

# Organisational Consultancy: Working with the Dynamics

A REFLECTIVE GROUP FOR CONSULTANTS AND CHANGE AGENTS

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7 MEETINGS SPANNING ONE YEAR





## Who is this Reflective Group for?

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You are likely to have a background of training and practice as a consultant 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.

You may have limited opportunities to share your work and dilemmas with other colleagues.

## Our Approach

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This Reflective Group will provide an opportunity for consultants and HR change agents to explore how to use systems psychodynamics approaches in their practice.

Are you looking for a cutting-edge experience that will help with your complex consultative projects where there are issues in how you take up a role as a consultant? Are you interested in working with other advanced practitioners to share and learn from your understandings of what is happening between the consultant and client and identify key learnings for future interventions?

Learning will be based upon your own practice.

## Systems Psychodynamics

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The necessary skills, methods, aims and working practices of 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 your organisation in ways that can help or hinder the work of the organisation;
- paying attention to how your organisation behaves as a whole system in its environment.

## The Task

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The task of the Reflective Group is to:

- explore the roles and tasks of organisational development and change consultants
- examine how you will take up these roles and tasks within your practice
- think together in a safe space in order to deepen consultation skills
- encourage a culture of curiosity and enquiry within the Group

## Objective and Opportunities:

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The objective is to deepen your skills as an organisational development and change consultant and to provide opportunities to:

- discuss consultation dilemmas faced by you as an organisational development and change consultant;
- 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;
- examine the roles you are unwittingly 'invited into' by the system and how task-orientated or anti-task they might be.





## Design – How we will work

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The Reflective Group will begin with a 1½-day residential at the Møller Centre, University of Cambridge, followed by 5 1-day meetings every 2 months at the Tavistock Institute of Human Relations in Central London, concluding with a 1-day non-residential meeting at the Institute.

The opening 1½-day residential will comprise introductions, expectations, setting up the Reflective Group – this will cover agreements on how we will work, the design of the group: practice-based small group sessions and opportunities for sharing and discussing consultancy dilemmas. The 5 whole-day meetings will build on the learning of the opening 1½-day residential; the focus here will be on sharing current consultation dilemmas. Finally, the concluding whole-day meeting will bring the group to an end.

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

## Membership

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The Reflective Group will have a maximum of 16 participants.

## Assignment and Certificate

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Participants will be expected to complete a written assignment of 3,000 words outlining their learning and the application of the ideas to their practice.

A CPD Certificate will be awarded to those who complete the written assignment and attend 75% of the scheduled meetings.

## Meetings

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- a) **1½ day meeting, residential:**
  - i 21 - 22 January 2019 Monday - Tuesday until after lunch
- b) **5 x 1-day meetings, non-residential: Thursdays**
  - ii 21 March
  - iii 16 May
  - iv 18 July
  - v 19 September
  - vi 12 December
- c) **Concluding 1-day meeting, non-residential: Thursday**
  - vii 23 January 2020

## Venues

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- a) First residential meeting: Møller Centre, University of Cambridge
- b) 5 meetings and concluding day: at the Tavistock Institute of Human Relations, 30 Tabernacle Street, central London

## Fees

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£3,900 + VAT plus the residential package of £260 + VAT. A non-refundable deposit of £325 + VAT is required on submission of application. Please see T&Cs for more details.


## Next steps

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If you have any questions and/or would like a no-obligation conversation about the programme, please contact

**Rachel: [r.kelly@tavinstitute.org](mailto:r.kelly@tavinstitute.org)**

To join this Reflective Consultancy Group, please complete the online application form. All applicants will be interviewed by telephone prior to joining. The purpose of this pre-group conversation with one of the group facilitators is for them to hear more about you; for you to hear more about the group, and together to decide whether this is the right group for you at this time.





## Group Facilitators

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**David Lawlor,**  
PhD, 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

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.