

ANNUAL REPORT AND FINANCIAL ACCOUNTS

The Tavistock Institute of Human Relations
1 October 2016 – 30 September 2017



THE
TAVISTOCK
INSTITUTE®

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A WORD FROM OUR CHAIRMAN

Having taken over as Chair of Council during 2016, it is with great pleasure that I provide this introduction to the 2016 – 2017 Annual Report.

It is fair to say that it has been an extremely good year for the Tavistock Institute of Human Relations (TIHR) both in terms of general performance and with regards to awards and achievements. Although in the first year post the Brexit vote and along with several other reasons the Institute was challenged financially, it has nevertheless continued to make its mark. Perhaps, most notably winning the Federation of Small Businesses award for 'UK Employer of the Year 2017' bears to testimony the collegiality, commitment and engagement of staff across the organisation. The TIHR was also awarded the title of 'Best Business Change and Development Consultancy 2017' in the Greater London Enterprise Awards. Last, but not least, in 2017 our CEO, Dr Eliat Aram, received the prestigious 'Companionship of the British Academy of Management' award. The award is made in recognition of outstanding leadership and for contributions to the field of management.

Although 2016 – 2017 will be remembered as a good year for the Tavistock Institute, it will nevertheless be tinged with sadness following the untimely and sudden death of our Head of Finance, John Mulryan. John was a warm, generous and much loved individual. Not only was John an exceptional Head of Finance, he was also a very important member of the TIHR senior management team. Indeed, his positive contribution within the TIHR community over the years has undoubtedly been of immense benefit and has helped in securing the 2017 achievements outlined above.

It is hoped that we can build on the successes of 2016 - 2017 in 2017 - 2018 and in future years.

Professor Cliff Oswick PhD MSc BSc (Hons)

Chair Board of Trustees

A handwritten signature in white ink, appearing to read 'Cliff Oswick', is positioned below the printed name and title.

CEO REFLECTIONS

It won't be much of an exaggeration to say that this has been a rollercoaster year for the Tavistock Institute of Human Relations. Starting with the painful untimely death of our much cherished Head of Finance, John Mulryan. We have felt bereft beyond words, muddling through with perseverance to the Christmas break. With the dawn of 2017 something has shifted in our orphaned context; a few new projects came our way, some in sectors we haven't worked in before, and then the joy of winning the Federation of Small Businesses' Employer of the Year award.

During the Spring and Summer of 2017, we were immersed with preparations for our 70th anniversary festival, a four-day event in the autumn. With the title of 're-imagining human relations in our times' it is fair to say that we engaged in tremendously creative and innovative work, planning and designing, but reality exceeded the imagination once the festival was finally upon us. You will have to wait for the next report, however, to read about the festival as it falls into the next financial year.

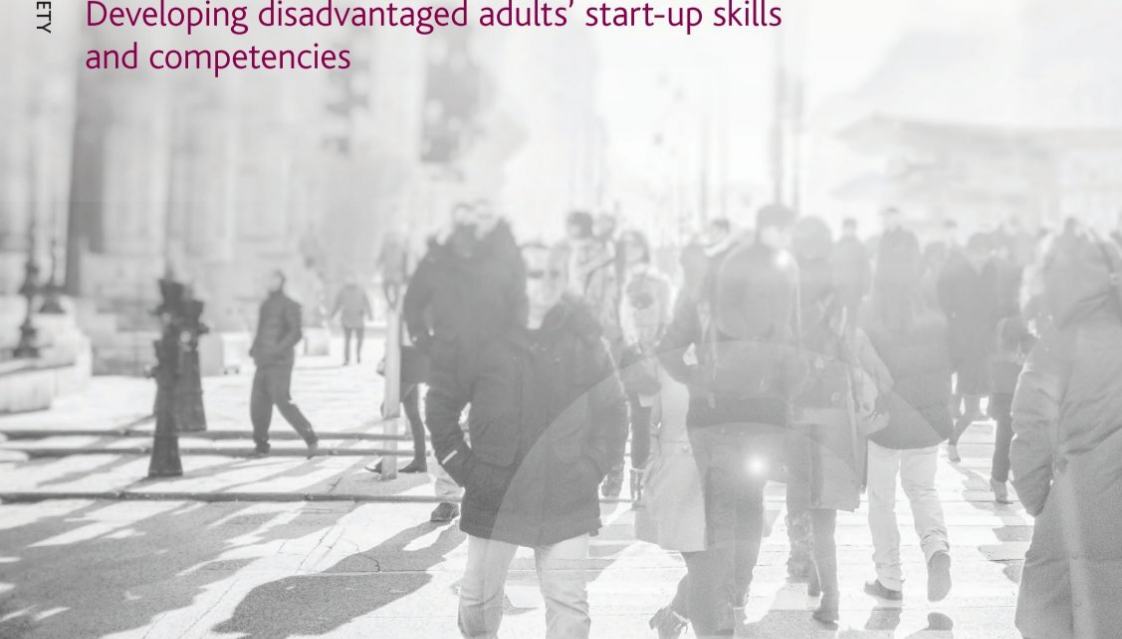
The energy at the TIHR in this year has been outstanding. Remembering John, planning and preparing for the festival has taken us into a new edge, new discoveries and new integrations. We believe in abundant potential and we believe that it is possible to achieve only when one takes risks and engages with what is different to oneself. As such, we have continued to work to our organisational purpose of applying our unique and ever-evolving multi-disciplinary practice to the difficult, sometimes sticky and sometimes unconscious problems facing society and improving outcomes for individuals, groups, organisations, communities, societies. In 2017, we have embarked on a new trajectory of fulfilling these aims through our programme of applied research, evaluation and consultancy projects. We have exciting plans for the future all in service of a global community of practitioners who are actively engaged in these challenges and seeking thought and practice leadership in their own professional development.

