

# Annual Report and Financial Accounts

1 October 2017 – 30 September 2018



THE  
TAVISTOCK  
INSTITUTE®

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# Introduction

As the Chair of Council, it is with great pleasure that I provide this introduction to the 2017 – 2018 Annual Report. In 2017, the Tavistock Institute of Human Relations (TIHR) celebrated its 70th anniversary. This culminated in a Festival held over four days, at five different venues, in October 2017. The Festival consisted of 44 unique events and had over 1,000 visitors. It comprised an eclectic, exciting and impactful collection of presentations, performances, discussions and exhibitions which really showcased the TIHR's contribution and philosophy. In addition to celebrating the past, the Festival galvanised the TIHR community and helped to generate a renewed sense of purpose and direction.

In addition to being a year for celebration, 2017-2018 will also be remembered as a period of uncertainty and contemplation. The full impact of Brexit is still to be determined – but, the TIHR has had to explore options and develop contingencies concerning European funding and collaboration with European partners. Somewhat inevitably, this uncertainty continues and the TIHR will need to remain agile and responsive to the ongoing and unfolding challenges of Brexit.

Although needing to be flexible and adaptable in terms of our strategic response to Brexit, the TIHR remains clear and unwavering in its core values and social science focus. This is evident in the Institute's impressive portfolio of professional development programmes and the funded projects undertaken over the past year. This has included Big Lottery Fund initiatives aimed at supporting and empowering women facing violence, abuse and exploitation, and a project focused on preventing and reducing social isolation among older people.

The recent activities of TIHR demonstrate how it continues to be a relevant and important organisation and it is anticipated that we will collectively nurture, protect and build upon our contribution in 2018 - 2019 and in future years.



**Professor Cliff Oswick PhD MSc BSc (Hons)**

Chair, Council of Trustees



# The Women and Girls Initiative

funded by the The National Lottery Community Fund

The National Lottery Community Fund created the Women and Girls Initiative (WGI) in 2016 in order to invest in services for women and girls, to support and empower those facing violence, abuse, exploitation and whose needs were not being adequately met through statutory provision.

£44.7 million has been invested in 62 projects, funded for up to five years. In January 2018, the Women and Girls Learning and Impact Services contract was awarded to a partnership led by the Tavistock Institute. Our partners are DMSS Research and the Child and Woman Abuse Studies Unit at London Metropolitan University.

Together we are delivering a programme to help projects better record and share their learning and through this create a stronger community of services that has greater influence on decision making structures across the country. We have worked with the funded projects, to identify a programme of activities which includes: one-to-one support for grant-holders; action learning sets which bring together groups of the project around particular themes; Masterclasses and workshops; and regularly published blogs, reports and briefings. The Masterclasses topic this year was Influencing for Change and the Action Learning Sets were based on three themes, which were projects led by and for Black, Asian and minority ethnic women; working with young women; and Women's Centres. Each group will publish on their learning in 2019, for sharing with other WGI projects and beyond. An online learning hub to enable collective conversations has been established and used for conversations between projects and with the partnership. Colleagues have enjoyed working with the projects in these different ways over the past year.



# Female Genital Cutting, human rights and religious freedom

As a result of concerns about discrimination arising from the publication of 'Understanding Female Genital Cutting in the Dawoodi Bohra Community' (Sahiyo, 2017), representatives of the orthodox Dawoodi Bohra (a small Ismaili sect within Shia Islam) commissioned an independent review from the Tavistock Institute.

The Sahiyo report argued that the Dawoodi Bohra form of cutting or 'khafd' contravenes women and girls' human rights. The Dawoodi Bohra claimed that Sahiyo's research misrepresented the views of the majority of their community, conflating the traditional practice of female circumcision with invasive forms of Female Genital Mutilation (FGM). A further argument being heard from their community was that criminalising the practice is counter to the right to religious freedom. With very little research available on the Dawoodi Bohra practice and in the absence of a new primary study of impact or cultural context, we identified the need to locate any review within a synthesis which

constructed evidence-based hypotheses from relevant studies of similar types of cutting practices and the cultural context of female circumcision in other Muslim groups.

Seemingly straightforward, this process took us, as authors, into the very deep differences in views about FGC presented by the orthodox and those who describe themselves as reformist Dawoodi Bohra, resulting in a polarisation of the debate. By identifying and openly articulating these positions as well as asking critical questions, we entered a political and cultural landscape.

A synthesis of the report is available here.

# Connect Hackney:

## Preventing and reducing social isolation among older people

Now more than ever before, policy makers, funders and service providers are aware of the need to explore how best to support the growing population of older people in the UK. Many of these people are already or are at risk of social isolation and loneliness. In 2015, the Big Lottery Fund (BLF) established the Fulfilling Lives: Ageing Better programme to address both the prevention and reduction of social isolation in England.



