Lucian Hudson, our Chair, writes

We’ve not just survived Covid but are thriving, especially because of the leadership and teamwork demonstrated by our staff, our connecting with concerns and aspirations of the markets in which we operate and being open to new ideas on how we can build on our success to date.

We have challenges and opportunities yet the issues we see the world is having to grapple with all point to a better understanding of what’s really going on within and between organisations and groups. Never has the approach we offer - and methodologies we use - been more pertinent: we work with clients to enable them to find solutions they can own and will prove sustainable.

I was not Chair for the year here reported but have been close enough to the Tavistock Institute for the past twenty years to recognise as a friend, course participant, Tavistock-trained consultant and executive coach, and now as Chair of Council again, that we are rekindling an ambition to make an even more impactful contribution, globally, nationally and locally, in the year and years ahead.
Eliat Aram, our CEO, writes

It is difficult to review the year (October 2020 to September 2021) without speaking to the period from March 2020 - October 2020, marking the first year of the Covid pandemic. Back in October 2020, I wrote about the need to have a less binary, more nuanced leadership approach to the management of the global pandemic. At the time, I focused on the requirement to move beyond the binary approach of health vs economy, to add the third - mental health and wellbeing.

Since then, we have endured many more months of lockdowns, where the dynamics of splitting and polarisation have sadly increased and become more commonplace. This was seen even through the vaccination implementation process which - on the one hand - has been hugely successful in moving us forward, yet has also highlighted socio-economic gaps globally, resulting in us not quite being where we hoped to be by 2022, in an endemic living.

The impact of lockdown on mental and physical health has been huge - you can find out more about it in later sections of this report, where we highlight some of the findings from our work in this period. Young people's calls for mental health support are exponential at the moment – I can see that as a mental health professional myself and through many of my colleagues whose waiting lists are growing. In addition, the elders and vulnerable, whom we have supposedly been protecting, have been emotionally traumatised by the lack of contact and the isolation and many are now suffering PTSD and other forms of depression and anxiety. The Institute has also contributed to a study of the impact of teleworking on wellbeing and mental health of people in the workplace, exacerbated by the requirement to work from home in these Covid times – this study is now a key EU publication. Adults have not remained unscarred by this period of – sometimes – profound isolation.

The Tavistock Institute was re-opened on 20 July 2020 and has remained flexibly open to date. We maintain a Covid-secure, safe and healthy environment to all of our employees and clients who need and want to come in. As we enter our 75th birthday year, we continue to do what we have done best - supporting work and wellbeing of people at work. Institute staff have been the founders of many theories and applications to practice which are at the heart of work, management, leadership and organisational life and wellbeing to date – and continue to disseminate and promote learning through our research, consultancy and continued professional development programmes.

We have had a remarkable year – we moved to a new office space, are busy developing new ways of working – implementing lessons learnt and taking stock from the two-year pandemic; as always, we take challenge seriously and continuously reflect and make opportunities for sense-making during these turbulent and interesting times.

In addition to the highlighted work described below, we moved our Lunchtime Talks online, where, with various experts, we continued to offer spaces for relevant topics to be explored as well as for people to connect globally across the different time-zones. We have had 1,000+ people either joining talks online-live or listening to them later.

Mark Learmonth, the Editor-in-Chief of Human Relations, writes

I took over as Editor-in-Chief in January 2020. My first year in post was quite an unusual one for us all – and submissions to the journal were no exception – numbers of submissions became much harder-to-call than usual. Indeed, once it was clear there was to be an almost worldwide lockdown, I expected submissions to drop significantly. After all, moves to teach online only, the need to home school etc. clearly created significant extra work for many academics.

And yet the lockdown seems to have created more time for writing research papers overall – at least if the big rise in submissions to the journal which we actually saw is anything to go by. My suspicion is that while certain groups of academics were disadvantaged by the lockdown (most likely eg, women with young families) others were positively advantaged. In any case, the increase in submissions seems set to continue – total numbers for 2021 are going to be very similar to the total in 2020.