I have felt humbled and privileged by my colleagues who are like rays of sunshine in the various greenhouses we are part of, nourishing opportunities for learning and innovating.

A handwritten signature in black ink, reading "Eliat Aron". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

SOCIAL SEDUCEMENT: A SERIOUS ONLINE GAME

Developing disadvantaged adults' start-up skills and competencies



The Social Seducement project was funded by Erasmus+ (2014-1-UK01-KA200-001830) and ran from 2014-2017. The aim of the project was to develop the key competencies and skills of adults with disadvantages, and in particular those unemployed, to help them start up a collaborative enterprise. We developed a serious online role play game ("SocialPlaNet) with accompanying materials and piloted this in Italy, Spain, UK, Belgium and Sweden. This brochure explains the key results and lessons learnt by the project.

We believe that people with disadvantages, though sometimes struggling in the mainstream labour market, have much to offer European economies and societies. Collectively run social enterprises are one way in which work integration can happen and the risk of entrepreneurship can be mitigated.

Whilst the European policy context is very supportive of building entrepreneurial skills among all population groups, the stakeholder consultation we carried out highlighted a lack of learning programmes and absence of entrepreneurial culture as two key barriers for becoming (social) entrepreneurs. What is needed, in their view and in the views of other training providers we surveyed, are training programmes that involve: skilled facilitation, training that is grounded in reality and that practices soft skills.

The SocialPlaNet serious online role play game, developed as a result of the Social Seducement project, wants to make a contribution to filling this gap. Testing the game with nearly 180 players in Italy, Spain, UK, Belgium and Sweden and assessing their learning gains through a rigorous before and after evaluation showed that:



- Players' awareness of social entrepreneurship increased significantly. The proportion of players who understand what it takes to set up a social enterprise increased by 43 per cent; and the proportion intending to start a social enterprise increased by 16%
- The game produced statistically significant improvements in players' self-efficacy. Improvements were most significant in assertiveness, confidence in dealing with unexpected events and problem solving
- Participation in the game also improved acquisition and application of digital competences
- Team formation among players as supported by game features and;
- Responsive facilitation of player groups

The game and all project outputs can be found here: www.socialseducement.net

These changes were independent of country of origin, gender, age, educational level, ethnicity or labour market status. Two important factors that have contributed to these positive results were:



**Social
Seducement**

unirresearch



Co-funded by the
Erasmus+ Programme
of the European Union

EMERGENT:

STUDY THE IMPACT OF SOCIAL MEDIA IN EMERGENCY SITUATIONS

Can social media help emergency services be more responsive? skills and competencies

2017 saw the completion of the EmerGent project – funded by the EU's 7th Framework Programme for Research and Technological Development since 2013 and involving 11 staff members from the institute. It explored the use and impact of social media in emergency situations, with a particular focus on how information shared on social media can be used by emergency services to inform their response. The project included a variety of research methods and we engaged both the citizens, i.e. the services potential users via online surveys and emergency service staff across Europe; case studies of the use of social media by fire services, authorities, the police and a terrorism response unit in several European countries including Belgium, Austria, Germany, the Netherlands and the UK; and the quantitative analysis of large social media datasets such as 2,857,593 posts on Twitter collected after the Brussels bomb attack on 22nd March 2016.

The results of the research were presented by Institute staff at five international conferences and four articles have been submitted and/or published in refereed journals, including the Journal of Technological Forecasting and Social Change and the International Journal on Human-Computer Studies. Furthermore, the team developed a short video shared on YouTube to disseminate the results of the project (see: <https://www.youtube.com/watch?v=zFNwOGCixl0>). More information about the project, including all the results and publications, is available on the project website: <http://www.fp7-emergent.eu/>.

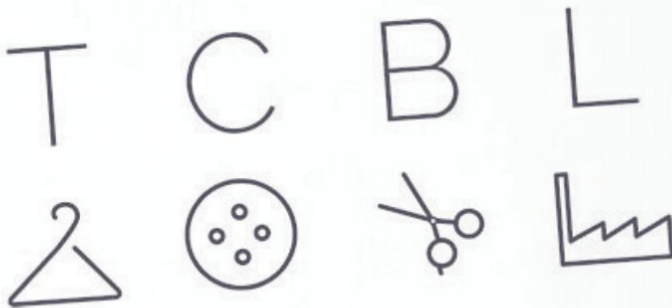
**EmerGent**

EUROPEAN TEXTILE AND CLOTHING BUSINESS LAB (TCBL)

How can this sector become more socially sustainable and knowledge driven?

