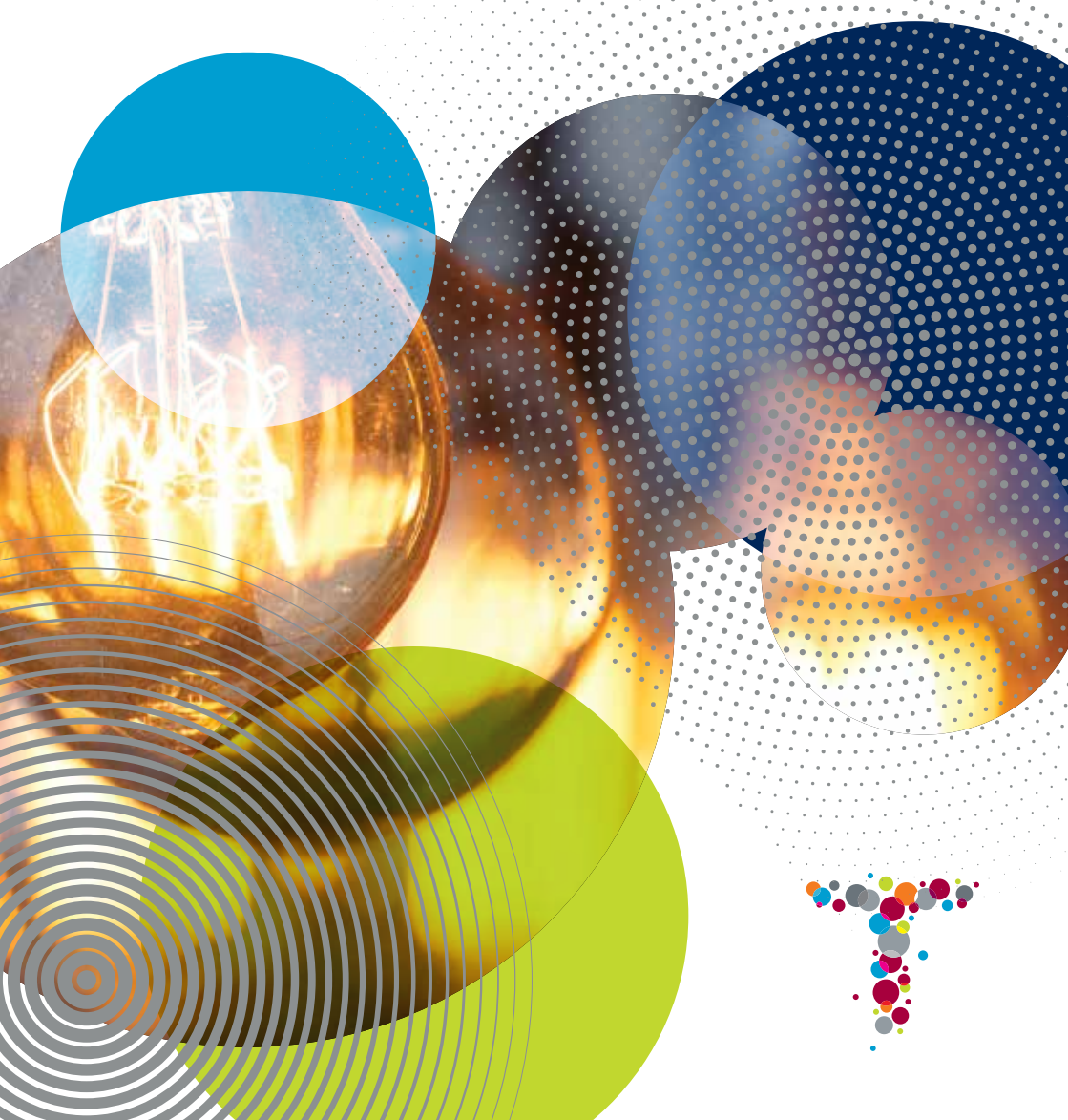


THE
TAVISTOCK
INSTITUTE®

The Tavistock Institute of Human Relations'
collection of:

PROFESSIONAL DEVELOPMENT OPPORTUNITIES



“Far better than conventional training for actually changing and improving leadership ability”

Director of Strategy, TeliaSonera, Sweden

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Detailed brochures are on our website, with information about current fees, dates, venues and how to apply.

If you'd like a conversation, contact Anabel: a.navarro@tavinstitute.org



WELCOME

to the TIHR collection of Professional Development opportunities. We trust we can provide something for everyone whether you are starting out in your working life or are changing / wanting to change direction; whether you are a seasoned and experienced professional and/or are someone who likes to learn.