Another disruption for the journal that Covid brought in its wake was a change of plans for an academic conference to celebrate the 75th anniversary. We had initially hoped to hold the conference in London during April 2022. Uncertainty about travel – and many people’s ambivalence about online-only conferences – forced us to postpone the event until April 2023 (our 76th anniversary of course). As I write (in early December 2021), we still must keep our fingers crossed that a conference in April 2023 will be able to happen face-to-face. However, we won’t postpone again – even if an online-only event becomes the best option.

Human Relations is a highly ranked international peer-reviewed journal. The journal’s articles have significant impact on academic debates on a wide variety of topics that affect people at work.
Moving Home
Redefining, reshaping, and reinventing the workspace

The Institute moved offices in mid-2021 – we took stock of the Tavistock space which meant letting go, acknowledging loss, re-finding and redefining to grow – a process we are still in. The move is about creating an inclusive, intimate, Social/Science Hub:

- Multi-modal and flexible, promoting reflection, thinking and collaboration
- Working with the whole: psyche, physical & digital, and all kinds of hybrids
- Fostering creativity and wellbeing, through movement – the liminal spaces and emerging fractals
- Learning spaces: eg the kitchen - echoing our Food for Thought series

And most importantly, how we welcome people and make connections – the office as a place where staff, trustees, partners, associates, clients (current and new), communities, networks and guests love to spend time with each other....

The place we now live is on the 3rd floor, 63 Gee Street, Clerkenwell, London between Old Street, Barbican and Farringdon tubes. We look forward to you visiting in 3D and online!
Complexity-informed thinking in Evaluation

In memory of Dione Hills, whose contribution to the field of evaluation has been invaluable over her 35 years at the Institute, we were delighted to sponsor a joint prize with the UK Evaluation Society - UKES. The Dione Hills Tavistock Institute and UK Evaluation Society Prize, launched at the UKES 2021 conference, is awarded for the best short paper on the application of complexity-informed thinking in evaluation, an area of work that Dione was deeply committed to. The prize was awarded to Cathy Sharp, of Research for Real, for her paper: Be a participant, not a spectator – new territories for evaluation.

Simone Kennedy, Wellspring (Rabbit, Stage 1 of the 26 Stages of Pilgrimage to Imago), 2020.
Mixed media. 140 x 20 cm

Visiting Artist-in-Residence

We were delighted to welcome Simone Kennedy in-person in August 2021 for 3 months as our first Visiting Artist-in-Residence funded by Arts, South Australia as part of the UK Australia season, a collaboration between the British Council and the Australian government. Simone was drawn to the Institute through her practice which explores the mother/child relationship. Researching the Institute’s archive at the Wellcome Library and John Bowlby’s papers made Simone realise that “I needed to site the work; it was imperative that the work become integrated through the layers of the Tavistock Institute.” Simone’s artworks are currently on exhibition at our offices and here’s Simone, in conversation with Maria Markiewicz, our Engagement Assistant. This is all part of our Arts and Organisation strand of work.

Simone Kennedy, Wellspring (Rabbit, Stage 1 of the 26 Stages of Pilgrimage to Imago), 2020.
Mixed media. 140 x 20 cm
**Design-Enabled Innovation**

Designscapes, creative problem-solving techniques for urban innovators, is funded by Horizon 2020, encouraging take-up and scaling of design-enabled innovations in cities. Small grants funded 101 pilot projects in 60 cities across the EU and UK to carry out feasibility studies, develop prototypes and trial design-led innovations to address some of the most complex social, economic and environmental challenges faced by Europe.

The 4-year project culminated in an 'un-conference' of short sessions threaded together over 3 months, with some local events held in native languages. Here’s the eBook, the Whitepaper, the Toolbox, the Handbook and the Blog.

**Edge of Care**

The Redesign Project with East Sussex County Council is about supporting young people who are on the edge of entering the care system, who may be experiencing a range of complex challenges, by developing a system-wide model of co-designed support, together with their families.