Hackney is one of the most deprived local authorities in England where many older people live alone, on benefits and in social housing. Connect Hackney received £5.8 million over six years from the BLF's programme to develop a range of projects/activities which aimed to involve people who 'have no or very limited social networks'. Managed by Hackney CVS, Connect Hackney funded 22 projects some of which built on existing services. The local evaluation of Phase 1 was completed in 2018 at the end of the first three years of delivery.

BLF commissioned the Tavistock Institute to co-produce a local programme-wide evaluation using a Common Measurement

Framework (CMF) to measure changes in levels of social isolation among those who had engaged with the project and completed questionnaires at different times. The questions related to self-perception of wellbeing and participants' range and type of social interactions. The data did not answer questions of attribution although in Hackney, there was evidence of a reduction in social isolation, an increase in social contact and improved wellbeing and mental health.

Connect Hackney was keen to understand the projects' developmental journeys and the evaluation findings suggested that there were considerable challenges including a lack of time for set up and little or no connection

between projects in the early stages. In addition to funding direct service provision, Connect Hackney was keen to involve older people in the evaluation of the programme through a Test and Learn process as well as in influencing local policy agendas.

While still only at the mid-point in the funded period, there was limited evidence that co-production had gained traction – seen as the product of tension between co-production, collaboration and contract management. Project staff did not feel sufficiently skilled and recognised the need for investment in this. Influencing takes time and at the end of Phase 1, new formal and informal vehicles were established to increase opportunities.

The evaluation evolved with the programme and by 2018, Connect Hackney has evidenced its contributions to BLF's key areas of achievement including strengthening the capacity of the voluntary sector; involving older people in designing services and creating volunteering opportunities.



# Professional Development

The Institute's Professional Development Portfolio of core certificated programmes are going from strength to strength, increasing in size (acknowledging the co-learning that participants benefit from) and further establishing the Institute as a unique learning provider: our trainings are acknowledged as the best (and the most robust) in the industry:

These are for boards, core-teams; training the trainers or a whole programme, organisation-wide. We delivered lectures and workshops and took part in courses and programmes offered by other institutions – adding Tavistock psychodynamic methods and practice to deepen learning.

These modular certificated programmes attracted Group CEOs and Group HR/OD professionals from international corporates and national governments, Business School professors, Directors and others from large family businesses and top flight City professionals. The international cohorts and their seniority is what makes the learning so intense, with participants flying in from all over the world.

**Coaching for Leadership:** is not like other coaching programmes – it is for professionals who want to develop and deepen their coaching competence using Tavistock methodologies. The diverse participants with this in mind came from Denmark, France, Germany, Iran, Saudi Arabia, Singapore and the UK.

**Supervision for Coaching and Consultancy:** Enables supervisors to genuinely add value and insight to their clients through the enriching experience of the programme, by building on their ability to work with resilient and effective coaches and consultants. Elements covered include the 'difficult' client; ethics and the third position.

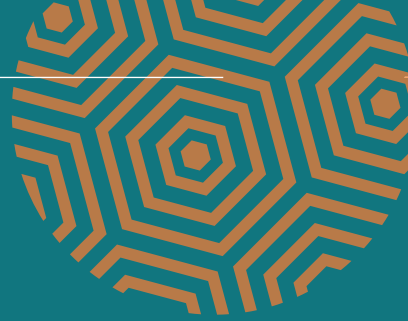


**Practitioner Certificate in Consulting and Change – P3C:** relocated to the Møller Centre at the University of Cambridge during 2018, creating a space for new ways of thinking and practice around the art of consulting. One participant said *"P3C has been like the River Nile, stretching from a distant past to a present overflowing and fertilizing both private and professional banks. Sometimes it's been hard, but really fruitful!"*.

**Dynamics @ Board Level:** this programme ran for its 6th consecutive year, with participants deepening their understanding and ability to work with the underlying dynamics of how boards operate and what gets in the way of their effective operation.

THE LEICESTER  
**2018**  
CONFERENCE

**The Leicester conference Task Authority Organisation 2018:** Over 50 thought leaders joined our annual Group Relations conference to explore authentic leadership, keen to take their learning to another level. The TAO of Tavistock: asked the question: can we take up our roles like Neo from the Matrix – choosing the red pill over the blue pill, or will we behave like the yellow-pill Minions from *Despicable Me*?



**Bespoke Programmes:** We continue to offer stand-alone modules and whole programmes for organisations and businesses, introducing theories and methodologies from our core certificated programmes, delivered in tailored formats. These are for boards, core-teams; training the trainers or a whole programme, organisation-wide. We delivered lectures and workshops and took part in courses and programmes offered by other institutions – adding Tavistock psychodynamic methods and practice to deepen learning.

