

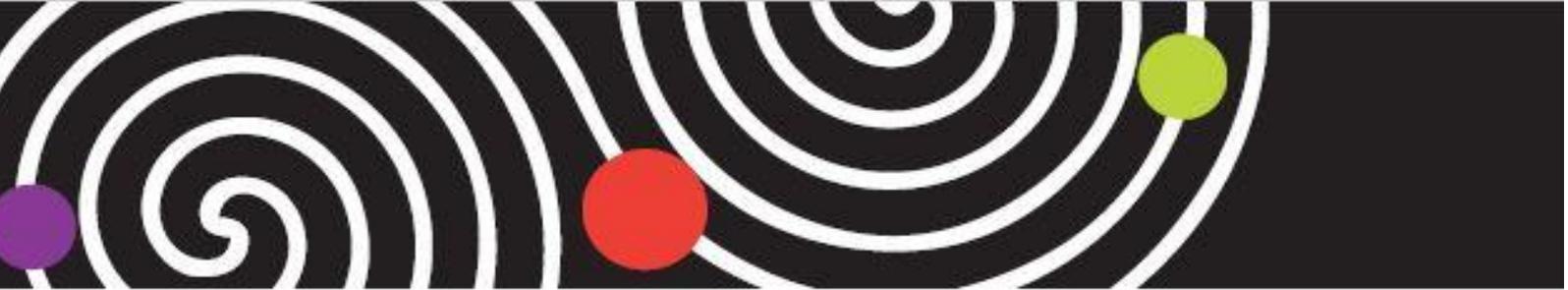


Organisational Consultancy: Working with the Dynamics

ADVANCED CONSULTANCY SKILLS
IN TAVISTOCK INSTITUTE SYSTEMS PSYCHODYNAMICS
2020-2021

A PROGRAMME IN 6 x 2-DAY MODULES





The Programme - our approach

An opportunity for consultants and HR change agents to develop advanced skills in the application of Tavistock Institute systems psychodynamics approaches to their consultancy and working practice with and in organisations.

What you will gain:

- ❖ a cutting-edge experience that will help with your complex consultative and change projects where there are issues in how you take up your role;
- ❖ working with other advanced practitioners to share and learn from your understandings of what is happening between you and your client/organisation and identify key learnings for future interventions;
- ❖ new skills in how to work as an advanced practitioner consultant in complex systems.

Systems Psychodynamics

The necessary skills, methods, aims and working practices of Tavistock Institute systems psychodynamics approaches of organisational consultancy include:

- ❖ developing the capacity for reflection;
- ❖ understanding the emotional experience of task-related work so that these can be better understood and mastered;
- ❖ examining how individuals and teams debate, communicate and behave, sometimes unconsciously, within organisations in ways that can help or hinder the work of the organisation;
- ❖ paying attention to how organisations behave as whole systems in their environments;
- ❖ skilful negotiation in crossing the boundary and contracting.

Who is this programme for?

You are likely to have a background of development and practice as a consultant or change agent with organisations already. There are a variety of roles that you could be undertaking in your organisation:

- ❖ you may work in a training and development context in which you provide formal and/or informal consultation;
- ❖ you may work in Human Resources from which you provide change and catalytic process to systems; or
- ❖ you may be self-employed as an organisational and development consultant, coach or mentor.

Each cohort of the programme has up to 12 places. Participants will already have some knowledge and experience around systems psychodynamics approaches in organisational consultancy through, for example, attendance at the TIHR Leicester conference or Practitioner Certificate in Consulting and Change (P3C) or the Dynamics @ Board Level programme or an equivalent programme at another institution.



The Task

The task of the programme is to:

- ❖ explore the roles and tasks of advanced organisational development and change consultants
- ❖ examine how you will add depth and advanced skills to the roles and tasks within your practice
- ❖ think together in a safe space in order to deepen your advanced consultation skills
- ❖ encourage a culture of curiosity and enquiry within the Programme
- ❖ develop the necessary skills to be an advanced practitioner
- ❖ Learning will be based upon your own practice with theoretical input and experiential learning

Objective and Opportunities:

The objective of the programme is to deepen your skills as a systems psychodynamics organisational development and change consultant. Our approach is to provide opportunities for deep and holistic learning that focuses on principles, links and meaning, and valuing uncertainty with the participants as active explorers. The programme will provide opportunities to:

- ❖ discuss consultation dilemmas faced by you as an organisational development and change consultant;
- ❖ examine the roles you are unwittingly 'invited into' by the system and how task-orientated or anti-task they might be.
- ❖ problem-solve, plan and collaborate on consultation issues and dilemmas;
- ❖ bring aspects of your consultative practice that you are curious about and want new ideas around how to work with those current dilemmas;
- ❖ work on the advanced practitioners skills to achieve the capacity and ability to work with both process issues at a micro, mesa and macro level contexts, within systems.