So far, we have been developing a Theory of Change involving all stakeholders and are now designing an evaluation framework. We will subsequently provide some evaluation capacity building and help to support the learning, all shored up with ongoing support. The final evaluation report will include input from all stakeholders.
As Covid took hold in 2020, the Coronavirus Community Support Fund (CCSF) and National Lottery emergency funding provided grants for over 11,000 charities and voluntary and community sector (VCS) organisations in England. We partnered with Ipsos MORI and New Philanthropy Capital on the process and impact evaluation, which showed that CCSF helped organisations survive and continue supporting vulnerable people in their communities during the emergency.

We led the Grantholder Learning Strand with Ipsos MORI, providing a new way to share and facilitate learning for VCS organisations, to be delivered remotely and at speed. Through an online Learning Hub, we delivered 31 online events and sessions to over 750 participants as well as over 30 Learning Hub activities to the 3,244 registered Learning Hub members.

Learning from the activities contributed to outputs with the aim of sharing learning in real-time more widely. For example, one event saw grantholders collectively explore issues about building trust in communities and developing visual depictions of their key messages.

“...The discussions and presentations at the live events offered new ideas that triggered different actions to improve our understanding of the situation we are in and how to adapt”
Integrating Care

"The wonderful side effect of this learning package has been team building and healing, vital in a Covid world."

Clinicians, practitioners, frontline workers, managers, senior leaders, patients, service users and carers have been grappling with the impact of Covid for themselves, colleagues, their services and their communities; always in the political limelight and the public gaze.

"Made me look at the Directorate and myself with fresh eyes. Especially the intense emotions which have an impact on every part of the healthcare system that we work within (including staff, patients, stakeholders)."

Working with the NHS and Social Care this year, we have created spaces where people have come together to share and reflect on their experiences; recharge their batteries; make sense of what is happening and take actions; think about and plan for integrated care systems; develop and implement recovery plans; redesign services and pathways; pay attention to staff morale and exhaustion, all while continuing to provide services.

"Having talked around lots of things, theories, ideas, how we are; we always come away with something really practical to do."

We are often asked to design and deliver interventions around leadership & team development, system change, equality diversity & inclusion and working with conflict in teams. So far, we have worked with the NHS Leadership Academy; Southwest Leadership Academy; South West Yorkshire Partnership Trust; North East London Foundation Trust; East London Foundation Trust; Sandwell and West Birmingham NHS Trust and currently with Hertfordshire Adult Care Services.

Working in depth

"Reflecting on the sessions we have had with you so far, let me say again that they have been immensely helpful to me and the board as a whole. Working in depth is providing myself and other Board members with plenty of material to reflect on as part of understanding the IGA’s current, past and future journey."

Angela Douglas, Chair, IGA

The Institute of Group Analysis (IGA), founded in 1971 by Dr S H Foulkes and colleagues, provides clinical training in Group Analytic Psychotherapy. Headquartered in London, the IGA has 10 regional locations delivering training and development across the UK.

We were approached to assist the IGA Board to host a strategy day. The initial focus was to explore how the board can better develop as a work group, with a further wish to clarify and possibly re-design the organisational structure in light of IGA history, core business & values, in order to support and develop the strategy for the organisation in the future.

Our consultant worked as ‘Sherpa to the Board’, planning, guiding, and challenging the members to find, make and take up their board roles as a work group, and to create possibilities for the membership to be held better in mind and worked with in a collaborative way.
Tradition and Innovation

Tavistock staff shared insights from their current work at two symposia for Bowling Green State University’s doctoral program in Organization Development and Change.

Prof Steve H Cady, Director of the program says: “collaborating with the Tavistock Institute’s faculty and students is a pillar of the learning experience we are designing. I’m grateful and excited to connect our students to the important historical roots of the field with an eye toward the future.”

The two talks speak to the Institute’s tradition of rigorous, action oriented, applied research and consultancy and illustrate the innovative methods of our practitioners.

