



THE
TAVISTOCK
INSTITUTE®

Practitioner Certificate in Consulting and Change (P3C)

Why choose this Programme?

Apply for The Tavistock Institute's Practitioner Certificate in Consulting and Change if....

- You are finding yourself in consulting and change and are surprised by your clients, your contracts, or yourself.
- You are finding conventions are often disrupted and the unknown is well known to you.
- You are finding your attention frequently shifting between attending to the vital and the virtual.
- You are struggling to find relevant theoretical frameworks to help you understand your experiences and inform your interventions.
- You are finding your authority is sometimes compromised.
- You need to be challenged and to renew your professional identity.

This exciting new programme draws on classic Tavistock expertise in individual learning, group development and organisation change to offer a professional development programme for consultants, leaders and professionals looking to develop their consulting and change management practices and shape their presence.

You will work with concepts and theories from the three Tavistock Anthologies (The Socio Psychological Perspective, The Socio Technical Perspective, and The Socio Ecological Perspective) and draw on a range of contemporary narratives to (1) analyse behaviours in organisational systems under going change and (2) design developmental interventions for individuals, groups and organisations.

Using here-and-now experiences, you are invited to:

- Experiment with group learning and development, by integrating organisational and psychodynamic theories with practical change and consulting perspectives.
- Explore role taking and contracting to enable you to contribute to programme content. You will design programme interventions to learn about real issues in working with emerging challenges in consultancy and change.
- Develop a mind-ful approach by using the self as instrument and maintaining a grounded presence whilst immersing yourself in complex, fast-paced organisational dynamics.

Our approach to Professional Development

You are one of a group of international participants from diverse professional domains who already possess experience, professional or academic qualifications and are looking to gain practical skills, theoretical confidence, and authoritative presence.

We are a staff group of experienced consultants and organisation change practitioners, educators and academics.

We will provide the structures and frameworks for exploring ideas and understanding your own repertoire.

Together we will craft the learning environment and content so as to work on current practice issues and professional development needs.

Programme Outline

This is a residential programme over one three day and four two-day modules:

Module 1 28-30 th November 2010	Module 4 19-20 th May 2011
Module 2 27-28 th January 2011	Module 5 11-12 th July 2011
Module 3 28-29 th March 2011	

The modules combine established Tavistock know-how with contemporary innovations in theory and practice across 5 core themes: organising, changing, doing, knowing, and evaluating.

Dates	Module 1	Module 2	Module 3	Module 4	Module 5
Changing					
Organising					
Doing					
Knowing					
Evaluating					

Each module focuses on an aspect of the consulting cycle, informed by classic and contemporary Tavistock texts and our recent thinking about practice:

Module 1: entry, contracting and containment

Using power and authority when consulting to complex systems

Module 2: data and analysis; competition, risks and credibility

Research as intervention, data as defence and development

Module 3: intervention design and the politics of change

The place of risk and accountability in intervention design

Module 4: learning and regression in individuals, groups and organisations

The sustainable and the temporary and their impact on identity and brand.

Module 5: evaluation, exit and loss

Impacts, outcomes, and emotions

Consecutive modules build on emergent learning, stubborn issues, and practice needs to help participants address the following questions:

- What organisation am I working in? How do I describe it? What makes sense?
- How am I doing the work? What approaches, methods, tools, and techniques am I using and how did I choose them?
- How well am I doing and how do I know?
- Can I improve my practice? What do I need to work on?

These will be explored through experiential activities, peer review, consultations to your practice and relevant theoretical inputs. Throughout the programme, participants are invited to step into both consultant and client roles and draw on their professional and personal experiences to contribute to each other's development. Further opportunities are provided for individuals to consult to group task and process. The tempo is lively and improvisational.

Dynamics between participants and between participants and staff will be available for analysis, as a live example of the typical challenges encountered in working with individual, group, organisational and technological change. The design provides opportunities for you to give feedback to others and receive feedback yourself on both your professional persona and your technical skills.

In addition, the programme is designed to help participants develop presence and learn how to use themselves as instruments to achieve client change. This includes: learning to manage and contain yourself in role; learning how to contain others; using your past and 'here and now' experiences to inform your analyses; and applying psychodynamic intelligence to guide your actions and interventions. Making use of the opportunities provided in the programme will help you craft a mind-ful approach to practice and help you to clarify the choices, constraints, habits and compulsions that shape the roles you take (and those you avoid) in your professional work.