What we offer are unique, multi-disciplinary programmes based on core TIHR philosophies, theories and methodologies around organisations, communities and culture.

Our faculty members are all established and recognised practitioners across their various fields. They regularly attend to their own learning and development so they can continue working to the highest quality to help you:

- expand and deepen your interpersonal skills;
- develop an X-ray vision to help you see under the surface of organisational life to find out what's really going on;
- foster your own leadership ability and leadership throughout your working group or team;
- understand your team or organisation as a whole – a living dynamic system.

What people love about our professional development opportunities is that they are:

- challenging and inspiring - professionally and personally;
- immediately applicable to work, for real and lasting change;
- re-energising, leaving people better equipped to make a difference in their organisations and other contexts;

and attract a diverse group of people from across the world, working in every type of organisation at every level, from multinational corporates through government, not-for-profits and sole-traders.

If you want to discuss any of these opportunities, we are always happy to talk.

We look forward to meeting you soon.

Warm wishes

Anne Benson

Head of Professional Development Programmes

THE LEICESTER CONFERENCE

Task Authority Role Organisation

An annual event since 1957, this 2-week residential conference offers the most sustained immersion in experiential learning about leadership, anywhere in the world.

This learning about Group Relations develops leadership and managerial capacity to effect real change in organisations, through participants actually working with the relationship between role and authority, live. Not in abstract or theoretical lectures or in role-play exercises but through the functioning of a temporary institution with all the fun and fear, pressures and prizes that feature in organisational life every day.

It is for team leaders, leadership developers, entrepreneurs, managers, administrators, CEOs; change agents; academics, researchers, consultants, clinicians, activists, service providers etc. from business, education, government / local authorities, health services and social care, finance, NGOs, the arts, politics, consultancy, justice, religious orders and lobby groups. Participants come from diverse backgrounds, from all over the world.

The Leicester conference addresses questions like:

- What does effective leadership look and feel like?
- What is followership, and how can it be sustained or sabotaged?
- What are the anxieties that underlie relations within teams and organisations and how can they be surfaced and addressed?
- How to develop an individual sense of citizenship?
- How are we as individuals seen as figures of authority?

If you are interested in leadership and strategy development in your team, group, organisation or community, then attend the next Leicester conference with your team.

We also offer in-house tailor-made organisation and community development interventions. We support and run other Group Relations conferences around the world, based on the Leicester model – see www.grouprelations.com.

“I have never learned as much about organisations as whole systems as I did at the Leicester conference”

Director, Corporate Business Development, USA

LAUNCHING YOUNG LEADERS



A one-day workshop for young people who want to make a difference:

WHAT IS IT AND WHO IS IT FOR?

For those who want to enhance and explore their leadership skills and what it means to be a leader. For participants aged 18-26, or those who are early in their career. Participants from any background and role are welcome.

The workshop is a full and energetic day of activities: participants will have opportunities to:

- try on different roles;
- think reflectively about past and present work or learning experiences;
- inquire into alternative perspectives.

This is a chance to have an in-depth experience of leadership; to explore what works and what doesn't, in a peer-learning community.

WHAT WILL I TAKE AWAY?

You will be encouraged to see your potential, to engage with opportunities and to build resilience. We aim to help you think about what success means to you and encourage you to capitalise on the skills, knowledge and qualities that you already possess.

“I think the day has stimulated a lot of thought for me personally, and I found it to be really inspiring when I consider my future career, what I want to achieve and what skills I have that might help me in achieving this”

Employee, UK

“I learned what my strengths are (as well as my weaknesses), even if these strengths are not skills that are traditionally considered ‘leadership’ qualities.”

Employee, UK

CERTIFICATE IN COACHING for LEADERSHIP: Psychodynamic Approaches

4 x 2-day residential modules
held near London, annually

WHAT IS IT AND WHO IS IT FOR?

A certificated, modular programme for people who are already coaching either formally or informally ie who use a coaching approach within their work. Some experience in developing others is essential.

This ever-evolving programme attracts senior managers and leadership development professionals from a variety of UK and international backgrounds, who emerge with radical – and genuinely transformative - insights into their clients, and the systems and cultures in which they operate.

WHAT WILL I TAKE AWAY?

Focusing on the conscious and unconscious factors affecting performance in role in context, you will gain an increased understanding, confidence and competence in:

- your own coaching approach and style
- developing effective coaching relationships
- enabling coachees to understand and take up their role within their wider organisational and systemic context; and
- exploring blocks and enablers to successful coaching – from an intra personal through to the systemic level.