For example, Ahmedabad Business School, India, Sioo, The Netherlands (inter-university centre) and University of Canterbury Christ Church Business School, UK. This was the third year we have worked with King's College, University of London on their Leadership and Management course.

## TAVISTOCK INSTITUTE® CHINA

**Tavistock Institute China:** with Tavistockians emerging from the current learning programme, we are excited to see the first buds of Group Relations and other Tavistock thinking developing in China.



**Launching Young Leaders:** this annual workshop for 18-26 year olds held in May attracted a variety of young people keen to learn how to enhance their leadership skills for the future: using skills and strategies which acknowledge their feelings in order to understand what is really going on in their working life. Afterwards, one participant said *"I found it to be really inspiring when I consider my future career – it stimulated a lot of thought for me personally"*.

**Practical Seminars for Organisational Change:** this series launched with the first one day practical seminar on *Beyond Work Life Balance* and then *Locating Oneself as a Consultant*, both co-directed by Jean Neumann. These seminars are presented through an applied lens – enabling practitioners to make a difference through sharpening their skills or thinking. *Intersectionality in Practice* proved popular and we have many more in the pipeline... covering virtual working, consultancy & history, poetry, evaluation, coaching and anthropology.

**Executive Coaching and Supervision:** a stream of clients testify to the efficacy of our coaching and supervisory methods; our clients come from all walks and stages of working life.

**The Graduation Ceremony:** Was an opportunity for this year's participants in our modular programmes to celebrate their achievements together and receive their Tavistock Certificate (the physical manifestation of their hard work) in person. Plus the evident joy of again being with the people with whom they shared (and in many cases are still sharing) their learning journey. The Graduation Ceremony happens annually in June at the Institute.

## THE TAVISTOCK COMMUNITY

**The Tavistock Community:** Originated from an open space event for our alumni at the 70<sup>th</sup> Festival. Over the past year we have formed a core working group, the Community Building Group, engaged in how the Tavistock Community will manifest. One of the first tasks has been finding ways both of working together and working together virtually (the Building Group comprising people from all over the world) and we have begun to plan the first actual annual gathering for 2019.

The Tavistock Community will be a self-organising community network for Tavistock thinking, a place to connect with others, a forum to exchange ideas, to develop practice, expand learning and think & create together, all underpinned by Tavistock methodologies.

It is for our programme and conference alumni and Friends of the Tavistock who want to stay connected and build working partnerships and groups.

# Food for Thought – Lunchtime Talks

During this year we decided to extend the talk length to 90 minutes, expanding the conversation.

The Lunchtime Talks are now once a month rather than 3-weekly, and we have begun using Eventbrite – a registration system to ease the booking process for external attendees. As a result, we have seen a huge increase in the number of external people attending, from an average of 5 previously to 24 for our last 4 talks. We are gradually gaining more subscribers to our Lunchtime Talk mailing list, currently at 889.

The countries that play the most podcasts from the Lunchtime Talks are: UK, USA and the Netherlands.

Here are some of our most popular Lunchtime Talks over the last year:

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**Dr Nadine Riad Tchelebi's *The Hidden Gem of Leadership: Followership Lessons from a Convent Community***  
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.....  
**Dr Jane Roberts' *Losing Political Office***  
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.....  
**Jessica Burlingame's *Agon in the Office: Contests and Gatherings in the Theatre of Work.***  
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.....  
**Dr Sadie King and Prof Georgie Parry-Crooke's *Female Genital Cutting: human rights and religious freedom***  
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# Impact in Digital Engagement 2017-18

The Tavistock Institute website promotes all streams of our work, publishing regular news articles (on average eight new articles each month), project case studies, presentations and thought pieces. In 2017 – 2018, we had over 95,000 visitors to the website, who actively engaged with content 128,000 times. Quarterly newsletters and targeted e-mail campaigns were sent out 39 times during the year.

Following the success of 'Reimagining Human Relations in Our Time, in October 2017, the festival's dedicated website became the ArchLive: a record of events that took place as part of the festival. The ArchLive provides a lasting legacy through the numerous audio and video recordings, reports, photographs and other outputs from many of the festival events. These include video recordings from the centrepiece symposium 'In the Shadow and Light of the Archive'. We had over 6400 visitors to the festival website, who engaged with content 19,200 times.

Our social media presence continues to grow: we have 19,613 followers and connections across our three main social media profiles (6,500 Twitter followers, 6034 Facebook likes, and 7,079 LinkedIn followers). Our continued year on year growth demonstrates the increasing impact we are having online. Our staff, from apprentices to seniors, engage together in learning and integrating social media and digital engagement activities into their practice. We also continue to use social media analysis in our research projects and as a topic of research.

# Social Media



Our social media presence has gained momentum as we have taken a closer look at what has been working for us; what is not working and what could be improved.

Our digital marketing apprentice has been working on campaigns around social media and was tasked with finding out how to improve our social media presence.

