client. This is achieved when the client tests out the ability of other members of his group play effective roles in decision making, and when he feels confident and supported by members in the group. This movement is difficult, but it is a necessary condition for a successful termination of the consultant-client relationship. If the relationship is terminated without achieving this level of maturity, the top executives in the client system are likely to use their own resources and confine decision making at their own level. Although the role of the consultant is passive at this stage, he continuously helps the client examine whether it wouldn't be more rewarding for him to use resources available in his own group.

This general model of working toward client maturation was followed in the process consultation assignment reported here. In other words, the consultant was very active in the beginning in establishing certain norms, giving feedback, raising questions, helping the client decide on the designs of sessions and the methodology to be adopted in accelerating decision making, etc. As time went on, the consultant started withdrawing himself from influencing the situation, and the client group (the top team) was in a way forced to talk more amongst themselves, take decisions, and then check with the consultant. The consultant increasingly stressed that they should first discuss the matters amongst themselves, and if there was any need for him to make any comments, he would feel free to do so. This puzzled the TT in the beginning, but the client group responded very well by using their own resources and by being more and more active as they went along. There were clear signs of this movement; as the conference proceeded, more and more members played the process analysis role and influenced decision making. The decisions on the design of the programme taken in the meetings of the TT, and the feedback received from the TT as well as from other members of the conference showed it clearly that this strategy worked very well. There was increasing satisfaction on the part of the members in being able to take part in decision making and using their influence as the conference proceeded.

#### Developing the psychological contract

The first initial entry as a process consultant begins with the development of psychological contract between the process consultant and the client system. There are several things which the consultant can do to make the psychological contract explicit and effective. The following seem to be important in this connection, or at least there were used in the present attempt.

1. Making it clear who the client(s) is/are. As stated above, and it needs to be repeated several times, it is important that it is made clear from the beginning that the clients for the process consultation are the top people. Of course, people at all levels may be concerned with the problem of better management of the programme and for wider participation by the members in decision making. But the client group should be identified at the top, and this should be made very clear.

2. It is necessary to make the values explicit. The clients should be helped to articulate the personal values they hold and they should be aware what values would be promoted through process consultation. The consultant and the clients can then discuss whether these two sets of values are common, or complimentary or conflicting and to what extent. The values stated above were made explicit in this case to the TT so that they understood what they were buying when they were making this contract.

3. It should also be made clear to the client what the role of the consultant is and what it is not. The boundary of the consultant's role has to be defined very clearly. The client should understand that the role is very specific, and the clients may not feel frustrated later when they perceive the consultant not performing certain roles they expect from him. For example, in this case it was made very clear that the role of the consultant was to do process analysis and provide consultation to the TT, and not get involved in the discussion of substantial issues or decision making process.

#### Background Information on the Conference

The international conference to which process consultation help was provided, being reported in this paper was held in India in December 1974, for 20 days. Process consultation was provided for the entire conference period, except for a few days used by the members for some special work and sight seeing. Participants from 12 different parts of the world participated. The proceedings and discussions were done in two languages - English and French.

A voluntary service agency, established in 1897 held the conference. This agency has about 140 local units in different parts of the world, and in all has a total membership of about 1400. The organisation is divided into 12 divisions, the largest having 16 local units, and 320 members, and the smallest having 4 local units with 16 members.

The agency held its annual meeting with 21 members; 12 representatives of the 12 divisions, 4 members of the top governing body, and 5 observers. The agency has collective leadership, consisting of

4 members (we shall call it the Top Team or TT in this paper).

The request for process consultation was received from the Top Team (TT). TT were interested in having some expert advice on conference planning, as well as during the conference on conduct of the conference to achieve the results. After the invitation was received, and before deciding whether it would be worthwhile to undertake this assignment, a detailed discussion was held with the TT in their main office in Europe on their expectations from this help of process consultation. After detailed discussions with the TT, it was agreed that such a help may be useful in the conference.