One talk was about using evaluation to understand better how design thinking is being used to address major challenges, from dealing with the Covid pandemic to the even bigger question of climate change.

The other talk sparked interest and discussion around using arts and poetry in developing pathos for a change system. And in the idea of simultaneously integrating different identities and how this embodies working with paradox.

Prof Cadey and his students are planning a 3-day visit to the Institute and our archive at the Wellcome Library in the summer of 2022. Our archive continues to be one of the most visited at the Wellcome.

Developing Professionally

Throughout 2020 - 2021 our Professional Development programmes have been swirled and buffeted with the vagaries of the pandemic with much deep and powerful learning for all. Most programmes have been delivered online with new hybrid delivery approaches emerging as the year came to an end and we were able to meet with each other in three dimensions again. We have continued to experiment with and deliver across international time zones.

The move to our new office has provided a flexible and creative space for the delivery of our programmes, much appreciated by participants who love the bright, airy, ‘green’ environment. Our investment in new technology has enabled an enhanced experience for all participating in our hybrid programmes. We are learning much about the dynamics of this new reality for organisational life, what works well for both ‘zoomers’ and ‘roomers’. Plans for the year ahead include developing and sharing our learning and insights - building a new knowledge base.

Practitioner Certificate in Consulting and Change (P3C)

Another group surprised by the power and possibility of learning online: “The dynamics still happen, I have felt and experienced so much; frustration, delight, zoning in and out, and experimented with new and different ways of making change happen in this strange new world”.

Coaching for Leadership

Psychodynamic approaches: attracted a global cohort of online participants: “I was amazed how strongly we connected as a group – I didn’t think we would when it was all online, but we have really gone deep with each other”.

Supervision for Coaching and Consultancy

One of the first groups to experiment with our hybrid model, this lively and committed group flourished as they came together to take their practice to the next level.

Dynamics @ Board Level

The opportunity to explore the dynamics of boards as they move into the online space has been invaluable and has produced powerful learning immediately applicable to their own Board experiences.

Organisational Consultancy – Working with the dynamics

continues to provide much needed reflective space for our community of experienced OD practitioners. For many it has been an intellectual, psychological and social haven.

Digital Surgeries

With renewed urgency about understanding ways of working remotely, these are a series of regular online spaces for leaders and change agents to think about working better.
Working in Groups

THE LEICESTER CONFERENCE

Task Authority Organisation:

Birth, Learning, Leading in a time of (post) Pandemic 2021, directed by Dr Eliat Aram, took place in a new location, Lane End Conference Centre. It again ran as an entirely in person event - 11 members and 6 staff attended, representing nationalities from Australia, Belgium, Germany, Israel, Italy, Trinidad, UK and the USA.

The Global Group Relations Forum continued to meet throughout the year, representing sponsoring organisations from over a dozen countries globally. The Forum has a rotating chair (chaired by Australia and Taiwan this year) and worked on issues of authorisation, representation and working collectively, testing the hypothesis that “We are Better Together”. The group has developed and published 3 patchworks on the pandemic.

The impact of online conferences continued to expand across the year in all locations. We held a conference in the Caribbean and a pioneering conference for staff at Canterbury Christ Church University. The first Institute online conference in Latin America took place in March 2021, co-directed by Dr Monica Velarde and Dr Leslie Brissett. Our new partnership with Group Relations Russia has seen three online GRCs, including a training workshop for current and aspiring GRC consultants.

Other Group Relations Conferences sponsored, directed and staffed by the Institute included: IL NODO in Italy, Group Relations Australia, OFEK, Israel and Teachers College, Columbia University.

There is the Tavistock Group on Linkedin specifically for those interested in the Group Relations Programme and the Leicester conference.

Digital Engagement

Who are we talking with, how, and what difference does it make? Are some of the critical questions we ask in our engagement team meetings. Digital engagement is core to how we communicate with current and new clients, colleagues, national and international partners, and friends.