TCBL is a pan European project, funded by Horizon 2020 (GA number 646133), which enables the TIHR to apply its complexity and systems thinking perspectives to supporting the transformation of the Textiles sector from one which is wasteful economically, socially and ecologically to one that sustainable and knowledge driven in all those there aspects. The last year focused on researching and writing up a set of case studies, explaining focus and early results of the six business cases developed by the project. These have been published in a handbook which can be accessed here: https://issuu.com/tcbl/docs/business_cases_evaluation_2017

In addition, we have continued to elaborate our social network analysis of the TCBL ecosystem as well as run a workshop in London for partners, which aimed to develop a first iteration of the contribution story of the project.





OFFERING SPACES FOR THINKING AND LEARNING IN VARIOUS PARTS OF THE PUBLIC SERVICE:

We have provided the Cabinet Office with a two day Programme on Developing Emotional Resilience.

We were commissioned in early 2017 by the Office for Security and Counter-Terrorism in the Home Office to carry out research into 'what works' in the delivery of Prevent projects. The aim of the work is to gain a deeper understanding of how Prevent is implemented, what factors are tied to positive outcomes, and how 'good practice' can be transferred. This is part of the wider effort to develop an evidence-base to inform ongoing and future delivery of projects that are funded to prevent violent extremism. Based on this research, we are developing an 'effective practice' Guide (to be completed in Jan 2018), offering those 'on the ground' key learning around what to think about when planning, delivering and scaling up their Prevent projects.

TIHR WORKS WITH MACMILLAN CANCER SUPPORT

How to offer better community based support and care to people living with and beyond cancer?

There is a growing trend within the NHS and allied organisations to enable personal and effective community based support for people with long term conditions so that they can navigate their way beyond clinical care towards self-managed activities and resources. We have been working with Macmillan Cancer Support on several projects to extend personalised support and care to people living with, and beyond, cancer, including one project focused on the redesign of cancer pathways within the Imperial Healthcare Trust. Underpinning Macmillan's work is the belief that by offering a holistic needs assessment, people living with cancer will have a better quality of life as many of their concerns may be addressed outside the clinical setting, for example, 'who's going to walk my dog?'.

We have been supporting the development of a monitoring and evaluation framework for the Recovery Package to help understand the difference these innovations make, as well as evaluating projects and exploring system change and its effects on, for example partnership working. In its early stages, our input has already helped the development and implementation of Theory of Change in multiple locations and early feedback shows that working through co-production leads to shared understanding about the role of evaluation in learning and change. At the core of our work with Macmillan is understanding the role of should read navigation, signposting and advocacy. We have also completed two evaluations of locality care navigation projects for people with long term conditions, for the National Association for Primary Care, with a further project directed at supporting service veterans via the Forces in Mind Trust.

**WE ARE
MACMILLAN.
CANCER SUPPORT**

THE PAST IN THE PRESENT:

70 years of Becoming More Humane: TIHR Archives, Arts and the 70th Anniversary Festival Preparations

This second year of archiving the TIHR work has seen an acceleration in the process, as well as sharing the behind the scene workings of the cataloguing. Regular articles were published to a growing audience via the blog. Beyond the usual staff members and associate authors, reflections and conversations with artists and poets including Rita Keegan from the Women's Artist Slide Library colleagues from the European Cultural Foundation and Human Relations 2016 article of the year authors, Stephen Cummings and Todd Bridgeman.

By September 2017, the blog had reached nearly 20,000 visitors. Engagement activities also continued with a second series of six Social Dreaming Matrices held at the Wellcome Collection and four workshop events recreating the War Officer Selection Boards (WOSB) using reproductions of material held in the archive. The WOSB papers were among the first TIHR significant project documents to be released. Visitors numbered 30 to 40 people per event and attracted interest from the archive community as innovative practice. In February 2017 we were invited to share this work at a meeting of the Health Archives Record Group, held at the Museum of the Mind.

In October 2016 Juliet Scott showed emerging work from her artist-in-residency of the archive at the exhibition, 'Object Relations' held at Helmsley Art Centre. The exhibition evolved from her artistic research/studio practice using from the archives the projective test cards used in clinical and TIHR project assessments, like WOSBs. 'Object Relations' was a play upon her usual practice of assembling and arranging objects in different compositions and relations in still life and the psychoanalytical theory of object relations as it relates to organisational theory.

In January 2017 the archive project team and leadership began to shift focus to the creative direction and organisation of the 70th anniversary events that became known as 'Reimaging Human Relations in our Time'. Over the year this meant defining the curatorial framework for the festival; securing suitable venues; engaging the TIHR community in the festival activities through opening a call for contributions; developing relationships with artists and arts organisations; design of the festival website and event booking systems. This work continued via the three way partnership of TIHR, Canterbury Christ Church University Business School and Wellcome Library.