As a result, we began scheduling our social media posts to go out at different times of the day and at the weekend, and keeping the content varied. We realised people on our social media accounts engage more with awards, celebrations and with playfulness.

We've also noticed the importance of taking *group selfies* for future postings. Recent examples include an office photoshoot about our new eco-bag for programme participants and a different spin in one of our staff meetings – making organisational sculptures. Both attracted a strong response.

We aim to make our brand more accessible without over-popularising our messages – being true to the Institute and its values.



## “Effort and care towards honouring complexity and vastness.”

This was Jean Neumann's description of the presence of the Tavistock Institute team at the Academy of Management Conference in Chicago.

Jean and Antonio Sama had led the “Customising TIHR Traditions” session in the Garden Museum during last year's 70th-anniversary celebrations where they invited participants to consider what customisation meant to them in the context of their work and practice. Their customisation question was then expanded to include the influence of the past on contemporary projects through material now catalogued in the TIHR archive at Wellcome Library, and freely available to all to read, explore and research. All this translated into the symposium long promised by Jean as a member of the archive advisory group, ‘Opening the Tavistock Institute's Archives: Dialogue between Past and Present’, which took place at the 78th annual meeting of the Academy of Management, held this August in Chicago.

After four days of attendance at workshops, papers and division meetings, networking, and supporting our Human Relations colleagues,

we arrived in our room for that very early start on the final Tuesday of the conference. Our session, listed as a Management Consulting highlight, drew in a large, lively and engaged audience. Through the telling of each paper, it soon became very clear that we each had more than found in our own current work instances of the customisation of past TIHR practice and expertise to contemporary concerns, drawing comparisons with both staff's embodied memory and understanding, and the material repository of the archive. At a conference attended predominantly by academics, each paper offered dynamic evidence of, and was testament to, the ways in which TIHR practitioners are working with the archive to adapt, develop and apply past insights to present concerns, to speak to the longstanding TIHR consultant question of, what kind of intervention may be needed here, for this organisation to improve lives.



# The Group Relations MiniFest

Following the success of our 70<sup>th</sup> anniversary Festival, we found a wonderful opportunity to offer our first MiniFest celebrating a milestone in 2018

On 2 January 2018, after 20 years in the role of Director of the Group Relations Programme, Dr Mannie Sher stepped down and handed over to Dr Leslie B Brissett. To mark this transition, the MiniFest on 13 April was an all-day scientific meeting exploring Group Relations at the Institute entitled: **Learning for Leadership: Where to now?**

The MiniFest was made up of an interesting mix: in the morning 2 papers by the departing and incoming directors: Mannie *Reflecting on learning from 20 years as Director of the Group Relations Programme* and Leslie discussed *Needed now more than ever – GR in the Digital Age*. Insight Huddles (what have we heard, and how we think and feel about it: questions and provocations) followed both papers.

During the afternoon there was an experiential event called *Flesh and Authority: The Body in Group Relations*, their first experience of Group Relations for a number of the participants.

The closing discussion was about *Our global Group Relations community – Living what we Advocate* and then the day was topped off with celebratory cocktails, a raffle and group photo:

Photo credit: Tierick Spencer



# Our journal: *Human Relations*

The renowned *Human Relations*, a peer-reviewed highly ranked academic international journal, continues to extend its reach by making some of our best content free to access.

*Human Relations* articles have significant impact on academic debates on a wide variety of topics that affect people at work. For example, the changing nature of managerial work, leadership, politics at work, economic inequality and management, job quality, careers, employee well-being and much more. Well over half a million *Human Relations'* full-text articles were downloaded by readers in 2018.

*Human Relations* is included in the FT50 list of journals used by the *Financial Times* in compiling the FT Research rank, included in the Global MBA, EMBA and Online MBA rankings. The journal also continues to be rated as an A\* journal – the highest category of quality – in the Australian Business Deans Council (ABDC) Journal Quality List 2013. Journals ranked A\* represent approximately the top 6.8% of listed Business and Management journals. *Human Relations* is ranked 4 in the Chartered Association of Business Schools (CABS) Academic Journal Guide 2015. Currently the Journal achieves an Impact Factor of 3.043.

[www.humanrelationsjournal.org](http://www.humanrelationsjournal.org)



# Awards



The Tavistock Institute was Highly Commended in the Festival of Learning 2018 awards from the National Learning and Work Institute. This award celebrates employers that have embraced learning and actively supported their own workforce to develop skills, gain qualifications and transform their own lives and the lives of their families, friends, their communities and the places where they work.

Stephen Evans, Chief Executive at Learning and Work Institute, said: "*Tavistock Institute of Human Relations have demonstrated a strong commitment to staff development and training. The inclusivity of their approach is exemplary, with staff at all levels being able to access learning opportunities every year benefiting their careers or home lives.*"

The Learning and Work Institute, an independent policy and research organisation is dedicated to lifelong learning, full employment and inclusion.