Objectives:

The objectives of process consultation to the international conference were discussed and shared in the initial meeting in Europe. They were further spelled out and agreed on in the first meeting with the TT.\* These objectives were as follows:

1. To bring about the maximum amount of mutual trust and openness in the conference so that the members may be able to talk freely and may be able to help each other;
2. To ensure more widespread and better quality participation by various members who were invited;
3. To improve the quality of decision making, so that decisions are made faster, and as a result of decision making there is more commitment on the part of the members to execute and carry out these decisions;
4. To resolve differences which arise during the conference more creatively, so that the differences in opinions and points of view enrich the conference rather than disrupt it;
5. To provide necessary feedback and help in the improvement of the conference process as the conference proceeds. In other words, to help develop a monitoring and self-correcting system during the conference.

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\* T.V. Rao also participated in the first 2-day meeting in the conference, and helped in evolving the objectives.

### The Client

It was discussed in the beginning that the client for this process consultation was the Top Team (TT), and not the total conference, so that the consultant would be available to the top group and would provide consultation and feedback primarily to them. However, if seen as necessary both by the TT as well as the consultant, he would provide feedback to the total conference also. It was also agreed that it should be made clear from the beginning to the total conference that the process consultant was available to the top group and that although he would be helpful to the TT.

### Process Consultation in Action

The client group wanted help in designing the conference, process facilitation in the conference, and reviewing the progress in order to monitor the conference design and procedure. As will be evident from the discussion of the various dimensions of process consultation below, the role of the consultant became less active as the conference progressed.

As stated earlier, one whole day was spent on preliminary discussions, and it was decided that the consultant(s) and client group (four members of the team) would spend two full days prior to the conference in talking about the purposes of the conference, the expectations on process consultation both by the client group i.e. the top team and the members of the organisation if such information was available, and to establish certain norms of process consultation. Two days immediately before the conference were therefore earmarked for this purpose. There were long discussions from morning till late evenings on various aspects. These discussions helped in establishing relationship and understanding about working together. Several dimensions covered included the working relationship between the consultant and the client. It was agreed that every day after the meetings were over, the process analysis group, which consisted of the four members of the top team and the consultant would sit together for at least two hours in reviewing the whole day's activities. It was also agreed that the consultant would give feedback, and raise issues, and that the client group would increasingly make notes and share their own feedback in the meeting. This was to be crucial meeting where the roles and designs for the next day were to be prepared in the light of the understanding of the process of that day. It was also decided that

such meetings might become necessary during lunch and other breaks, and provision for that would be made. This arrangement was honoured throughout the conference, and this led to a healthier understanding between the consultant and the client, and amongst the client group as well.

The objectives, as stated earlier, were worked out during these two days, and the alternative ways of achieving these were discussed. The objectives were defined more operationally. Since it was not possible to describe the initial activity to be discussed below, the consultant(s) played a much more active role in defining and conducting the initial activity; however, the consultant's role became less and less active as the conference proceeded.

The following dimensions were attended to as a part of process consultation.

1. Initial Unfreezing Activities\*

Although the client did not know what it meant operationally, it was agreed between the client group and the consultant(s) that it was necessary to do something to help create a climate of openness, trust, and mutual understanding from the very beginning. It was also agreed that there should be enough opportunity for the members attending the conference to interact with each other from the beginning and that a norm may be established of asking questions without feeling embarrassed. It was also agreed that the individual members may be helped to get some idea about their own orientations, so that the norms of critical self examination may be established: looking critically at one's own style and trying to improve one's working with others in order to increase interpersonal effectiveness. All this was done through a 3-day programme which was separately prepared as an initial unfreezing intervention. During this programme, the reports of the various groups prepared and circulated in advance were also to be discussed. These discussions were designed to achieve both the critical reviews of the reports, and to increase understanding of an empathy for others.

