

CERTIFICATE IN
DYNAMICS AT
BOARD-LEVEL
2022

for those sitting on or
working with Boards

A non-residential programme in 4 x 2-day modules

- Module 1: 6 - 7 June
- Module 2: 4 - 5 July
- Module 3: 5 - 6 September
- Module 4: 14 - 15 November



Are you a CHAIR of
a BOARD, a CEO, a NED,
an ED, on a SENIOR
MANAGEMENT TEAM,
a TRAINER, an EVALUATOR,
or a CONSULTANT /
COACH?

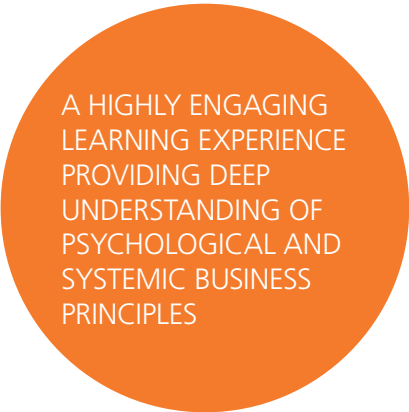
Since 2020, the world has seen boardrooms across the globe considering issues of diversity and sustainability with renewed vigour. The newly adopted International Standards Organisation ISO37000 Governance of Organisations will also unleash a new wave of interest in how to govern effectively. The impact of race, gender and class are profoundly difficult to face and work through in the boardroom, displaced by anxiety about the demands of stakeholder and broader governance dynamics. This Tavistock Institute programme, is the gold-standard to study, in real-time, the dynamics that shape our contemporary boards during the (post) pandemic.

This spotlight on the boardroom has increased the need for skilled individuals and teams that are able to operate in the “pressure cooker” of the contemporary boardroom. Increasing regulatory responses, corporate governance codes and assurance frameworks have not been sufficient to avert the disasters or mitigate the risks associated to “human factors”.

Equally, boards in the public and third sectors face more challenges around collaborating in competitive hyper-turbulent marketplaces, including the unending demands of fiscal austerity, and the operational requirements of mergers and partnerships. And now a board must open itself to (at least) three-yearly independent evaluation of the board and its operations.

“I thought the way you brought the theories to life in an organisational setting was outstanding.”

Wayne Mullen Global Head of Leadership and Organisational Development VTB Capital, UK



A HIGHLY ENGAGING
LEARNING EXPERIENCE
PROVIDING DEEP
UNDERSTANDING OF
PSYCHOLOGICAL AND
SYSTEMIC BUSINESS
PRINCIPLES

The Tavistock Institute of Human Relations addresses leadership development through the exploration of individual, group and systemic dynamics (of which no groups are ever fully aware and are never fully free from their influence). The Tavistock Institute offers chairs and members of boards, trainers, evaluators, consultants and coaches working in board development, access to a unique depth of knowledge and practice that comes from advising those in positions of power and authority for over 70 years.

For those boards seeking help to diagnose, evaluate and remedy blind spots, basic assumptions and dysfunctional anxieties before they grow into insurmountable problems, engaging someone trained in the methodologies of the Tavistock Institute is often the answer. After the programme, you will be able to help your board explore resistance-to-change, dynamics that can affect strategy setting, succession planning and remuneration levels.



THE TAVISTOCK
INSTITUTE'S RESPONSE
TO YOUR NEEDS....

... a certified programme comprising 4 x 2-day modules, based on well-established Tavistock Institute approaches – addressing the unconscious, working with whole-system dynamics and experience-based learning.

This ensures that what you learn is not just words and theories but creates an integrated programme that addresses both the practical demands and underlying group dynamics of a board. Your learning is drawn out of you, rather than having other people's ideas fed into you. Above all, this programme is about accessing the courage to say what other's fear to say in the boardroom (or at least understand why collusions of silence continue).

"The ideas are real life and I was amazed how I could put them in practice from day 1 with my own clients. The learning was really deep and powerful"

Maria Katsarou Co-Founder and Partner Our World Group, Greece

With a small group of participants, you will get the time and space to focus on how people and professions that lead, participate in, evaluate and support boards take up their own evaluation and facilitation roles to improve and develop boards and the roles of its directors, whether executive or non-executive. The programme offers theoretical and practical wisdom on themes including leadership, complexity and board functioning and making use of political skills for improving board effectiveness. Action Learning Sets embed the knowledge and create space to test them in daily work. An on-line private forum, the Basecamp, is available for the use of the participants between modules and additionally, there will be opportunities for post-programme work at the Tavistock Institute – one-to-one or group support.