The Institute also won Best Business Change & Development Consultancy 2017 in the Greater London Enterprise Awards.



Our CEO, Dr Eliat Aram's outstanding contributions to the field of management were recognised through a prestigious award from the British Academy of Management: the Companionship of the British Academy of Management award.

Eliat was also shortlisted for the Public / Third Sector award for the 2018 London & South Director of the Year Awards from the Institute of Directors.



# The 70<sup>th</sup> Anniversary Festival



The Festival, held over four days in October 2017, celebrated the first 70 years of the Tavistock Institute of Human Relations and the opening up and cataloguing of our archive at the Wellcome Library.

At the heart of the Festival was the Institute's role in working with the many challenges which society faces: identity and leadership, wellbeing at work, isolation and reduced community cohesion; ageing and social care, displaced people and populations, crises in faith, an environment at tipping point.

The Institute is as lively and engaged with its local and global community today as it has been through the decades and this anniversary also celebrated our innovation and creativity in new partnerships, with colleagues in diverse disciplines, as we looked forward to the next 70 years.

## **A Conversation between the Past, Present and Future**

*Reimagining Human Relations in Our Time* was conceptualised and designed in the Tavistock tradition with a two-fold primary task:

- 1) to explore the stories of the Tavistock Institute, its forefathers, mothers and sister organisations, as well as
- 2) to provide opportunities for contemporary conversations around the continued relevance of and innovation in the Institute's unique approaches to societal challenges today.

## Key Facts and Figures

Four days: 17 – 20 October 2017

Five venues: Swiss Church;  
Wellcome Library; Conway Hall;  
Garden Museum; Wedlake Bell

Sponsorship: Sage Publishing,  
Group Relations Nederland,  
Canterbury Christ Church  
Business School; Wedlake Bell LLP;  
Wellcome Library

44 events

1000+ visitors.  
600 unique visitors

Photo credit: Tierick Spencer

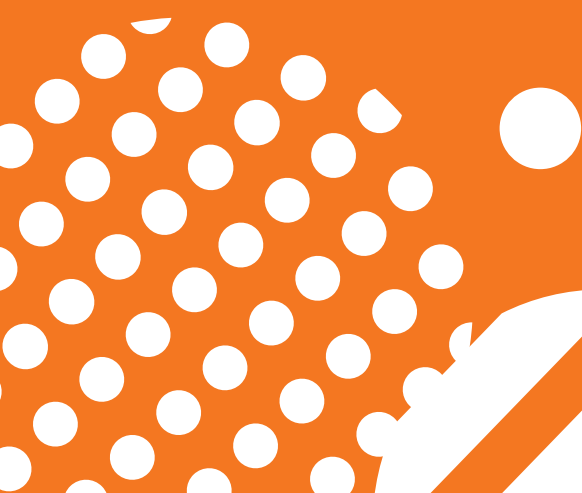




Photo credits: Sam Nightingale

## Festival Highlights

- In the Shadow and Light of the Archive – a full day Symposium including the keynote by Dr Eliat Aram On Being an Orphan: an Untold Story and a Poetry Beatbox with Dreadlock Alien. A whole community jam!
- A session with Brendan Duddy's family in memory of his unique relationship with TIHR and how it helped him in his work as the 'Secret Peacemaker' in Northern Ireland
- A performance by the Roma Bridging Sounds Orchestra at the Festival Gala
- An immersive theatre performance animated the archive - student actors from E15 Acting School vividly brought to life Tavistock researchers (imagine talking to Isabel Menzies Lyth and Eric Miller) and the people they worked with across 70 years
- Here is Where I am – a workshop explored the sensory experiences and stimulating encounters around working in the here-and-now which began with a 'walk and talk' in Tavistock Square Gardens (the original location of the Tavistock Institute)

- An exhibit of TIHR archive material at the Swiss Church (remarked upon as innovative and creative by Wellcome Collection Public Engagement experts)
- Social Dreaming Matrices at the Wellcome Library, a daily enquiry which looked at what collective meanings we can find from sharing our overnight dreams and what they might tell us about our current shared experiences
- Complexity, Evaluation & Theory of Change – current researchers from the Institute explored understanding whether what we do makes any difference through examining some of our methodologies
- *Bed*, a participatory theatre performance by Entelechy Arts about the isolation and loneliness experienced by many older people
- Time-Travelling through the Tavistock Archive – a tale of two journeys, the first into the archive documents and the untold stories behind WWII officer selection and the inspiration behind the establishment of the Institute. The second, headed into the future to explore archive treasures still to be examined.