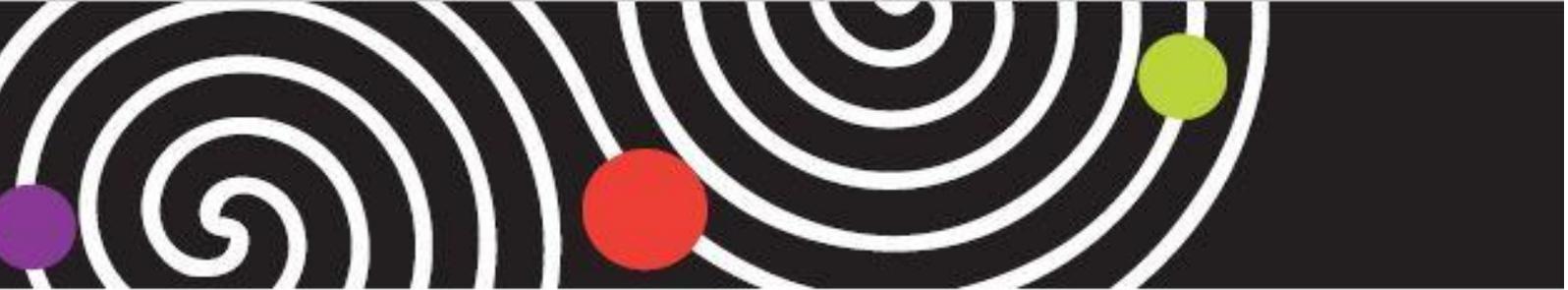
Design - How we will work

The programme comprises 3 x 2-day residential modules at the Møller Centre, University of Cambridge (one at the start of the programme, one mid-programme and one at the end) and 3 x 2-day non-residential modules at the Tavistock Institute in central London.

The first module will comprise introductions, expectations, and examination of the learning needs of the participants, practice-based small group sessions and opportunities for sharing and discussing consultancy dilemmas.

Throughout the programme a number of events will be provided such as:

1. Theoretical input via reading seminars and exploring the application of ideas;
2. Experiential events such as small study groups, social dreaming matrices, sensing walks, and regular reviews of each event in the module as the programme progresses;
3. The presentation of consultancy practice to deepen the learning and the application of advanced systems psychodynamics theory and practice;



4. The opportunity to receive in-depth feedback on your taking of a role and practice as a consultant.

Building on the Tavistock tradition of self-regulation and semi-autonomous work groups, we intend to design the programme to facilitate participants' involvement in both the presentation and assessment of the material. In order to facilitate the deepening of consultancy skills, the programme will build a challenging and supportive culture. The cohort will be encouraged to reflect on its learning and thereby develop its work.

Dates and Venues

All modules are held from Monday - Tuesday:

Module I	23 - 24 March 2020	Møller Centre
Module II	20 - 21 April	Tavistock Institute
Module III	13 - 14 July	Tavistock Institute
Module IV	14 - 15 September	Møller Centre
Module V	23 - 24 November	Tavistock Institute
Module VI	18 - 19 January 2021	Møller Centre

The Møller Centre, Churchill College, University of Cambridge, Storey's Way, Cambridge CB3 0DE
The Tavistock Institute, 30 Tabernacle Street, London EC2A 4UE

Fee

The fee is £8,700. A deposit of £870 is required with application. Please see [T&Cs](#) for more details. All fees include VAT.

Early bird discount: £400 for all applications received before 24 February 2019.

Please note: the fee includes accommodation for the Monday night at the Møller Centre for Modules I, IV and VI. For Modules II, III and V, held at the Tavistock Institute in London, participants will be expected to arrange their own accommodation.

Certificate

This is not an assessed programme but a Tavistock Institute Certificate of Attendance can be provided for CPD purposes.

During the programme and afterwards

Basecamp is our virtual hub where each programme cohort has their own private space for nurturing deeper connections between modules. Basecamp also hosts the Tavistock Community a place for alumni to connect with others, continue the learning, exchange ideas, to develop practice, expand learning and carry on or begin working together, all underpinned by Tavistock methodologies.



Next steps

If you have any questions and/or would like a conversation about the programme with one of the directors, please contact Anabel Navarro at: a.navarro@tavinstitute.org

To join this programme please complete the online [application form](#). All applicants will be interviewed by one of the programme directors by telephone prior to joining. The purpose of this conversation is for them to hear more about you; for you to hear more about the programme, and together to decide whether this is the right programme for you at this time.