Assessment

To achieve The Tavistock Institute's Practice Certificate in Consulting and Change, participants are expected to attend all modules and submit a portfolio of work demonstrating development. The portfolio includes a case study of working with a current client or project. The case can be submitted as a written document or using video and multimedia, and should utilise frameworks and concepts from the programme.

Fees and Venue

The fee for the programme is £7,800. This includes tuition fees, and accommodation and meals during the modules.

A deposit of £750.00 is required with submission of application. Places are limited, so we do recommend that applications are made as early as possible to avoid disappointment. Please see terms and conditions for payment details.

Each of the five modules takes place at:

Branksome Place,
Hindhead Road,
Haslemere,
Surrey,
GU27 3PN



Branksome Place is situated in over 32 acres of wooded countryside; the venue is a wonderful blend of old and new, with easy access from London and the M25. A direct train service from London Waterloo arrives in Haslemere in a little under an hour and Gatwick airport is also within easy reach. Full conference facilities, including free wi-fi, are available throughout the venue. Along with this are a tennis court and gym, and plenty of fresh air.

For Further details see:

www.devervenues.co.uk/our-locations/branksome-place.html

Further Enquiries and Applications

For more information and an application form please contact the P3C Programme Co-ordinator, Sam Nightingale, at The Tavistock Institute, 30 Tabernacle Street, London, EC2A 4UE.

s.nightingale@tavinstitute.org

Telephone +44 (0)20 7417 0407

About The Tavistock Institute

The Tavistock Institute is a not-for-profit organisation which undertakes consultancy, research and professional development. We publish the scholarly journal Human Relations and host Evaluation - The International Journal of Theory, Research and Practice.

We help organisations learn and develop through innovation and change, working with the technical and emotional challenges involved.

We have consistently been at the cutting edge of participative and action research approaches and applied them, for example, to ground-breaking organisation and evaluation support.

We integrate different approaches from the social sciences to give our clients a deep understanding of their issues and potential ways forward.



About the Staff

The programme is led by Sue Whittle and Karen Izod, editors of 'Mind-ful Consulting.



Karen Izod MA

My approach to consultancy is participative and exploratory, and informed by expertise in group and organisational dynamics, and the pragmatics of what works. I help create systems and processes needed for an enterprise or for an individual to work to best effect. This often involves working at the interfaces between different stakeholder interests, particularly where agencies manage complex agendas delivered across organisational and sector boundaries.

I provide individual coaching, process consultancy to working groups or systems experiencing conflict, and deliver educational programmes which enable organisations to research their particular organisational dilemmas.

Sue Whittle BA, MSc, PhD.

I consult to professionals in change agent or consultant roles, to work based teams involved in creating and coping with change, and to groups working across boundaries to craft novel solutions. Typically, this involves helping clients introduce new ways of thinking and working, reshaping performance measurement and management systems, and building collaborations within and across territories.

Successful and sustainable change requires interventions that influence how people in different organisational spaces make sense of their work, their roles, and their identities. The building blocks of my approach are: (1) find out what's known and what isn't known; (2) work with concerns about changing and not changing; and (3) find ways to translate aspirations into actions.

Eliat Aram PhD, CPsych.



as leaders in their organisations.

My work is informed by ideas of emergence and self-organisation as well as power dynamics and dialogue and includes developing skills and attitudes to working in conditions of uncertainty and ambiguity. I help, support and challenge managers through their journey of growth by inviting them to think about and reflect upon their flow of experience

Since 2007 I have directed and innovated the TIHR's Group Relations Leicester conference 'Authority, Role and Organisation' and am passionate about its application to understanding leadership development and socio-political changes in different cultural landscapes. I am the Managing Director of the Tavistock Institute of Human Relations and will be a guest staff member for Module 3.

Sam Nightingale



In co-ordinating the P3C programme I manage the administration, recruitment, and support systems that facilitate the delivery of the programme. I am a Higher Education professional passionately committed to the active support of life-long learning and personal development for individuals from a broad spectrum of life.

I am also an artist with an active interest in exploring the spaces between the still and moving image, articulated and non-spaces in relation to the urban environment, perception, movement and the banal.

See the Tavistock Institute web site at: www.tavinstitute.org.uk/people