## Festival Impact:

- Has firmly located TIHR at the centre of and in service to a global community of practice;
- Evidence that the Archive, Festival and associated activities have influenced both TIHR and Wellcome Library organisations as developmental activities;
- The CEO's keynote speech: On Being an Orphan: an Untold Story and the emergence of the Tavistockian identity. The current strategy paper or vision for the next five years;
- Two monograph papers already published: On Being an Orphan and The Experience of Being 70 and Over. Plus another paper in preparation on working with the arts;
- A five paper symposium Opening the Tavistock Archive: Dialogue Between Past and Present given at the 2018 Academy of Management Conference in Chicago. This was developed from one of the Festival events on Customisation of TIHR Practice;
- Work is in progress on Archive Phase 2: The Born Digital Works;

- The Tavistock Community, a virtual space to continue the learning, emerged from the Festival open space event for programme and conference alumni, with a building group planning and imagining how it will evolve.

“Loved the humanity, poise & dialogue between speakers. Have taken a lot away both unformed thoughts, physical impression, unspoken & spoken thoughts”

(participant: Living the Paradox – the Art of the Here and Now)

“Was able to hear and understand more about the correlation between today's society and our dreams metaphorically but also literally”

(participant: Social Dreaming)

“Orphans can be liberating. Eliat provided for me insight, connection and a powerful link to Tavi”

(Attendee: Symposium – In the Shadow & Light of the Archive)

# Group Relations Event for the Silver Generation – GR70:

## The Experience of Being Seventy or Older

A group relations event for people aged 70 years or older was held over 4 mornings at the Festival – it was about a stage of life, rather than a number, reflecting participants' histories and hopes for the future.

Photo credit: Charlie Bambrough



Picture credit: Juliet Scott

The event addressed issues of having and losing power; having and losing freedom and increasing restrictions on life and focussed on loss and hope; love and death; experience and wisdom, missed opportunities and daring to grasp a few more.

The connection between GR70 and the Institute's archive lies in the importance of history and in recognising the people who made that history, who bravely pioneered and recorded new ways of thinking about and understanding human and social behaviour.

Many of the 32 participants in GR70, spoke of their personal recollections of and relationships with the Tavistock's early pioneers and their pride at being connected

with them and, in turn, passing on the living traditions of the Tavistock to the generations of today.

Since the Festival, Dr Mannie Sher has written a monograph paper [The Experience of Being 70 and Over](#), positing hypotheses and describing its impacts. Membership of the group gave participants an exhilarating sense of vitality, optimism, sense of purpose and will to live. There seems to be a strong interest for people of 70+ years to continue learning in a social context. The monograph is illustrated by Juliet Scott, the Institute's artist-in-residence: her delicate, lively and poignant drawings capturing sensibilities in the moment.

# Note from the Festival Director

In December 2017, Juliet Scott, Festival Director and lead curator of the TIHR archiving work looked back on the TIHR70 Festival with a personal account of her own memories and experiences. You can see this on our website but below is a snippet –

“ Now, on Tuesday afternoon, it was all happening at the Swiss Church, us uprooted Tavistockians finding ourselves in a new organisational form in service to our community and it seems we were rather enjoying ourselves, new relationships emerging in new and wonderful experiences of each other including a Baozi bun hunt in Soho, never have I eaten anything so warm and comforting. An afternoon on the front desk with colleagues. We so enjoyed being on reception, performing in our roles and by then, Friday, relaxed as everyone seemed to have made the Swiss Church their home. Our lively, Londonium walking festival explorers marched in past us, straight into whatever event they were attending, upstairs, downstairs and occasionally with a request to look after a suitcase. A more bounded reception by East 15 Acting School and their front of house team who masterly womanned the front door during their performance. The actors in role, Isabel she's here again, holding back those arriving for the evening panel discussion until the performance that so eloquently animated our archive came to an end.”

You can enjoy all the recordings, reports, videos, photos and other outputs from our Festival on our ArchLive page on the [Tavistock Festival website](#). This is a continuing journey that will see further thoughts, reflections and writings to follow as the archive further opens up.

If you are interested in the archive visit the [TIHR Archive Project](#) or if you wish to access archive and manuscript material visit the [Wellcome Library catalogue](#).



# CEO Reflections

In October 2018 Dr Eliat Aram celebrated 10 years' service as our CEO. We include a slightly amended version of her letter to us this year here, because we think she speaks to our wider network too.

Hello folks,

I have been reflecting quite deeply on this milestone. The milestones alongside this one are significant too: a year from the breath-taking success of our Festival, and two years since we lost John. It is also 10 years from the financial crisis which rocked the world, after which we thought would never be the same again, but in many ways lots of those destructive behaviours that led to the crisis have returned, as if it had never happened.