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\* T.V. Rao helped me in designing this interaction, and took the major responsibility in conducting the 3-day programme. This section of the paper has been written jointly with him.

a. Structure: The 3-day programme consisted of (1) Micro Lab, designed to stimulate participants think about the various objectives of the conference through performing simple tasks in unconventional ways; (2) Structured exercises to simulate some dimensions of group life which were identified after discussion with the IT in the beginning; (3) Structured ways of collecting data about the orientations and styles of the members of the conference in order to help them develop insight into these and the relationship with their effectiveness; and (4) Discussion of six reports prepared by representatives of various divisions with a view to sharing these and increasing empathy. The programme started with the micro lab and it was followed by structured feedback on orientation and interpersonal styles of individual members. The structured exercises and discussion of reports were taken up after these two activities. The following issues were focussed on during the 3-day programme.

b. Insight into the behavioural orientations: Behavioural orientations as revealed by some psychological tests each individual took, were discussed in the total group, taking examples from the individual profiles. A general interpretation of the total culture of the organisation was also given, based on the patterns of scores of the total group. It was, for example, pointed out that the members out of their eagerness not to hurt each other tended to avoid to be closer and establish meaningful personal relationship. The need for such relationship was quite high in the group. The implications of such trends were discussed.

c. Empathy: A non-verbal test on empathy was given and the scores were interpreted. The implications of the extreme scores were discussed. Persons with low scores could be insensitive and therefore not understand others' problems, whereas persons with high scores could be too sensitive and could avoid taking the risk of expressing themselves freely. It was discussed how persons can continue to have high empathy and at the same time retain spontaneity of behaviour.

d. Use of group resources: Through an exercise, the conditions under which the group resources are used were discussed. Individuals



overconcerned with their own achievement and tend to neglect group resources which alone can help individuals have synergetic achievement - the group achieving more than the total potentiality of its individual members.

e. Collaboration: Emphasis was put on collaborative efforts to resolve issues. One important dimension was the perception of goal. Whether the individual perceived the goal as his own goal, or as the goal of the total group to which he belonged, made a difference in his strategy of achieving the goal. This was brought out by comparing behaviour of some individuals who were more effective in solving group problems with that of other individuals who were not so effective. In an exercise, a peculiar phenomenon was observed. Whenever the members had an opportunity to meet and discuss a strategy, they collaborated and followed the strategy agreed to in the group. However, they gave up collaboration when they had to work without such a previous meeting. It appeared that collaboration was not a problem when they were working in a face-to-face situation, but they became individualistic when they were working all alone.

5. Developing people: One major issue which seemed to be important was how new members were developed in the organisation. Through an exercise, data were generated to demonstrate how expectations by significant persons like the senior ones influenced performance and motivation. It was also demonstrated how overconcern indicates lack of trust in the latter's ability, and that help is useful only when it is sought on specific aspects. Encouragement and genuine positive reinforcement was seen in the exercise producing better effects on performance than detailed guidance.

## 2. Working with the Top Team

As stated above the main work of the process consultant was to provide process consultation to the chief executive group. Several kinds of consultations were provided during this time. The main discussions were held in the late evenings when a minimum of two hours were spent on several dimensions of the day's work and various other things. The following aspects were covered in the process consultation to the top executive group.

a) Feedback on the behaviour of the client: This was done with a view to improving the conference ability and decision making capacity of the top team. Usually two members of the top team chaired meetings during the day.

b) Feedback on the day's programme and design: The consultant also made notes on why certain aspects of the programmes did or did not go through well. Notes were taken on several aspects, e.g. some members' need to participate and influence decision, visible conflicts in the group and amongst some members over certain items, clique formation in the discussions. The consultant shared these notes with the top team for them to react to these observations and use the feedback in preparing for the next day. Such feedback was found useful both in terms of increasing the insight of the client group as well as giving them training in keeping such notes; as a result more process notes were prepared by all the four members of the top team, and were shared in these meetings. This helped in increasing the confidence of the top team in their own ability to take such notes and make process observations.