Our strategies include our main website and satellites: eg Tavistock Institut gGmbH and the Human Relations journal, plus social media. We also use other platforms eg Basecamp, Qiqo, Canvas, Miroboard and Padlet, to support learning on our projects and PD programmes. We are increasingly producing animations, films and podcasts, eg: Medici project and the Coronavirus Community Support Fund.

Impact

106,000+ people internationally visited our website this year, engaging with our newsfeed, reports, professional development offers, thought pieces, and listening to or watching 137,000+ times, equating to 314,000+ page views.

Goldsmiths’ partnership

The Visual Cultures department at Goldsmiths, University of London, supports our creative engagement endeavours, by offering recent graduates the opportunity to apply for the role of Engagement Assistant every 2 years.
Potential of the Arts in Organisations

This work continues to embed with Spring 2021 marking the fifth and final exhibiting season of the Deepening Creative Practice with organisations (DCP) course. This cohort involved a number of ‘out loud’ experimentations e.g. the Two Worlds collaborative performance and improvisation with Ambient Jam members, artists and the DCP community, reaching deep into the space of vulnerability and isolation of the pandemic.

The final exhibiting season included:
- A Social Dreaming series as part of Civic Square’s Department of Dreams initiative;
- The launch of Open – a newspaper disseminating the radical openness explored through the first four seasons;
- A curated Lunchtime Space with artists and participants.

Artists and arts-based interventions are influencing our projects: e.g. the poet Dreadlock Alien performed in the CCSF project plus:

- Max Communications Archiving and Archivists podcast series: promoting our archive through the arts;
- Becoming Situated, Becoming Sensitised, Becoming Image: a workshop with Sam Nightingale using cyanotype exploring Letting Go and Transformation, for the Alumni Association of Coaching and Consulting in Context programme at Utrecht University, Netherlands;
- Organisational Care and Curation: the arts supporting new knowledge and practice – Juliet was visiting speaker at Bowling Green State University’s Organisational and Development and Change Symposium;

We have continued to be innovators in contemporary archival practice by making the first fully Born Digital deposit to the Wellcome Library.

Food for Thought: Lunchtime Talks

Our popular Food for Thought series of talks take place each third Wednesday of the month. Providing a particular space for thoughtful reflection and productive discussion about our work between Tavistock staff, our collaborators, and other interested researchers and practitioners, going online during lockdown was particularly appreciated.

Recordings and podcasts include:
- AK Rice: A Forgotten Giant at The Tavistock Institute with Dr Jean Neumann and Dr Antonio Sama
- An Ancient Greek Philosophy of Management Consulting with David Shaw
- The Medical Self: why doctors make bad patients with Professor Dame Clare Gerada
- Book Launch: An Introduction to Systems Psychodynamics with David Lawlor and Mannie Sher
- The Art of Not Knowing with Marian Timmermans
- Consultants: are our ethics for real or just skin deep? with Steve Hearsum...

... and many more!
THE TAVISTOCK COMMUNITY

The Tavistock Community is a self-organising trans-cultural 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.

The primary task continues to be about finding ways of working together - it is a place where initiatives are self-led and followed, launching from different parts of the world. Some occur regularly like the monthly meetings and Annual Gathering, plus other initiatives this year like Social Dreaming, Still Together, discussions on The Tavistock Touch, Thoughts from India, leadership and how to use boundaries, the arts and nonverbal communication, and many other topics. The Community has a Cultivator and Deputy-Cultivator in leadership roles.

Environmental work

We have been working with environment-focused projects for some years now and current examples include Designscapes and Heat Networks Investment Project, a £330m government funded programme to stimulate the de-carbonised district heating market. In the face of the growing climate emergency, intensified by the impact of Covid, we want to do more, so, we have agreed an environmental policy for the Institute, setting out:

• How we will manage our resources, our work, and ourselves, to minimise our carbon footprint and impact on the environment.
• How we will make environmental work a core part of what we do with the result that reducing climate change features in the way that we plan, shape, and deliver our work.