People talk more nowadays about complexity and the interdependent nature of events, the butterfly effect etc. but so often it is lip service to what that really means and how it really might call us to lead differently. The struggle to hold together both a hierarchy with a clear line of accountability, at the same time as enabling co-produced and participative engagement across organisations is almost unpalatable. "Trust the group" we say at the Institute, but it is so hard to practice. I think of one of our clients, who seems almost incapable of working with a networked structure and leading it in an accountable manner without imposing a centralisation process on it, but not impossible with support.

They say that the first 100 days for a CEO (or President) are critical. There are coaching programmes specifically designed for these 100 days. Mine were a test. So many things were wrong inside and in the context within which I was appointed, as I said above. And I knew so very little about leading and managing at this level. What I had was guts; to ask stupid questions; to take risks if they served the purpose of serving the Institute – ensuring it survived in those testing times, and now, ensuring it thrives. I can't tell you how important it is to ask when you think you don't understand – you are bound to discover that others don't really understand either but are too ashamed to admit it as they think they are supposed to know, be it because of age, experience or status.

So many things that I set out to do or offer in those first 100 days took months and years for us to feel the impact or the change. In fact, some things I let go of, I had truly no expectation



that they would 'stick' and it was probably only then, when I did let go, that something changed. A good example is the first strategic paper I wrote in 2009, which coined the 'research based consultancy and consultancy based research' identity. No-one mentioned it for 5-6 years, I was already using other words and expressions to describe it, and then, one day it came back to the forefront of the Institute's discourse. Maybe because it made sense to people in their own bodies and work experiences, maybe because people made it their own and applied the idea to their practice – probably both of these and this is the greatest success for me as a leader, to be able to follow you my colleagues, who are following their leadership and who invent and generate within and beyond the container the leader creates and holds.

I think 2019 is going to be a challenging year as we approach the culmination of the Brexit process that has been tearing us apart for the last three years. As we navigate our way in the world which has largely orphaned us from good leadership, I hope and trust that we will all be holding each other's hands as we take those steps into the year and create spaces for thoughtful action and accountable leadership for our clients and for ourselves. Negotiating the German tax authorities as we were working towards opening an office based in Germany, has been challenging, and finding a new home in this country is also not an easy step. Our work continues to thrive and many exciting new projects and programmes are starting soon or are planned for the near enough future. There is a lot for us to do individually and collectively, and so in return to your cheers, I raise a glass to you all for the next ten years, may you continue to flourish and shine.

With my best and warmest, with gratitude and love,

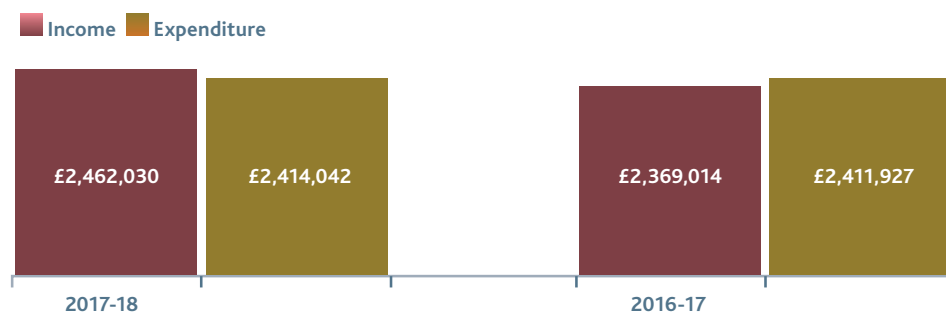
*Eliat*

Eliat



# Financial results for the year 2017-18

The Institute had a good financial year which resulted in an operating surplus of £47,988 compared to the previous year deficit of £42,913. The Professional Development and Project areas saw increased income as result of increased programme attendance numbers along with many new projects being won. This helped to offset a slight reduction in income from *Human Relations* publication which continues to be a highly ranked global journal.



The overall net movement in funds in the SOFA (below) was positive for the year as a result of actuarial gains of £365,000 (2017: gain of £519,000) from the defined benefit pension scheme.

Statement of Operating Financial Activities (SOFA)	2017/18 (£)	2016/17 (£)
<b>Income:</b>		
Charitable activities	2,460,877	2,366,774
Investments	814	2,042
Other	339	198
<b>Total income</b>	<b>2,462,030</b>	<b>2,369,014</b>
Expenditure: Charitable activities	2,414,042	2,411,927
<b>Total expenditure</b>	<b>2,414,042</b>	<b>2,411,927</b>
<b>Net income/(expenditure) before net gains/(losses) on investments</b>	<b>47,988</b>	<b>(42,913)</b>
Actuarial gains / (losses) on defined benefit pension schemes	365,000	519,000
<b>Net movement in funds</b>	<b>412,988</b>	<b>476,087</b>
<i>Total funds brought forward</i>	<i>(3,965,574)</i>	<i>(4,441,661)</i>
<b>Total funds carried forward</b>	<b>(3,552,586)</b>	<b>(3,965,574)</b>

The Institute's Balance Sheet at 30th September 2018 showed a decrease in net assets to £622,414 (2017: £722,426) before any pension liability. This was due to lower debtors and increased creditors (related to deferred course income).