LUNCHTIME TALKS

2016-17

Between October 2016 and September 2017, the Tavistock Institute held fourteen Lunchtime Talks (LTT), with eighteen different hosts, including ten external associates and eight Tavistock Institute members of staff.

Ten LTTs have been uploaded to Sound Cloud for our online audience to listen to, receiving a total of 981 plays. This year accounted for 20% of our total plays on Sound Cloud (4,948), thanks to our growing and engaged audience.

We have people listening to our talks all over the world, with most listeners coming from the United Kingdom, United States, India, Australia, and Canada.

Here is a small selection from LTTs this year, a number of which picked up on the archive work and 70th anniversary celebrations making links between TIHR work and identity, past and present:

David Armstrong's Psychoanalytic Study and the Ethical Imagination: the making, finding and losing of a tradition. Available at:

www.tavistock.org/projects/psychoanalytic-study-ethical-imagination-making-finding-losing-tradition

Dr Elizabeth Cory-Pearce, Dr Sadie King and Dr Mannie Sher - The 'Anthropological Thread' in the TIHR Archive. Available at:

www.tavistock.org/projects/the-anthropological-thread-in-tihr-archive

Professor Cliff Oswick – Dialogic Organisation Development and Beyond: Towards New Forms of Organisation Change. Available at:

www.tavistock.org/projects/dialogic-od-beyond-towards-new-forms-organisational-change

Joe Cullen and Kerstin Junge – Evaluating Complex Business Ecosystems: The case of the European clothing and textile industry. Available at:

www.tavistock.org/news/evaluating-complex-business-ecosystems-case-european-clothing-textile-industry

Susan Long – The associative unconscious, abductive logic and social dreaming. Available at:

www.tavistock.org/projects/associative-unconscious-abductive-logic-social-dreaming

PROVIDING OPPORTUNITIES AND SPACES FOR LEARNING AND THINKING

The Institute's Professional Development Portfolio continues to be in high demand. This year our four established certificated programmes recruited full or expanding cohorts of senior leaders; a total of 41 people. As ever, the programmes attracted an international membership of those working across all sectors of organisational life; corporate, public and not for profit.

The **Coaching for Leadership and Professional Development Programme** is now in its 11th year and continues to have a unique reputation in the coaching industry. The course develops coaches who can go beyond the 'solution-orientation' of so many current coaching philosophies.... which is not to say that TIHR coaching clients don't resolve issues!

'The programme provides an outstanding opportunity to learn from the Tavistock representatives, the other participants and oneself. It is a healthy mix of theory and practical application with plenty of opportunities for practice and reflection. I highly recommend the course to those interested in developing both themselves and others.'

'I am very very satisfied with the approach, contents and dynamics of the course.'

The **Supervision for Coaching and Consultancy Programme** was created in response to a prevailing demand for a qualification and grew in size with its 3rd cohort in 2017. Supervisors developing this particular kind of expertise are vital when not knowing what is "real". Acknowledging the unconscious sheds light and can lead to a way forward.



The **Practitioner Certificate in Consulting and Change**, popularly known as P3C, is designed to be a space to

experience, reflect upon and learn from relationships, to craft one's own consultancy practice both through activities exploring aspects of change practice, and in the here-and-now of group processes, as they emerge. 2017 brought resurgence in demand for this kind of deep thinking in light of current times.

Dynamics @ Board-Level 2017 included participants from India and Trinidad; IMD Switzerland and the Home Office in the UK to make a rich melting pot of "board members". A temporary organisation was created out of the cohort to make a living laboratory for participants to study how Boards function and how one takes up a role and manages oneself effectively within it.

'...I was amazed how I could put them [the concepts and learning on the course] in practice from day 1 with my own clients. The learning was really deep and powerful'

THE LEICESTER 2017 CONFERENCE

The Leicester Conference

2017 A bumper year for members from 22 different nationalities including

Singapore, Chile, Ukraine, Argentina, Norway, India, Australia and Russia with all kinds of organisations represented including Queensland Police Service; Greenpeace, IBM, Shell, Harvard University, various other colleges and an Economic Development Board. Participants held roles which include members of parliament, commercial manager, executive director and chief diversity & inclusion officer.

'Since going to Leicester, I have learned to better manage myself in my role. Before I attended Leicester, I thought leadership was about managing others; I was surprised to find it is really about managing myself.'

'The Leicester conference helped me express myself in plain words, instead of professional language, as an extremely powerful tool of communication.'

'The Leicester conference: I never realized how easily and how strongly groups set up defences to avoid the painful realities about their task, their relationships with other groups and their performance.'

