

SIHR

Roles, Relationships and Organisations

**15 January – 5 March 2009
2.00pm – 5.00pm, Edinburgh**



A professional development course introducing a way of thinking about workplace dynamics, which enables effectiveness, motivation and satisfaction in work roles

Eligible for University of Edinburgh postgraduate module
APEL accreditation

SIHR

The Scottish Institute of Human Relations

- *understanding people* -



Roles, Relationships and Organisations

Overview

The importance of people and their relationships, including emotions, is acknowledged to be an essential part of organisational life and sustainable success. “Roles, Relationships and Organisations” explores self-awareness, attitude and cultures in work contexts and shows how they can both subvert or enhance understanding of work activities and their functions, roles and purposes.

A central perspective taken is that understanding work activities and relationships is not separated from self-understanding. The course links systems psychodynamic theory with participant discussion of practical contexts to explore the varied processes by which individuals engage in their activities and contribute to enabling relationships within the organisation. This course will develop an ability to think about these processes, and offer useful concepts for understanding them. It aims to increase motivation and satisfaction for both managers and managed at all levels, improve management capability, enable ethical decision making, and indicate how work-life balance can become a reality.

Who would benefit from this course?

You will be interested in this course if you know or wonder about:

- Organisations and the social systems through which their work is done
- Leadership, and the different forms it takes
- Change processes, facilitation, development and ownership
- Groups, formal and informal, hidden agendas or barriers to transparency
- Attitudes and relationships influencing motivation, effectiveness, resilience
- How work involves emotion, which affects competence, creativity, stress, capability, staff satisfaction, turnover and much, much more.
- How these effects can be for the better, or, for the worse, or changed.

There are no entry requirements, except interest in both work and relationships.

Participants who complete the course may apply to the University of Edinburgh for postgraduate APEL (Accreditation of Experiential Prior Learning) for the module Human Dynamics in Work Settings (<http://www.drps.ed.ac.uk/07-08/course.php?code=P00612>). Such accreditation is a decision of the university according to their APEL regulations. It may be granted in individual cases to those who have completed the course “Roles Relationships and Organisations” on payment of the APEL fee and completion of an assignment set by the university.

Course aims and Process

On completing the course, participants should be able to recognise various terms used in psychodynamic thinking concerning the study of groups and organisations.

- Common psychological defences: denial, projection, collusion, displacement
- Emotional processes: transference, counter-transference, anxiety, containment, security, norms, basic assumptions and work-functioning
- Application of the concepts to organisational systems: authority, leadership, power, change, creativity

Learning is at three levels, theoretical, applied and reflective. Reflective learning initiates ways of thinking from the perspective of self-understanding, and an exploration of impact on others, especially similarities and differences. Applied learning uses case studies underpinned by reflection. Theoretical concepts are introduced and questioned in the light of particular cases. Participants discuss illustrative material demonstrating everyday situations and text material available for private study. No individual will cover all areas of understanding, and the depth of learning achieved is expected to vary between individual participants.

Course numbers are limited to 10-18 participants to enable participant discussion.

Course Tutors

Dr Elspeth Crawford BSc PhD - recently retired from the School of Education at Edinburgh University where she developed courses in Human Dynamics, Social Justice, Emotional Education and Counselling. She still teaches within the MSc in Management Training and Development. She has contributed to courses in SIHR over many years. She has a small private practice in psychodynamic consultancy and supervision. She has a special interest in groups, group cultures and organisational dynamics.

Anne Callander MSc - A practicing counsellor for over 10 years, both in the voluntary sector and as a private practitioner, recently managing the Staff Counselling Service at the University of Edinburgh, Anne has been involved in eight group relations conferences, and has considerable experience in delivering trainings and workshops.

Dates, times and venue

Thursdays: 15 January to 5 March 2009, from 2.00 pm to 5.00 pm, at SIHR Edinburgh, 172 Leith Walk, Edinburgh EH6 5EA.

Cost

The course costs £450.00 to include refreshments, reading material and Certificate of Completion.

Cheques should be made payable to 'Scottish Institute of Human Relations'. In the event of cancellation prior to the start date a £50 administration charge will be levied.

Registration

Please complete and return the registration form with your course fee payment, by 26 November 2008.