It’s complex and generates change that can be challenging, so our approach means balancing the policy implementation against other priorities and the demands placed on us as an organisation in order to evolve an achievable approach.

Four pieces of work have flowed directly from this policy over the past year:

Getting work
Establishing an Environmental Group seeking out opportunities for expanding the application of the Institute’s approach, skills, and knowledge to environmental work.

Meeting the standard
Working towards achieving the international organisational environmental standard - ISO 14001, including assessing and reducing our carbon footprint.

Everyone’s job
Using internal meetings, comms and events that enable everyone to incorporate environmental awareness into our ways of working.

Evaluation
A framework for evaluating, and continuously improving, the policy implementation.
Financial Results for the year 2020-21

The Institute managed to generate a surplus of £251k inclusive of FRS102 related pension costs (2020: £128k) despite continued uncertainties of the Covid-19 pandemic in 2021. It represents a very robust performance in the unprecedented circumstances which has impacted national and global economies. The accounts for 2020-21 include the consolidation of the Institute's subsidiary, Tavistock Institut gGmbH, which achieved a small operating surplus in the financial year and continues to grow.

The overall net movement of funds in the SOFA (below) was positive for the year as a result of both operating surplus and actuarial gains of £1,482,000 (2020: gain of £20,000) from the defined benefit pension scheme.

The Institute's Balance Sheet at 30 September 2021 showed an increase in net assets to £620,320 (2020: £610,763) before any pension liability.

<table>
<thead>
<tr>
<th>Statement of Operating Financial Activities (SOFA)</th>
<th>2020/21 (£)</th>
<th>2019/20 (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable activities</td>
<td>2,634,816</td>
<td>2,446,960</td>
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<tr>
<td>Tavistock Institut gGmbH</td>
<td>51,630</td>
<td>11,447</td>
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<tr>
<td>Investments</td>
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<td>2,425</td>
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<tr>
<td>Other</td>
<td>3,970</td>
<td>84,647</td>
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<tr>
<td>Total income</td>
<td>2,690,785</td>
<td>2,545,479</td>
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<tr>
<td>Expenditure: Charitable activities</td>
<td></td>
<td></td>
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<tr>
<td>2,439,211</td>
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<td></td>
</tr>
<tr>
<td>2,417,377</td>
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<td>Total expenditure</td>
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<tr>
<td>2,439,211</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,417,377</td>
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<tr>
<td>Net income/(expenditure) before net gains/(losses) on investments</td>
<td>251,574</td>
<td>128,102</td>
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<td>Actuarial gains / (losses) on defined benefit pension schemes</td>
<td>1,482,000</td>
<td>20,000</td>
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<tr>
<td>Net movement in funds</td>
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<td>148,102</td>
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<tr>
<td>Total funds brought forward</td>
<td>(3,965,574)</td>
<td>(4,441,661)</td>
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<tr>
<td>Total funds carried forward</td>
<td>(3,552,586)</td>
<td>(3,965,574)</td>
</tr>
</tbody>
</table>
Structure, Governance and Management

The Tavistock Institute of Human Relations was established as a not-for-profit organisation with charitable purpose in 1947. The Institute is governed by its Articles of Association dated 20 September 1947 as amended on 20 June 1963, 20 March 1991 and 22 July 2010. Ultimately accountable to the Association members, the Council of Management act as a board of trustees and work with the CEO and Management Team to deliver against the mission and objectives.

Objectives and Activities

The Tavistock Institute is dedicated to the study of human relations for the purpose of bettering working life and conditions for all humans within their organisations, communities and broader societies and to the influence of environment in all its aspects on the formation or development of human character or capacity; to conduct research and provide opportunities for learning through experience for this purpose; to publish the results of such study and research; to further the learning of people in their organisations, to offer educational opportunities for individuals in or for any branches of the said study.

