



THE
TAVISTOCK
INSTITUTE®



Organisational Consultancy: Working with the Dynamics

ADVANCED CONSULTANCY SKILLS
IN TAVISTOCK INSTITUTE SYSTEMS PSYCHODYNAMICS
2021-2022

A HYBRID **FACE-TO-FACE** AND **ONLINE** SERIES OF 5 x 2-HALF
DAY **REFLECTIVE SEMINARS**
FOR EXPERIENCED ORGANISATIONAL CONSULTANCY
PRACTITIONERS





- ❖ 13 - 14 September 2021 (Face-to-Face)
- ❖ 22 - 23 November 2021 (Online)
- ❖ 17 - 18 January 2022 (Online)
- ❖ 21 – 22 February 2022 (Online)
- ❖ 21 – 22 March 2022 (Face-to-Face)

Our approach

An on-going group supervision opportunity with experienced organisational development and change consultants to develop advanced skills in the application of Tavistock Institute systems psychodynamics approaches to their consultancy practice.

What you will gain:

- ❖ Deepening your complex consultative and change projects
- ❖ New skills in taking up your consultancy role
- ❖ Working with an empowering group of advanced practitioners to share and learn from our collective understandings of what happens between consultant and client system
- ❖ Identifying key learnings for future interventions

Who is this for?

Applicants will be familiar with and experienced in working with *systems psychodynamics* approaches in organisational development and change consultancy. Your working roles might include:

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

This programme has up to 12 places.



Objective and Opportunities

The objective of the reflective seminars is to deepen the diagnostic and consultancy skills of systems psychodynamics organisational development and change consultants. The programme provides opportunities for deep and holistic learning that focuses on principles, links and meaning, and tolerance of uncertainty. Together with the participants as active explorers, the programme will:

- ❖ 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 or concerned about and want new ideas on how to work on them
- ❖ achieve the capacity and ability to work with dynamic process issues at micro, mesa and macro level contexts within systems

Design - How we will work

The series comprises 5 x 2-half day seminars. The first and last seminars will be conducted face-to-face and the middle three seminars will be conducted digitally online.

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

Learning methods in the seminars will include:

- **Practice:** The presentation of your consultancy practice in small groups with one of the directors to deepen your learning and the application of advanced systems psychodynamics theory and practice.
- **Experiential events** such as small study groups, inter-group events, social dreaming matrices, sensing walks and regular reviews of each event in the seminars as the programme progresses.
- **Theories:** Discussion on your understanding and the application of systems psychodynamics theories and approaches you have acquired in your previous trainings to your consultancy work, such as: open systems, socio-technical systems design, socio-ecological, socio-psychological; large and small group dynamics and general application of psychoanalytic theory to individuals, groups, organisations and environments; the relevance of group relations theory to your consultancy design
- **Consultancy Design:** An exploration of your consultancy designs and interventions
- **Group Membership:** The empowering experience of group membership for receiving in-depth constructive feedback from supportive colleagues on your taking of a consultant role and your practice.
- **Writing:** Discussions on writing proposals, interim Working Notes and final reports and writing for publication on organisational consultancy



Building on the Tavistock tradition of self-regulation and semi-autonomous work groups, the seminars, through reflective practice, will facilitate participants' involvement in both the presentation and assessment of the material. 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

All seminars are held on Mondays and Tuesdays:

Seminar I	13 - 14 September 2021 (Face-to-Face)
Seminar II	22 - 23 November 2021 (Online)
Seminar III	17 - 18 January 2022 (Online)
Seminar IV	21 - 22 February 2022 (Online)
Seminar V	21 - 22 March 2022 (Face-to-Face)

Fee

The fee is **£3950**. A deposit of £395 is required with your application. All fees include VAT. Please see [T&Cs](#) for more details. (For the two Face-to-Face modules, participants will need to make their own accommodation arrangements as the Modules will be held at the Tavistock Institute of Human Relations in London.)

Early bird discount: £400 for all applications received before **31 July 2021**

Deadline for applications: **13 August 2021**

Certificate

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 seminars. Basecamp also hosts the [Tavistock Community](#) a place for alumni to connect with others, continue their learning, exchange ideas, to develop practice, expand learning and carry on or begin working together, all underpinned by Tavistock methodologies.

Participants in the series of seminars in organisational consultancy in any given year will be able to retain an on-going membership of the reflective seminars in subsequent years, if they wish. Those wishing to retain on-going membership will be eligible for a 30% discount.



Next steps

To join this programme please complete the online [application form](#) and pay the deposit. All applicants will be interviewed by one of the programme directors by telephone or video 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.

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

Programme Directors

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



David is a Professional Partner at the Tavistock Institute of Human Relations where 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 several professional development groups, seminars and workshops. He offers organisational role consultation 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 in-person, residential from **31 July-13 August 2021**.

Other modular certificated programmes complementing this one:

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

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, i.e. 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. *Evaluation* – the International Journal of Theory, Research and Practice, is published in association with Sage Publications. Free access to these journals and the *Journal of Applied Behavioural Science* is offered during the programme.