REGISTRATION FORM – Roles, Relationships and Organisations

January to March 2009

Name:	
Address:	
Daytime Contact No: Email (if available)	
Brief Description of Current Work Role:	
Qualifications:	
Payment: Cost: £450.00	<p>Cheque Enclosed <input type="checkbox"/></p> <p>Cheques should be made payable to 'Scottish Institute of Human Relations', and returned with this registration form.</p> <p>OR</p> <p>Please invoice my employers as follows: <input type="checkbox"/></p> <p>Contact Name:</p> <p>Telephone No:</p> <p>Organisation:</p> <p>Address:</p>

Applicant Signature:

Date:

I do not want to receive information about any other SIHR courses, trainings, events, or services.

Personal information will be held and processed by SIHR according to the Data Protection Act (1998). This information will be used by SIHR to administer and manage the course or service.

This form should be returned by 26 November 2008 and submitted to

**Roles, Relationships and Organisations 2009
SIHR
172 Leith Walk
Edinburgh EH6 5EA**

Organisational Consultancy Service

The Organisational Consultancy Service provides consultancy to individuals, groups and organisations. Typical situations in which consultancy might be sought are those where:

- a team, an organisation or an individual within it is facing a period of change
- individuals are in leadership or other relatively isolated positions within organisations
- people are faced with apparently intractable organisational problems
- an organisation is seeking to develop teamwork or organisational co-ordination
- there is a need to review team functioning
- the dynamics of the client group have an impact on that of the staff group and there is a need to disentangle the two
- there are difficulties in achieving the task(s) of the organisation which seem to be related to how people are working together

The SIHR Approach to Organisational Consultancy

Organisations often buy in consultancy when they need expert advice; or look to consultancy for a review of organisational strengths and weaknesses with recommendations for action. The kind of consultancy provided by SIHR differs from both of those in that it aims to engage with clients in exploring the factors which help or hinder people in relation to getting on with the business of the organisation (its “primary task”; what it exists to do) and to enable them to find their own appropriate solutions to the difficulties facing them.

The working relationship is seen as a partnership to which both parties bring areas of expertise: the consultant in the understanding of human relations, organisational processes and theory and the client in the knowledge of the organisation and its tasks. It is often the case that the client or client group also has considerable expertise in parts of the first area but is inhibited in making full use of it by being too close to or too involved in the situation. Then the consultant’s “outsider-ness” is particularly valued for the ability it gives to see patterns which may be obscure to those involved in making them.

The Organisational Consultancy team

Members of the team are senior practitioners from a range of professional backgrounds who have post-qualifying training in the understanding and application of psychodynamic and systems thinking and experience of working consultatively with groups and individuals. Among them, they are familiar with a variety of organisational settings in the voluntary, statutory and private sectors, including the NHS, social work, education, residential child care, business and industry. They are required to continue their professional development and to receive regular, confidential supervision of their work. All members of the team abide by the SIHR Code of Ethics and Practice.

Making a request for Organisational Consultancy

When you contact the Institute you will speak to one of the administrative staff who will take your details and a brief description of what you are looking for. Alternatively you can write or email with your request. (Please be as specific as possible about suitable times to contact you by phone.) It will be passed to the Team Leader who will phone you to clarify your requirements in order to match them with an appropriate consultant. The identified consultant will arrange an exploratory meeting for a more detailed discussion of your needs, an assessment of the appropriateness of Organisational Consultancy to meeting them and a negotiation of practical arrangements. In the case of complex situations involving teams or whole organisations more than one exploratory meeting may be needed.

Fees The service operates a sliding scale which distinguishes voluntary, statutory and private sectors and individual, team and whole organisation consultancies. Details can be obtained during the initial discussion of your request.



The Scottish Institute of Human Relations

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Founded as an education trust in 1971, The Scottish Institute of Human Relations (SIHR) is a national resource that provides educational programmes and services. A national charity, it has premises in Edinburgh and Glasgow, with a wide network of practitioners and members.

Why choose SIHR?

Understanding human relationships is central to emotional health and well-being, but sustaining and applying that understanding in the work of promoting mental health or social well-being is very demanding. SIHR, in its role as an educational charity, develops and delivers courses and services for people who respond to such demands in their professional lives.

Our courses and services translate psychoanalytic, psychodynamic and systemic ideas into practical tools for professionals in the health service, voluntary and faith organisations, and education and social services.

The Scottish Institute of Human Relations

172 Leith Walk
Edinburgh
EH6 5EA

5 La Belle Place
Glasgow
G3 7LH

Tel: 0131 454 3240
Fax 0131 454 3241
edinburgh@sihr.org.uk

0141 332 0011
0141 332 3999
glasgow@sihr.org.uk

[www. sihr.org.uk](http://www.sihr.org.uk)

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