c) Designing of the programme: The consultant made no comments on the substantial discussions and issues, but helped the client group in designing the next day's programme. An attempt was made to help the IT take the decision from amongst a wide range of choices. For example, instead of suggesting how the discussions could be held, the consultant gave a number of alternative suggestions for the formation of groups or working in smaller or larger groups etc. In the beginning, the consultant was much more active, not in giving suggestions to decide the design in generating as many alternatives as he could do with the help of the client group so that they were able to choose from amongst these alternatives with several considerations. However, he deliberately became less active in generating such alternatives as the time progressed so that the members of the client group were themselves encouraged to think of several alternatives and not decide on one design because it appealed to them in the beginning. The consultant's attempt was to help the client group become more flexible and more creative in generating alternatives and then take decisions after doing so. On several occasions the meetings were very exhaustive and it was felt that there was no time and energy for such process work. However, fortunately, this was seen as a very rewarding experience and in spite of such exhaustion, the process discussion meetings were regularly held, and the analysis led to a more mutually satisfying experience.

### 3. Help to the Total Group

Although the psychological contract with the client was to provide process consultation only to the top team, as the process consultant became accepted and became a part of the total conference group, his role in giving process feedback to the total group emerged, as encouraged and welcomed by the conference members, and was seen as useful. However, process consultation to the total group was kept to the minimum. When the group was engaged in some conflict and some members of the group wanted <sup>he</sup> the process consultant to make comments on what was happening, or when/felt that his comments on the process may help the group, he made such process feedback available to the group. Such occasions arose when, for example, the decision was being rushed through, or a vote was to be taken. On such an occasion, the process consultant raised the question whether the various feelings had been properly expressed, and made his observation on the impatience for decision making. His style was more in raising questions, making observations available, giving certain facts and data from the group as he observed it, and leave it there. He did not get into an argument of how that feedback could be used. It was left to the members of the group to use or not to use the feedback. It was rarely that the feedback either threatened the conference group or was neglected. Most of the time, the feedback was taken as useful and was used. The consultant was very careful that this did not become too frequent, otherwise, the group instead of depending on the expertise of the top team or on their own, would continue to depend on the consultant's help. However, the consultant also did not shy away from making some significant observation to the total group when in his judgement, the observations may be too late if not made at that particular point in time. For example, if he saw that a decision was to be made by putting it to vote, he saw this as an occasion when process intervention may be helpful. The decision, therefore, taken by the consultant on whether to make available the process consultation to the total group or not was mainly guided by these factors: whether the point was crucial so that the group would lose the advantage of data feedback if not given at that time, whether the process observation would help the group look at the issue being discussed from a different angle, and whether the intervention would help the group view different dimensions (e.g. feelings) which they otherwise might neglect.

#### 4. Help on Working Methodology

The consultant provided help to the top team on methodology of working in the conference. This was, in fact, the main thrust on the process consultation throughout the duration of the conference. As has been stated earlier, the main focus of the help was on wider participation and distribution of decision making amongst most of the members of the conference. In order to do this, the consultant helped the top team to think of a variety of ways of achieving these goals. His main attempt was to raise questions and help them search several methodologies, come out with new ideas, and finally take a decision themselves. In the process analysis meeting in the evening, it was reviewed how the different methodologies worked. In working out a methodology, the objectives to be achieved were discussed, and alternate methodologies were reviewed in the light of the objectives. For example, the various advantages and disadvantages of using the small groups or the large groups were discussed before a decision was taken by the top team on how to use these groups. The client group themselves suggested on one occasion that smaller groups would provide more opportunity to an individual to think; in the large group he does not have time to think and has to rush with ideas and then may get stuck in defending these ideas; he might have revised his ideas if he had time to reflect on the various aspects of the problem. Similarly, it was agreed and suggested on the basis of experience of a day, that in the smaller groups, there was much more understanding and less commitment to an idea so that the ownership of the idea was lost, but the tendency to own up the responsibility of ideas and feelings was promoted. It was certainly observed and agreed that there was much more participation of members in smaller groups, and several members who were either shy or would not like to participate, could hide behind others when the discussions were held in the larger groups. Such advantages, for example, were shared and a decision was taken on using smaller groups on many occasions. When it was seen that certain issues did not need so much understanding and exploration, but a mere sharing of information was involved, or a quick decision was to be taken as a routine matter, the entire group was used. The consultation on methodology, therefore, was in terms of raising questions on the designing of the groups, on timing of the various discussions, building and sequencing the various events, building process analysis work in between and so on. Close attention to the design was found to be most helpful as was revealed by a sense of solidarity and mutuality reflected in the group, and noticed not only by the TT but by other members of the conference also.