Creating spaces for thinking and learning overseas



17 organisational consultants and trainers at the TA Academie in the Netherlands participated in an in-house bespoke P3C programme. We are looking forward to graduates from this programme joining our exciting graduation celebrations in May 2018.

www.ta-academie.nl



TAVISTOCK INSTITUTE® CHINA

Since February 2017, TIHR and Hua Jing (China) Psychology have been building **The Tavistock Institute China** together. What was a small seed is gradually growing into a tree, there have been difficulties and challenges as well as achievements and it is very much a learning process for everyone involved. The rigorous training programme offered so far has included, an Intensive course which served as a taster as well as core training introducing Tavistock Institute methodologies followed by a Group Dynamician course – upskilling participants in interpreting group process and understanding the systemic dynamics, both hidden and unconscious, in order to improve groups’ effectiveness, and a Group Relations conference. We aim to offer a course qualifying its attendees in Tavistock Institute OD practice in consultancy and coaching as well as developing skills in taking up consultant roles in Group relations conferences. We work with simultaneous translation, with people on the ground, without any mediating expat or other global company and have been learning a lot about how little we know or understand Chinese culture and ways of being. A fascinating journey of learning and growth.

HUMAN RELATIONS

Human Relations is an international peer reviewed journal. It publishes the highest quality original research to advance our understanding of social relationships at and around work through theoretical development and empirical investigation. *Human Relations* articles have significant impact on academic debates on a wide variety of topics that affect people at work, for example, the changing nature of managerial work, leadership, politics at work, economic inequality and management, job quality, careers, employee well-being and much more. Well over half a million (584,901) *Human Relations* full-text articles were downloaded by readers in 2017.

Human Relations also aims to extend its reach by making some of our best content free to access – for example, our Paper of the Year Award winners, Classic Papers series and Papers that have influenced the Editor, webcasts and featured articles and special issue introductory reviews. In addition, Paper of the Year nominated articles, new special issues, virtual special issues and press released articles are often made free to access shorter term.

Human Relations is included in the rankings of the Global MBA, EMBA and Online MBA and is included in the Financial Times top 50 journals used (FT50). It is an A* journal – the highest category of quality – in the Australian Business Deans Council (ABDC) Journal Quality List 2013. (Journals ranked A* represent approximately the top 6.8% of listed Business and Management journals.) *Human Relations* is also ranked 4 in the UK's Chartered Association of Business Schools (CABS) Academic Journal Guide 2015.

Human Relations is highly esteemed and referenced. The 2-year impact factor is 2.622, with the journal ranked: 4/96 in Interdisciplinary Social Sciences, and 58/193 in Management and the 5-year impact factor is 4.027, ranked: 2/93 in Interdisciplinary Social Sciences, and 50/186 in Management (2016 Journal Citation Reports® [Clarivate Analytics, 2017]; Indexed in PubMed Central).



CELEBRATIONS DURING THE YEAR

Graduation

The Tavistock Institute's newly appointed chairperson, Cliff Oswick, Professor of Organisation Theory at Cass Business School, hosted our annual Graduation Ceremony. In his loving speech he said he was privileged to be our Chair at this time. "it is easy to hold on to the great successes of the past and of the TIHR's remarkable history", he said, "but it is a privilege to be in this position at this time, as the Tavistock Institute is on a wonderful journey in the present and into the future".

Out of the 27 international and UK graduates of the Tavistock Institute's current Professional Development programmes 17 attended in person. Amongst them was Principal TIHR Consultant and P3C core-faculty Camilla Child who spoke to the power of continued engagement and life-long learning. All the graduates said a few words when receiving their certificates, a testament to the rich community of practice the TIHR continues to nurture. This was also acknowledged by the

Tavistock Institute's CEO, Eliat Aram, in her closing remarks. James Mackay, Founder and Director of the Coaching for Leadership and Supervision courses was in attendance, and delighted to shake hands and congratulate the excited graduates.

The graduates will go on to join the Tavistock Institute's growing Alumni, who testify to the fact that participating in our conferences, programmes and courses enhances career progression. David Strudley, graduating from the Dynamics at Board-Level said the course has simply changed his life.

At the heart of our approach, in our accredited programmes, is the opportunity to learn by experience. Our track record confirms that learning how to respond effectively and adeptly amid the turbulence of organisational life, by building on participants' own knowledge and learning, contributes uniquely to expanding organisational, community and wider society's role-taking capability.



Awards

After a three stage judging process, the Tavistock Institute of Human Relations (TIHR) has won 'Employer of the Year 2017' at the WorldPay FSB awards.

Run by the Federation of Small Businesses, the awards are designed to recognise and reward the excellence, resilience and innovation of SMEs across the country. The WorldPay FSB awards were open to all businesses with fewer than 250 employees and TIHR beat competition in the employer category. Winning the Greater London regional category and also nationally becoming one of only four finalists across the length and breadth of the UK.

As national finalists we were invited to the grand finale on the 10th May and looked forward to meeting fellow small businesses who are achieving brilliant things across the country. To our delight we won and the Tavistock Institute's core management team accepted the award of Employer of the Year with glee!