“A truly transformative experience, which at the same time moves you out of your comfort zone and significantly expands your professional repertoire”

Global Head of Human Resources, Chiesi Farmaceutici S.p.A. Italy



CERTIFICATE IN SUPERVISION for COACHING & CONSULTANCY

3 x 2-day non-residential modules held in The TIHR offices in central London, annually

WHAT IS IT AND WHO IS IT FOR?

The supervision stance centres on developing a third eye (internal and external) which is both compassionate and challenging for yourself and for your clients.

Designed for coaches and consultants with at least 5 years' experience (or who have completed our Coaching and P3C programmes) who wish to become a supervisor. It is also for current supervisors who want to deepen their understanding and enhance their practice and gain an internationally recognised certificate.

WHAT WILL I TAKE AWAY?

An increased understanding, confidence and competence in:

- your own supervisory capability, founded on an understanding of the dynamics of the supervisor-coach/consultant and coach/consultant-client interactions;
- working with the impact of systemic and cultural factors and the psychodynamic processes that help and hinder change;
- using a range of models, theories and techniques that offer fresh perspectives to supervisor and coach / consultant, thus extending your supervisory repertoire.

Graduates will be able to offer broad-ranging supervision for both individuals and groups and for both coaches who work with individuals and consultants who work with large and global systems.

“From the benefit of this experience, it speaks to how a few timely words, especially in a learning environment, can be priceless

Interfaith Advisor, University of Westminster

PRACTITIONER CERTIFICATE IN CONSULTING and CHANGE: The Art of Consulting Practice



4 x 3-day residential modules held at the University of Cambridge annually

WHAT IS IT AND WHO IS IT FOR?

Designed to equip participants with a deeper capability to work as organisational consultants and system change agents.

The programme is intended for leaders; managers; Human Resource professionals; consultants, coaches; organisational development and change practitioners; those whose work and interest are with groups and larger systems.

WHAT WILL I TAKE AWAY?

An increased understanding of and capability to:

- work with change in complex contexts and in conditions of uncertainty and ambiguity;
- notice and take account of organisational and systemic dynamics above and below the surface;
- design, implement and review a range of organisational development interventions;
- re-connect with and use your creativity, presence and authority whilst immersed in complex organisational dynamics;
- manage the tensions between the urgent and emergent; the important and the planned;
- grapple with the challenges and excitements of collaborative and co-creative practice.

“The P3C experience increased my understanding of complexity and uncertainty, I embraced the emergent and the potency of the unconscious in organisational development.”

Co-owner and Consultant, Frits Philips jr & Partners, The Netherlands



CERTIFICATE IN DYNAMICS @ BOARD LEVEL



4 x 2-day residential modules
held near London, annually

WHAT IS IT AND WHO IS IT FOR?

Improving the development and support of Boards through a deeper understanding of how Boards communicate and behave, sometimes unconsciously, in ways that can help or hinder their work.

For Board chairs and presidents, NEDs and other board members, and those who work with boards: consultants, coaches, trainers and evaluators.

WHAT WILL I TAKE AWAY?

A deeper understanding of how to:

- expand your board leadership, board membership, teaching, evaluation and consulting capability in ways that help boards identify their primary task;
- manage the tensions between the content of boards working agendas and the underlying pull towards less efficient functioning;
- evaluate individual member performance;
- support Chairs;
- fill skills gaps and create healthily diverse boards;
- assist boards in managing their external relationships with stakeholders, executive teams and the rest of the organisation.

“It was a profound and stimulating experience that has developed my capability and capacity as a board member [and] it has developed my confidence in my ability and to pursue my dreams in a way that I was not expecting...”

Director, Peritus Advisory Services, UK

ORGANISATIONAL CONSULTANCY: WORKING WITH THE DYNAMICS



6 modules of 2 days each at the University of Cambridge and the Tavistock Institute, London

WHAT IS IT?

The only advanced systems psychodynamic consultancy programme in Europe. This is 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.

- 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 IT 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.

WHAT WILL I TAKE AWAY?

- 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.

ART & ORGANISATION DEEPENING CREATIVE PRACTICE



A co-created and co-curated programme in 5 seasons

WHAT IS IT?

This new, boundaries-transcending, out-in-the-world programme is where the arts and social sciences weave together as participants explore their whole selves in relation to their eco-system.