### 5. Help on evaluation methodology

It was decided to have mid-conference evaluation in order to know how the conference was going on and to plan corrective actions to make rest of the conference much more productive. The consultant helped the TT in designing the methodology of evaluation. Long discussion was held on the purpose and methodology of evaluation. The consultant did not rush the group through this process. The discussion was not completed in one day, but was spread over four days, and various aspects were taken up. Finally, it was decided that evaluation should involve all members of the conference, that it should be forward looking, that it should be done in a thorough way after discussion, and that it should not become a ritual. In order to achieve these objectives, it was decided to divide the entire working of the conference into four different aspects, and the members were divided into four groups, each group discussing one aspect for which a broad outline of the items to be considered were given to them. These groups met for one hour simultaneously and prepared written reports which were then shared in the total community and members of the community could comment on and discuss the various aspects. These dimensions of the conference were as follows:

a. Objectives of the first half of the conference: Some objectives were given to the group and some were added by the group itself and they discussed to what extent these objectives were achieved. Some of the objectives included having opportunity to develop insight into one's own behaviour with a view to increasing one's interpersonal effectiveness, building openness, mutual trust and a better climate of working together and learning from one another, having new stimulating experience with new cultures, having opportunity to know each other and each others' areas of work, and discussion of substantial issues important to the organisation.

b. Resources and means used: These included outside behavioural science consultant, other outside resources, small group work, total group meetings, visits etc.

c. Specific items of the programmes: These included process activities, initial unfreezing programme, reports, specific session on substantial issues.

d. Physical and other facilities: Facilities for simultaneous translation; secretarial facilities; living arrangements; arrangements for social and cultural life, etc. were included for evaluation.

A different method was adopted at the end of the conference. One member was requested to interview as many members as was considered necessary, and to prepare a report. The member presented an excellent critical and insightful report which was highly admired. Then other members added any other remarks they personally wanted to make.

#### Feedback on Process Consultation

There were several sources of feedback on process consultation. IT continuously discussed and shared their general impressions. Remarks were made by other members from time to time. Systematic evaluation done at the end of the first three days (initial unfreezing activities) at the end of the first half of the conference, and then at the end of the total conference provided systematically collected feedback. The feedback was quite positive and encouraging. Some of the typical statements are reproduced below, almost verbatim.

1. "This was a happening - It is difficult to convey this experience."
2. "There was something in the air. Something on the way!"
3. "There was human touch, and in group process exercises we were treated as human beings, rather than as members of the conference."
4. "It was truly great and simple and beautiful."
5. "In the first three days we were confronted with ourselves and allowed to be what we are. This helped us to bring out more than what we knew was in us, and try to improve what we decided was coming in the way of our effectiveness."

6. "We realised that man's understanding of man is the gold mine for man's understanding and solution of the problem."
7. "The difference between this and the last international meeting clearly indicates how well we worked. There was so much tension and conflicts in the last meeting; and so much warmth and understanding this time."
8. "Because of the 'behind-the-scene' hard work by TT every night the whole proceeded very smoothly."
9. "I was impressed by the integration of planning and flexibility."
10. "The leadership of TT and the resource persons consisted in stimulating general leadership in us all."

A general feeling shared by TT, other participants, and the consultant was that this was an enjoyable and a productive experience.