Our entry recognised the uniqueness of the TIHR as an employer, from our apprenticeship programme bringing practical work experience to young people, to the multitude of employees undertaking further study during their time working with us. Every step of the way our staff are engaged and free to comment on the current and future direction of the organisation. Our teams work across the hierarchy, ensuring that who is most qualified not most senior, gets relevant roles. Staff are given maximum autonomy within their roles, allowing for a diversity of work and nurturing a creative environment in which staff members can innovate. We hold a distinctive place amongst our competitors due to our size and this is down to our employees. Compared to an average tenure across the UK of 5 years, the Tavistock Institute can boast of



an average tenure of 10 years enabling us to build enduring relationships with clients and keeping organisations coming back to work with us.

In our 70th year these awards are a chance for us to take stock and be proud of our achievements as an Employer. We can now move forward with the knowledge that, as National Employer of the Year 2017, the Tavistock Institute has independent support for the outstanding work we do, not just for clients, but as an employer.

THIS YEAR ALSO SAW A NEW DEVELOPMENT FOR YOUNG PEOPLE

Launching Young Leaders

Launching Young Leaders, a one day experiential development workshop for those aged 18-26. Fifteen enthusiastic young people attended the day and came away with a new perspective on their working lives and on themselves. They came with a variety of experiences and backgrounds, students who had worked part-time, those in their first leadership role, and some who were nervously anticipating a leadership role. They all worked together in order to further their learning. Through a series of interactive events, opportunities to reflect; and an introduction to the theories underpinning the programme and our ways of working. The key aim of the workshop is to support the growth and change of those in the group, during a transitional phase of their professional development.

Although run in a similar way to the Leicester Conference, in order to make this kind of experiential professional development opportunity accessible to young people, Launching Young Leaders as a 'social investment' programme. This serves to create space for the people who would not normally have access to our programmes – and as part of the Institute's public benefit and part of our commitment to improve society. We are keen to expand the reach of this programme and ensure that we are helping young people as they progress in the world of work.





Apprenticeship programme

The apprenticeship programme at the Tavistock Institute has been running successfully for four years. As part of the programme each apprentice has the opportunity to participate in a programme of learning. For most of them it is an embedded course offered by their training provider, but it isn't always exactly what they need. As a learning organisation, we invest in our apprentices to make sure that they benefit from the course. This is what one apprentice said about his learning experience.

As part of my apprenticeship I am doing a course with the Open University, 'Investigating the Social World'. So far it has been challenging and interesting, covering topics of justice, rights and inequality using case studies from around the world. I also have the option to carry this course on after my apprenticeship and get a degree from it, which is beneficial for me.

Each year we are impressed and delighted by the young people who join the organisation and who change and grow with us, influencing us in unexpected ways.

IMPACT THROUGH DIGITAL ENGAGEMENT:

The Institute website promotes all streams of our work, publishing regular news articles (on average seven new articles each month), project case studies, presentations and thought pieces. In 2016 – 2017, we had over 105,000 visitors to the website, who actively engaged with content 140,000 times. Quarterly newsletters and targeted e-mail campaigns were sent 37 times during the year to a combined database of 6,900 subscribers. In July 2017, we launched a dedicated website to promote and facilitate online bookings for the TIHR festival celebrating the Institute's 70th anniversary.

Our social media presence continues to grow: we have 14,533 followers and connections across our three main social media profiles (4,122 Twitter followers, 4,984 Facebook likes, and 5,427 LinkedIn followers). Our continued year - on -year growth demonstrates the increasing impact we are having online. Our staff, from apprentices to seniors, engage together in learning, integrating social media and digital engagement activities into their practice. We also continue to use social media analysis in our research projects and as a topic of research.

Twitter data

108% engagement increase across the year, with a total of 491,500 impressions, 670 retweets and 842 likes.

IN MEMORY OF JOHN MULRYAN



The untimely death of John Mulryan, our beloved Head of Finance was the saddest moment in the year. John has been with the Tavistock Institute for almost a decade, supporting the CEO and the rest of the team in driving the Tavistock Institute, never losing sight of our primary task and core purpose.

With his tolerance, gentle manner, light touch and thorough understanding of the finances, John was a stalwart of the Tavistock Institute and a generous enabler of the Institute's continuous development and growth.

We like a party at the Tavistock Institute, any cause for celebration and we embrace it – from our food for thought series, through to our annual celebration of the harvesting season, to celebrating our staff's achievements in writing and publishing, to Christmas dinners and Institute's trips, retirement parties, you name it – John, unless travelling elsewhere in the world – would be there, always up for a good laugh, football banter and a pint.

John has left a big hole in the heart of the Tavistock Institute and it is not often that finance people are so dearly appreciated, but John was as he was a sincere and fine gentleman.

However, John has left with us his spirit of 'can do' and in his memory we will continue to work for the betterment of individuals at work, for our communities and society, using our capacity to open up spaces for difficult conversations, in order to generate insight and promote learning.

John himself never tired of learning and whenever had the opportunity to do so immersed himself in learning with and from his colleagues, including attending a Group Relations conference and as many lunch time talks as he could.



TIHR AT A GLANCE

What films and shows are we watching?