The programme will support you to (re-)awaken, nurture and cherish your creative, risk-taking and curious parts, enable and encourage you to study and explore the nature of influence and the impact of your intervention as well as (re-)learn its impact back-at-you. Working and learning in a non-linear way, chicken-and-egg, that will go deep into the essence of who we are and what we are here to do.

Faculty, guest artists and participants will co-curate to make a trans-disciplinary, non-linear learning experience. At the end of the programme, participants collaborate in the creation of an exhibition, installation, event, festival or other manifestation and expression of their learning.

WHO IS IT FOR?

It is for organisational leaders and consultants looking for another stage in development who want to experiment with and explore their creative potential. It is for artist-academics, artistic practitioners, working artists, concerned and creative citizens, freedom fighters, passionate learners, curious ecologists or bored out-of-the-box agents of life and wellbeing on and of our at-risk planet.

WHAT WILL I TAKE AWAY?

- an increase in your ability to address complex organisational and societal issues inventively and imaginatively;
- a new repertoire and language for working – curating; archiving; choreographing; conserving; exhibiting; presencing; embodying;
- unique ways of sharing and embedding learning in the public domain;
- you will be contributing to the development of new practice in organisational change;
- developing your artistic practice in a stimulating environment of intellectual and creative inquiry.

BESPOKE PROGRAMMES

What do you need?

Designed for your organisation

In-house, facilitated

Learning is social in nature and happens best when learners collaborate and help one another, and when it is directly relevant to the work environment.

For organisations wanting not just talent development but to train and cultivate a cohort of people together, we can provide an in-house programme or Group Relations conference customised to your requirements.

We offer stand-alone modules through to whole programmes for organisations and businesses, introducing theories and methodologies from our core certificated programmes, to match your evolving needs.

They can be delivered in a variety of formats and at different levels, tailored to your requirements from ½ a day; a series of days; or a week; to modules over several months.

For executive leadership teams; core-teams; cross-functional teams; management teams; boards; training the trainers or a whole programme, organisation-wide.

We also contribute to courses and programmes offered by other institutions and organisations – adding bespoke modules on Tavistock psychodynamic methods and practice to increase the depth and width of learning.

ACTION LEARNING

The application of solutions to difficult problems In-house, facilitated

In a Tavistock Action Learning Set you are working with a small group of colleagues, over time, to tackle real work problems and issues in order to get things done, reflecting and learning with and from your experience with the intention of taking action or doing something differently.

An underlying principle of the Action Learning Sets is that the individual knows their own issue or problem better than anyone else and remains responsible for it.

This means that your ALS colleagues help you think about your issue. They don't tell you what to do or give you advice. Instead they ask questions and listen, to help you explore your issue and options for approaching it differently. In itself this is invaluable practice for core leadership skills.

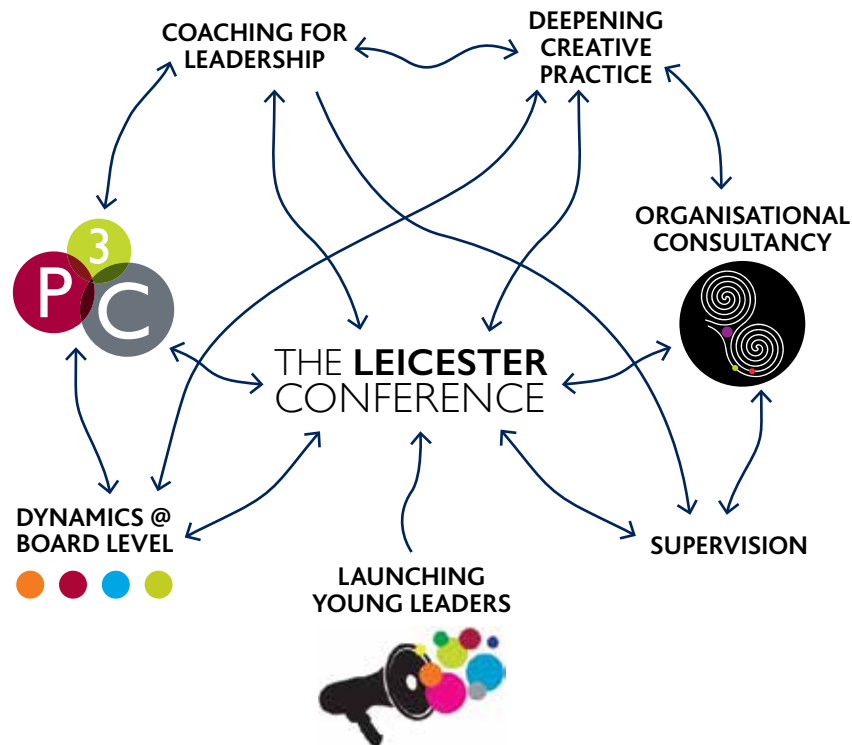
Active reflection is often neglected with the pressures of day-to-day work, yet it is vital in a fast changing environment with frequently emerging challenges.