Balance Sheet Summary	2017/18 (£)	2016/17 (£)
Fixed Assets	12,443	27,689
Current Assets	1,602,539	1,609,391
Liabilities	992,568	914,654
Net Assets (excluding pension liability)	622,414	722,426
Defined Benefit Pension Scheme Liability	(4,175,000)	(4,688,000)
<b>Total Net Asset</b>	<b>(3,552,536)</b>	<b>(3,965,574)</b>
<b>Total Charity funds</b>	<b>(3,552,586)</b>	<b>(3,965,574)</b>

The Institute continues to fulfil its obligation related to the pension recovery plan (approved by the pensions regulator) whereby the defined benefit pension scheme deficit will be paid within 15 years. The Institute paid £275,112 in accordance with this plan in March 2018.

The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme at 30 September 2018 for the purposes of FRS102 showed a funding deficit of £4,175,000 (2017: £4,688,000). This improvement to the pension balance sheet was driven principally by a more favourable discount rate (driven by higher corporate bond yields) and the updating of the longevity assumptions in line with the changes the trustees adopted for 2016 actuarial valuation.

# Structure and Governance

## The Council of Trustees

Professor Cliff Oswick PhD MSc BSc (Hons),  
(Chair)

Dr Eliat Aram (ex officio)

Robert Branagh (resigned May 2018)

Bill Cooke

Joel Featherman

Joanna Hill

Alice Long MSc BA (Hons)

Julie Newlan MBE MBA CIMDipl

Professor Christopher Warhurst  
(Chairs the HREMC – *Human Relations*  
Editorial Management Committee  
from November 2015)

## CEO

Eliat Aram, PhD MSc Occup Psych  
MSc G Psych

## Company Secretary

Leslie B Brissett, JP PhD MSc (Econ)  
BSc (Hons) FHM-SA

## Registered Office

Tavistock House  
30 Tabernacle Street  
London EC2A 4UE

## Auditor

Goldwins Limited  
75 Maygrove Road  
West Hampstead  
London NW6 2EG

## Bank

NatWest  
440 The Strand  
London WC2R 0QS

## Solicitor

Wedlake Bell LLP  
71 Queen Victoria St  
London EC4V 4AY

# Looking into the year ahead

## ANNUAL EVENTS

### Certificate for Supervision for Coaching and Consultancy 2018-2019

Module 1: 22<sup>nd</sup>-23<sup>rd</sup> November 2019

Module 2: 31<sup>st</sup> January-1<sup>st</sup> February 2019

Module 3: 14<sup>th</sup>-15<sup>th</sup> March 2019

### Coaching for Leadership 2019

Module 1: 24<sup>th</sup>-25<sup>th</sup> January 2019

Module 2: 28<sup>th</sup> February-1<sup>st</sup> March 2019

Module 3: 2<sup>nd</sup>-3<sup>rd</sup> May 2019

Module 4: 13<sup>th</sup>-14<sup>th</sup> June 2019

### Practitioner Certificate in Consultancy and Change (P3C) 2019

Module 1: 13<sup>th</sup>-15<sup>th</sup> February 2019

Module 2: 24<sup>th</sup>-26<sup>th</sup> April 2019

Module 3: 10<sup>th</sup>-12<sup>th</sup> July 2019

Module 4: 18<sup>th</sup>-20<sup>th</sup> September 2019

### Certificate in Dynamics at Board level 2019

Module 1: 12<sup>th</sup>-18<sup>th</sup> June 2019

Module 2: 22<sup>nd</sup>-23<sup>rd</sup> July 2019

Module 3: 2<sup>nd</sup>-3<sup>rd</sup> September 2019

Module 4: 18<sup>th</sup>-19<sup>th</sup> November 2019

### Launching Young Leaders 2019 Task Authority Organisation

**Love@Work**

17<sup>th</sup> May 2019

### Leicester Conference 2019

3<sup>rd</sup>-16<sup>th</sup> August 2019

### Practical Seminars Series 2018-2019

Intersectionality in Practise:

1<sup>st</sup> October 2018

Working with Virtual Strangers:

22<sup>nd</sup> March 2019

Locating Oneself as a Consultant:

24<sup>th</sup> May 2019

Rethinking the Here and Now:

12<sup>th</sup> July 2019

Working with Past, Present and Future:

27<sup>th</sup> September 2019

### Tavistock Community Annual Gathering

24<sup>th</sup> June 2019

### Archive Symposium

7<sup>th</sup> November 2019



[www.tavinstitute.org](http://www.tavinstitute.org)