Categorised by genre and rating.

Title	Rating*	Genre
The Avengers	8.1	Action
Black Panther	7.5	Action
Alias	7.9	Biography
Darkest Hour	7.4	Biography
The Post	7.2	Biography
Genius	6.5	Biography
The Thick of It	8.7	Comedy
Yes, Prime Minister	8.6	Comedy
This Country	8.4	Comedy
The Big Bang Theory	8.3	Comedy
The Young Offenders	8.2	Comedy
Mum	7.9	Comedy
Breaking Bad	9.5	Crime
The Wire	9.3	Crime
The Sopranos	9.2	Crime
Fargo	9	Crime
True Detective	9	Crime
The Bridge	8.6	Crime
Spiral	8.5	Crime
Three Billboards outside Ebbing Missouri	8.2	Crime
Shetland	7.9	Crime
McMafia	7.7	Crime
Salamander	7.6	Crime
Collateral	6.7	Crime

Title	Rating*	Genre
Betting on Zero	7.2	Documentary
Civilisations	7.1	Documentary
El Bulli	6.4	Documentary
The Crown	8.7	Drama
The Man in the High Castle	8.1	Drama
Call Me by Your Name	8	Drama
Loveless	7.7	Drama
Summer and Smoke	7.7	Drama
Phantom Thread	7.6	Drama
Lady Bird	7.5	Drama
The Shape of Water	7.4	Drama
The Birthday Party	6.7	Drama
The Magic Flute	6.6	Drama
The Split	6.6	Drama
Casualty	6	Drama
Holby City	5.9	Drama
Phantom	5.9	Drama
Grace	5.2	Drama
University Challenge	6.8	Game Show
Gundog		Play
Long Day's Journey into the Night		Play
The Real Housewives of Beverly Hills	4.6	Reality TV

*Out of 10

What books are we reading?

Ranked by rating and categorised by fiction or non-fiction.

Title	Rating*	Category
Home Going – Yaa Gyasi	4.4	Fiction
Matterhorn: A Novel of the Vietnam War – Karl Marlantes	4.2	Fiction
Pale Fire – Vladimir Nabokov	4.2	Fiction
Zen Blood Zen Bones – Paul Reps	4.2	Fiction
Little Women – Louisa May Alcott	4.1	Fiction
The Handmaids Tale – Margaret Atwood	4.1	Fiction
Anna Karenina – Leo Tolstoy	4	Fiction
Ministry of Utmost Happiness – Arundhati Roy	3.9	Fiction
The Signature of All Things – Elizabeth Gilbert	3.8	Fiction
The Essex Serpent – Sarah Perry	3.7	Fiction
A Horse Walked Into a Bar – David Grossman	3.6	Fiction
The Gate of Angles – Penelope Fitzgerald	3.6	Fiction
When We Were Orphans – Kazuo Ishiguro	3.5	Fiction

Title	Rating*	Category
Becoming Myself: A Psychiatrist's Memoir – Irvin Yalom	4.2	Non-Fiction
Being Mortal: Medicine and What Matters in the End – Atul Gawande	4.4	Non-Fiction
Belly Laughs – Jenny McCarthy	3.7	Non-Fiction
Germany: Memories of a Nation – Neil MacGregor	4.7	Non-Fiction
Non-Violent Communication – Marshall Rosenberg	4.3	Non-Fiction
Sapiens – Yuval Noah Harari	4.6	Non-Fiction
Staring at the Sun – Irvin Yalom	4.2	Non-Fiction
System Failure: Why Governments Must Learn to Think Differently – Jake NonChapman	4.4	Non-Fiction
The Chair: Rethinking Culture, Body, and Design – Galen Cranz	4	Non-Fiction
The Psychopath Inside – James Fallon	3.4	Non-Fiction

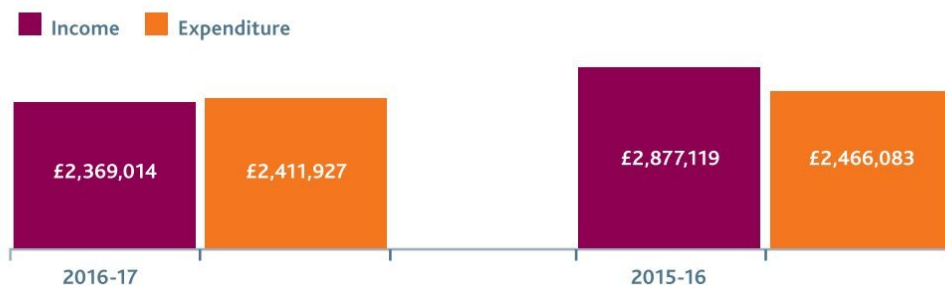
WHAT DO WE USE TO SEE?

Glasses 50% Contact lenses 13% Neither 36%

FINANCIAL RESULTS

FOR THE YEAR 2016-17

The Institute had a challenging financial year which resulted in an operating deficit of £42,913, a significant drop compared to the previous year (2016: £411,036). The deficit included a payment of £265,168 for the defined benefit pension scheme. The Professional Development and Human Relations Journal areas saw increased income, which was offset by lower Project income, as many projects came to completion and new projects did not commence until the end of the financial year.