Reflection coupled with commitment to action with a group of peers who offer support and challenge can lead to powerful decisions and outcomes.

YOUR EXPERIENTIAL JOURNEY

Our modular programmes, conferences and workshops are designed to work as discrete stand-alone opportunities or they can be built over time to support your organisational needs and your own developing career.

Whichever route you choose (not so much a linear path but a matrix of learning nodes), you will find yourself immersed in experiential learning, exploring unconscious dynamics and experimenting with how creativity is expressed in the workplace.



For example, a young adult can start with the one-day Launching Young Leaders workshop and then go on to the Leicester Conference.

Later on, or mid-career, you can begin with a modular programme or attend the Leicester conference and continue with another, deepening and supporting your working practice over several years. Many people come back to the Leicester conference more than once to further their learning as their roles change.

The TIHR 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.

STAYING IN TOUCH

THE TAVISTOCK COMMUNITY

is a place for alumni of our programmes, conferences and seminars to connect with others, continue the learning, exchange ideas, develop practice and carry on or begin working together, all underpinned by Tavistock methodologies.

After you graduate or finish your conference, seminar or workshop, we invite you to join the Tavistock Community, free until the next graduation ceremony – for you to explore, re-engage with your cohort and get to know other TC members with your interests, online.

The purpose of the Community is:

- about continuing the Learning...
- self-organising
- having opportunities to shape it
- an emerging / evolving / learning body

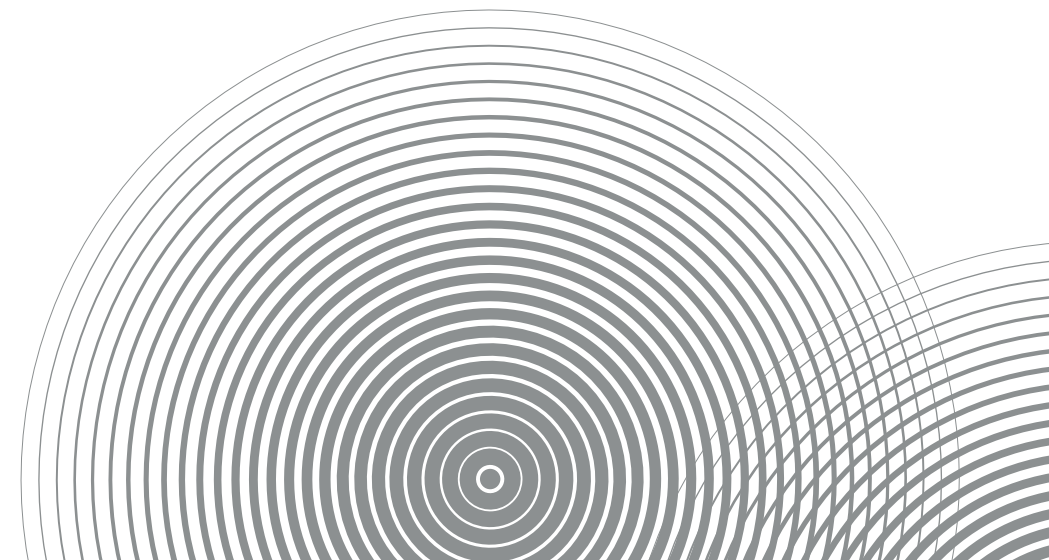
There is an Annual Gathering each year in London.

BASECAMP

is our virtual hub where each programme cohort has their private space for nurturing deeper connections between modules. Basecamp also hosts the Tavistock Community.

MAILING LIST

To receive news about the Tavistock Community, the TIHR 3-monthly Newsletter and occasional updates on our Professional Development Collection, sign up to the mailing list – [Make an Enquiry](#) on our website. You can tailor what information you receive.



FURTHER INFORMATION & NEXT STEPS

Detailed brochures are on our website for our conferences, programmes, seminars and workshops, with information about current fees, dates, venues and how to apply.

Members of faculty are happy to have a conversation with you to explore how a particular programme can meet your professional development needs.

You can also have a more general, confidential, telephone conversation about yours and/or your team's professional development.

If you have further questions, please contact:

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www.tavinstitute.org

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