Programme Directors

David Lawlor PhD, MSc, DipAppl Beh, Sc, CQSW



David is a Professional Partner at the Tavistock Institute of Human Relations. At the TIHR he specialises in research and consultancy. He was formerly a Consultant Social Worker at the Tavistock & Portman NHS Trust where he was the Head of the Social Work Discipline and member of the Senior Management Team. David trained in organisational consultancy and psychoanalytic psychotherapy at the Tavistock Clinic. He works as an organisational consultant and coach. He helps organisations learn

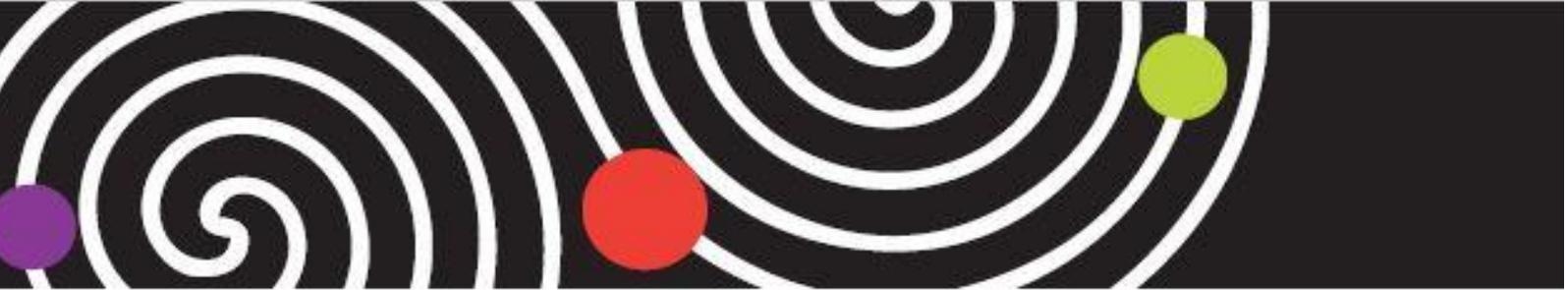
and develop through training and consultancy interventions. He works with the technical and emotional challenges involved in implementing change. David has a PhD in the evaluation of Tavistock consultancy and an MSc in Human Resource Development from London South Bank University Business School.

Mannie Sher PhD, FBAP, TQAP, AAPSW, BA (Hons)



Mannie is a Principal Consultant/Researcher in organisational development and change at the Tavistock Institute in which role he manages consultancy assignments with top teams on their leadership roles in effecting strategic change. Mannie co-leads a number of professional development groups, seminars and workshops. He offers executive coaching for leaders and has worked with people from industry, commercial business, family businesses, government, international agencies,

universities, the armed forces, the health, social and education services, faith organisations and the arts. Mannie's approach to organisational consultancy and group relations work focuses on producing change through a participative process of examining organisational aims, creating inter-dependent systems of work and introducing efficient operational strategies. He completed his PhD on the theory and practice of Tavistock approaches to working with organisations and society.



About The Tavistock Institute of Human Relations

This learning programme is deeply embedded in the Institute's professional activities. It is informed by the skills, knowledge and experience of our staff, partners and associates who together have worked in professional development & consultancy / research & evaluation over the past 70+ years.

Your learning matrix: to support your developing career and your organisational needs, we encourage further study by offering a £500 discount to Organisational Consultancy alumni on the Leicester conference and our other programmes:

Our flagship, annual Group Relations **Leicester conference: Authority Role Organisation** offers a deep immersion where you explore themes relating to leadership and the dynamics of teams and organisations through direct experiential learning: 14 days residential from **1-14 August 2020**.

Other modular certificates further complement this programme:

- **P3C: Practitioner Certificate in Consulting & Change**
- **Certificate in Dynamics @ Board Level**
- **Certificate in Coaching for Leadership: Psychodynamic Approaches**
- **Certificate in Supervision for Coaching & Consultancy**

The Institute is the place where you can be accompanied throughout your life - professionally and personally. We are frequently spoken of as a family and we embrace that idea - that we provide a professional home for so many practitioners around the world. We can offer attractive packages to lifelong learners = Tavistockians.

We enable leaders and senior executives to work creatively in complex and changing environments through **Executive Coaching** for individuals. To help organisations clarify and achieve their aims, we also offer bespoke **OD - Organisational Change & Development** programmes designed specifically to meet the requirements of the organisational client, and help clients improve overall organisational performance through **Organisational Design** and **Culture Change**. We further add value through **Board Evaluation Services** to improve Board performance and corporate governance.



Human Relations, our international peer-reviewed journal, covers research on social relationships in work-related settings. It seeks the integration of social science disciplines to clarify human problems and dilemmas and apply potential resolutions through social action. We also host **Evaluation** – the International Journal of Theory, Research and Practice, published in association with Sage Publications. Free access to these journals and the *Journal of Applied Behavioural Science* is offered during the programme.