The overall net movement in funds in the SOFA (below) was positive for the year as a result of actuarial gains of £519,000 (2016: loss of £1,916,000) from the defined benefit pension scheme.

Statement of Operating Financial Activities (SOFA)	2017 (£)	2016 (£)
Income:		
Charitable activities	2,366,774	2,872,474
Investments	2,042	4,428
Other	198	217
Total income	2,369,014	2,877,119
Expenditure: Charitable activities	2,411,927	2,466,083
Total expenditure	2,411,927	2,466,083
Net income/(expenditure) before net gains/(losses) on investments	(42,913)	411,036
Actuarial gains / (losses) on defined benefit pension schemes	519,000	(1,916,000)
Net movement in funds	476,087	(1,504,964)
<i>Total funds brought forward</i>	<i>(4,441,661)</i>	<i>(2,718,898)</i>
Total funds carried forward	(3,965,574)	(4,441,661)

The Institute's Balance Sheet as at 30th September 2017 showed a decrease in net assets to £722,426 (2016: £906,339) before any pension liability. This was mainly due to a decrease in cash held in the bank by the Institute.

Statement of Operating Financial Activities (SOFA)	2017 (£)	2016 (£)
Fixed Assets	27,689	41,348
Current Assets	1,618,418	1,909,527
Liabilities	923,681	1,044,536
Net Assets (excluding pension liability)	722,426	906,339
Defined Benefit Pension Scheme Liability	(4,688,000)	(5,348,000)
Total Net Asset	(3,965,574)	(4,441,661)
Total Charity funds	(3,965,574)	(4,441,661)

During the year the Institute agreed a revised pension recovery plan with the pension trustees (approved by the pensions regulator), whereby the deficit will be paid within 15 years. The Institute paid £265,168 in accordance with this plan in March 2017.

The actuarial valuation of the Tavistock Institute of Human Relations Retirements Benefit Scheme as at 30 September 2017, for the purposes of FRS102 showed a funding deficit of £4,688,000 (2016: £5,348,000). This improvement to the pension balance sheet was driven principally by a more favourable discount rate (driven by higher corporate bond yields) and the updating of the longevity assumptions, in line with the changes the trustees adopted for the 2016 actuarial valuation.

TAVISTOCK INSTITUTE OF HUMAN RELATIONS (TIHR) ANNUAL REVIEW

OCTOBER 2016 – SEPTEMBER 2017

Structure, Governance and Management

The Tavistock Institute of Human Relations (TIHR) 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 25 June 1963, 20 March 1991 and 22 July 2010. Ultimately accountable to the Association members, a Council of Management act as the board of trustees and work with the CEO and Management team to deliver against the mission and objectives.

Objectives and Activities

Objects of the Institute

The TIHR 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.

The Council of Management

Professor Cliff Oswick PhD MSc BSc (Hons), (Chair)

Dr Eliat Aram (ex officio)

Robert Branagh

Joel Featherman (from July 2015)

Chucks Golding (from 2016)

Joanna Hill (from 2016)

Alice Long MSc BA (Hons)

Julie Newlan MBE, MBA CIMDipl

Professor Christopher Warhurst

(Chairs the HREMC on behalf of Council of Management from November 2015)

Bill Cooke (from 2017)

CEO

Dr Eliat Aram PhD MSc Occup Psych MSc G Psych

Company Secretary

Dr Leslie Brissett JP, PhD MSc (Econ)
BSc (Hons) FHM-SA

Registered Office

Tavistock House, 30 Tabernacle Street
London EC2A 4UE

Auditor

Goldwins Limited, 75 Maygrove Road
West Hampstead, London NW6 2EG

Bank

Co-operative Bank plc, St Pauls House,
10 Warwick Lane, London EC4M 7BP

Solicitor

Wedlake Bell LLP, 71 Queen Victoria St,
London EC4V 4AY

LOOKING INTO THE YEAR AHEAD

SPECIAL EVENTS

The Tavistock Institute 70th Anniversary Festival
Tuesday 17th October – Friday 20th October 2017

Group Relations Minifest
March 2018

ANNUAL EVENTS

Certificate in Supervision for coaching and consultancy
9th-10th November 2017

Coaching leadership and professional development
18th-19th January 2018
22rd - 23rd February 2018
22rd – 23rd March 2018
24th – 25rd May 2018

Practitioner certificate in consultancy and change (P3C)
Module 1: 14th – 16th February 2018
Module 2: 25th – 27th April 2018
Module 3: 13th – 14th June 2018
Module 4: 5th – 7th September 2018

Certificate in dynamics at board level
18th – 19th June 2018
23rd – 24th July 2018
3rd – 4th September 2018
12th – 13th November 2018

Launching young leaders
27th April 2018

Leicester conference
4th – 17th August 2018

Lunchtime Talks are back!
November 2017