Registered Office

3rd floor, 63 Gee Street 
London EC1V 3RS

Auditor

Goldwins Limited
75 Maygrove Road
London NW6 2EG

Bank

NatWest
440 Strand
London WC2R 0QS

Solicitor

Wedlake Bell LLP
71 Queen Victoria St
London EC4V 4AY

Council of Trustees

Lucian J Hudson (Chair)
Eliat Aram (ex officio)
Joel Featherman (Honorary Treasurer & Chair of the Pensions Committee)
Steve Hearsum
Phil James
Katharina Müller
Stella Okeahialam MBE
Martin Powell
Viktoriaja Šmatko-Abaza
Grant Taylor
Ruth Yeoman (Chair of HRMC November 2020)

CEO

Dr Eliat Aram
PhD, MSc Occup Psych, MSc G Psych, CBAM, Dip IoD

Company Secretary

Dr Leslie B Brissett
JP, PhD MSc [Econ], BSc [Hons], FHM-SA

Food for Thought:

Lunchtime Talks, hybrid, each 3rd Wednesday of the month:
13:00-14:30 GMT/BST

- An Ancient Greek Philosophy of Management Consulting with David Shaw
- BHC21 research dissemination with Kamakshi Rajagopal and the Interreg project team
- Exploring Harold Bridge’s Archive with Annie Lord
- Sentient Excavations: Arts and Organisation with Juliet Scott
- Exploring professional identity with Coreene Archer
- PhD Studies Overview with Simon Tucker and Karen Izod

…and more

Looking into the year ahead up to September 2022 and beyond

Upcoming Events

30 July - 12 August 2022
The Leicester Conference: Task Authority Organisation: Studying the capillary, tentacular and rhizomatic in organisations

26 October
Launching Young Leaders in person 1-day workshop

26 April, 24 May, 28 June, 26 July, 25 Sept, 26 Oct
Reading Seminars: Introduction to Systems Psychodynamics

2 Nov, 7 Dec, 11 Jan, 8 Feb, 8 Mar, 10 May
Reading Seminars 2: Introduction to Systems Psychodynamics

3 - 4 Feb, 24 - 25 March, 5 - 6 May, 9 - 10 June
Certificate in Coaching for Leadership: Psychodynamic Approaches 2022 in 4 modules

18 - 20 May, 7 - 8 and 14 July, 31 Aug - 2 Sept, 9 - 11 Nov
Practitioner Certificate in Consultancy and Change (P3C) 2022 in 4 modules

6 - 7 Oct, 1 - 2 Dec, 19 - 20 Jan 2023
Certificate for Supervision for Coaching and Consultancy 2022 in 3 modules

19 - 22 April, 14 - 17 June, 11 - 14 Oct, 17 - 20 Jan 2024
Deepening Creative Practice with organisations from Spring 2023 in 5 seasons

15 May, 11 Sept, 3 Nov, 12 Feb
Interseason days

Spring 2024
Exhibiting Season

Special Events

8 March, 25 May: Institute Strategy Days
16 March: Book Launch: An Introduction to Systems Psychodynamics by Dr Mannie Sher & Dr David Lawlor
3 April: OPUS Eric Miller Memorial Lecture by Dr Eliat Aram
25 May: AGM
18 – 21 July: BG SU Doctoral Student visit
22 July: Graduation Ceremony – Professional Development
22 July: Tavistock Community Annual Gathering
September: 75 years of the Tavistock Institute of Human Relations
19-21 April 2023: Human Relations journal 75th anniversary

Certificate in Dynamics @ Board Level 2022
in 4 modules

6 - 7 Oct, 1 - 2 Dec, 19 - 20 Jan 2023
Certificate for Supervision for Coaching and Consultancy 2022 in 3 modules

19 - 22 April, 14 - 17 June, 11 - 14 Oct, 17 - 20 Jan 2024
Deepening Creative Practice with organisations from Spring 2023 in 5 seasons

15 May, 11 Sept, 3 Nov, 12 Feb
Interseason days

Spring 2024
Exhibiting Season