Organisational Consultancy: Working with the Dynamics

ADVANCED CONSULTANCY SKILLS
IN TAVISTOCK INSTITUTE SYSTEMS PSYCHODYNAMICS

2020-2021

A SERIES OF 6 x 2-DAY REFLECTIVE SEMINARS
FOR EXPERIENCED PRACTITIONERS
Our approach
A group 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:

- An experience that will help with your complex consultative and change projects
- acquiring new skills an deepening experience of taking up your consultant 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 and identify key learnings for future interventions

Who is this for?
Applicants will already be familiar with and will be experienced in working with systems psychodynamics approaches in organisational development and change consultancy. Applicants will be graduates of the following Tavistock Institute’s formal training programmes or the equivalent level programmes of other similar institutions:

- Advanced Organisational Consultancy (AOC)
- Practitioner Certificate in Consulting and Change (P3C)
- Dynamics @ Board Level
- Coaching for Leadership
- Supervision for Coaching & Consultancy
- Training Group or the Deepening Learning Group of the Leicester conferences

By virtue of your attendance previously at Tavistock Institute formal training programmes, you are likely to have a strong background in systems psychodynamics approaches in the practice of organisational development and change. 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.

The series of reflective seminars has up to 12 places.
Objective and Opportunities
The objective of the reflective seminars is to deepen your skills as a systems psychodynamics organisational development and change consultant. Our approach is to provide opportunities for deep and holistic learning that focuses on principles, links and meaning, and valuing uncertainty with the participants as active explorers. The programme will provide opportunities to:

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

Design - How we will work
The series comprises 6 x 2-day seminars - 3 residential reflective seminars at the Møller Institute, University of Cambridge (one at the start of the programme, one mid-programme and one at the end) and 3 non-residential seminars at the Tavistock Institute in central London.

The first seminar will comprise introductions, expectations, and examination of the learning needs of the participants, 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 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 learned in your previous Tavistock programmes to your consultancy work, such as open systems, socio-technical systems design, socio-ecological, socio-psychological, and large and small group dynamics and general application of psychoanalytic theory to individual, groups and organisations, 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 role and your practice as a consultant.
- **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 reflective seminars will facilitate participants’ involvement in both the presentation and assessment of the material. In order 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 and Venues**

All seminars are held from Monday - Tuesday:

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<tr>
<th>Seminar</th>
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<th>Venue</th>
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<tr>
<td>I</td>
<td>23 - 24 March 2020</td>
<td>Møller Institute (Residential)</td>
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<td>II</td>
<td>20 - 21 April</td>
<td>Tavistock Institute</td>
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<td>III</td>
<td>13 - 14 July</td>
<td>Tavistock Institute</td>
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<td>IV</td>
<td>14 - 15 September</td>
<td>Møller Institute (Residential)</td>
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<td>V</td>
<td>23 - 24 November</td>
<td>Tavistock Institute</td>
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<td>VI</td>
<td>18 - 19 January 2021</td>
<td>Møller Institute (Residential)</td>
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The Møller Institute, Churchill College, University of Cambridge, Storey's Way, Cambridge CB3 0DE
The Tavistock Institute, 30 Tabernacle Street, London EC2A 4UE

**Fee**

The fee is £8,700. A deposit of £870 is required with application. Please see T&Cs for more details. All fees include VAT.

Early bird discount: £400 for all applications received before 24 February 2020.

**Deadline for applications:** 1 March 2020

Please note: the fee includes accommodation for the Monday night at the Møller Institute for Seminars I, IV and VI. For Seminars II, III and V, held at the Tavistock Institute in London, participants will be expected to arrange their own accommodation.

**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 the 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 reflective seminars in any given year will be able to retain an on-going membership of the reflective seminars in subsequent years, if they wish.
Next steps
If you have any questions and/or would like a conversation about the programme of reflective seminars with one of the directors, please contact Anabel Navarro, Professional Development Manager at: a.navarro@tavinstitute.org

To join this programme please complete the online application form. All applicants will be interviewed by one of the programme directors by telephone 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. **Deadline for applications: 1 March 2020.**

Programme Directors

**David Lawlor** PhD, MSc, 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, 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 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.
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 residential from 1-14 August 2020.

Other modular certificates further complement this programme:
- 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. We also host Evaluation – the International Journal of Theory, Research and Practice, published in association with Sage Publications. Free access to these journals and the Journal of Applied Behavioural Science is offered during the programme.

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