Highlights of the modules:

Group dynamics and unconscious processes are key themes addressed in each module of the programme. The systems-psychodynamic perspectives inform each module.

Module 1

- Building the Board Team
- Considering the Committee Structure
- Learning Strategy and outcomes

Module 2

- Thinking about succession
- Complexity and Strategy challenges
- Consultant as barometer (What about "feelings as barometer"?)

"This course dealt with group dynamics within the actual study group, not just "talking about" group dynamics."

Dr Georg Th Fischer Owner, Psychoanalyst, Leadership Consultant, Germany

Module 3

- Integrated Reporting
- Board Evaluation
- Power and Politics

Module 4

- Annual Reporting
- Peer Review
- Case study materials



INNOVATIVE PROGRAMME
COMPOSITION

YOUR PRACTICE WILL
BE BETTER BECAUSE....

You will have deeper appreciation and insights into board dynamics, leadership and development. You will have access to, and be challenged to embody the knowledge and experience of the Tavistock Institute's leadership development approaches of the last 6 decades.

“The programme has helped in the sense of the relevance of taking a reflective and holistic view of board work also from an analytical and team dynamics’ perspective”

Andreas Oertli Andreas Oertli Consulting GmbH, Switzerland

You can expect to come away from the programme with an increased understanding of how to:

- Expand your board leadership, board membership, teaching, evaluation and consulting capability in ways that help boards to 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.

PROGRAMME STAFF



Directors:

Leslie Brissett JP PhD

Director of the Group Relations Programme, Company Secretary & Principal Researcher / Consultant, The Tavistock Institute of Human Relations. Board Non-Executive Director positions in National Health Service and Further Education, UK; Board Adviser in Non-Profit and Private Companies in USA; UK



Camilla Child MSc MA

Principal Consultant / Researcher and Executive Coach/Supervisor, Co-Director, Practitioner Certificate in Consulting & Change (P3C), The Tavistock Institute of Human Relations; current Board member, Vice Chair and Committee Chair positions, School Academy Trust; former Board member voluntary sector organisations, Pension Fund; UK UK

Associate Faculty



Carlos Remotti-Breton MSc MA

Organisational & Leadership Consultant at c3 + Partners. Company Secretary & Board Member OPUS An Organisation for Promoting Understanding of Society. Executive & Team Coach. Lecturer at Durham Business School and IAE Business School. Board Consultant. Board Adviser in Non-Profit and Private Companies in UK, USA and Latin America.

Visiting Faculty have included:

Board Practice Partner, Deloitte
Head of Board Practice, Odgers Berndtson
Partner, Wedlake Bell LLP
CEO, Tavistock Institute of Human Relations

FEE AND VENUE

The fee for this non-residential programme is **£9,795 (incl VAT)** per applicant, payable in advance.

A deposit of **£979,50** (incl VAT) is required on application

Location:

The Tavistock Institute of Human Relations in Central London

3rd floor, 63 Gee St, London EC1V 3RS

FURTHER ENQUIRIES AND APPLICATIONS

If you have any questions and/or would like to apply for this programme, please contact **Emily Kyte**: e.kyte@tavinstitute.org or **Leah Ashton-Hurst**: l.ashton-hurst@tavinstitute.org

Please note that there are limited places on the programme so we recommend that you make your application as early as possible to avoid disappointment. Where the programme is over-subscribed by suitable applicants, the date of your application may be taken into account.

The closing date for applications with deposit is 20 May 2022.

ABOUT THE TAVISTOCK INSTITUTE OF HUMAN RELATIONS

This training programme is deeply embedded in the Institute's professional activities. It is informed by the skills, knowledge and experience of our staff and associates who together have worked in consultancy & professional development and research & evaluation over the past 60+ years.

Our flagship, annual Group Relations **Leicester conference: Task Authority Organisation** offers opportunities for you to further explore themes relating to leadership and the dynamics of teams and organisations through a sustained immersion in experiential learning – 14 days residential. Programme participants are offered a special discount on the conference fee. The next Leicester conference is 30 July – 12 August 2022.

We add direct value through Board Evaluation Services to improve Board performance and corporate governance.

Building on this programme are other modular certificated programmes: Coaching for Leadership and Professional Development;

P3C: Practitioner Certificate in Consulting and Change programme and the Supervision for Coaching & Consultancy. Enabling leaders and senior executives to work creatively in complex and changing environments is supported through our individual Executive Coaching and Development.

We also offer a reflective group for consultants and change agents: **Organisational Consultancy: Working with the Dynamics.**

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 offer **Consultancy & Executive Coaching.**

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 also offer bespoke Leadership Development programmes designed specifically to meet the requirements of the organisational client.

