



Working Below the Surface

A Seminar Series Exploring Organisational Dynamics

This new “Working below the Surface” seminar series provides a rare Continuing Professional Development opportunity to understand more about current themes/dilemmas in organisational life, developing your skills in analysing and managing the forces and dynamics which affect how you take up your role.

*Five Wednesday Evenings
12 January - 25 May 2011
4.30 - 7.30 pm*

SIHR

Working below the Surface Seminar Series

Work is of central importance in our lives, yet we often struggle to understand (and survive) the internal politics, the turf wars, the draining battles. Increasingly, it seems that we are subject to conflicting demands, ever more acute in this current recession.

This “Working below the Surface” seminar series explores the below surface dynamics and 'shadow side' of organisational life as a source of intelligence into the challenges and dilemmas facing people in organisations.

The series offers participants an opportunity to think in more depth about the challenges they face at work and to develop their understanding of the psychodynamics of work, organisations and the groups and individuals within them. The seminars provides a structured and stimulating space to engage in the kind of thinking about work that is being increasingly squeezed out of organisational life because of the pressures of operational delivery. We will be exploring leading edge thinking about organisational dynamics to enable you to better assess the interconnectedness of your own role and your organisational setting and to think about developing resilience.

Course Format

Different themes about aspects of organisational life will be presented on each of the five sessions by a range of speakers. The seminar presenters will be exploring salient themes in current organisational functioning and will invite participants to relate this work to their own organisational setting. Relevant theoretical inputs, journal papers and articles on the seminar themes will be pre-circulated, and there will be an opportunity to reflect on and discuss these papers. Each seminar will also provide an opportunity for small-group working where you will explore current specific work challenges in more depth, developing your skills in analysing the forces and dynamics which affect how you take up your role.

Course Outline

**Seminar One: *Working below the surface in organisations:*
Wednesday *What are the key concepts in this approach?*
12 January**

Judith Brearley

Judith, psychoanalytic psychotherapist, teacher and writer, works as an organisational consultant in health, social work, education and the voluntary sector. Judith also teaches ‘Institutional Processes’ on the SIHR’s MSc/Diploma in Therapeutic Skills in Working with Children and Young People. Most of her published papers examine the relevance of psychodynamic concepts for understanding and managing institutional processes.

**Seminar Two: *The Gathering Storm: how to understand,
Wednesday prevent and cope with the devastating
9 February effects of organisational storms***

Francesca Cardona

Francesca is an organisational consultant and coach. She has considerable experience in consulting to organisations in different contexts and cultures. She has taught on various management and leadership courses and she is currently a visiting tutor on the MA and Professional Doctorate '*Consultation and the Organisation*' at University of East London & Tavistock and Portman Trust. She is a coach on a number of courses at the London Business School. She has substantial experience in International Group Relations Conferences and has published on various aspects of organisational dynamics. She has a particular interest in the area of individual and organisational transition.

**Seminar Three: *Sibling Dynamics at Work: changes
Wednesday and difficulties in organisational relatedness
9 March***

Marie Kane (*see profile overleaf*)

**Seminar Four: *Transformation: Challenging self-limiting
Wednesday assumptions, changing organisation-in-the
27 April mind***

Dr Vega Zagier Roberts

Vega is a senior organisational analyst at The Grubb Institute and a senior Associate of the Health Services Management Centre, applying a systems-psychodynamic approach in her coaching, consultancy, group relations and leadership development work. She is co-editor of *The Unconscious at Work: Individual and Organizational Stress in the Human Services* and of *Managing Mental Health in the Community: Chaos and Containment*. She presents regularly at international conferences and is on the editorial board of the *International Journal of Organisational and Social Dynamics*

**Seminar Five: *Staying with the not knowing - managing
Wednesday uncertainty in organisational life
25 May***

Pauline Holland (*see profile overleaf*)

Seminar Leaders

Pauline Holland, MA MPhil is a graduate and member of the Tavistock Institute's International Advanced Organisational Consultation programme. She is an organisational change and development consultant, seminar leader on 'Institutional Processes' on the SIHR's MSc/Diploma in Therapeutic Skills in Working with Children and Young People, and member of the SIHR organisational consultancy team. She is a member of the Working Group for the *Working Below the Surface Conference on Conflict and Resilience* (October 29 2010).

Marie Kane, BA MA MCIPD BACP Accred is an organisational consultant and executive coach (Marie Kane & Associates); Associate of Real World Group (the internationally known centre for excellence in leadership research and development); Associate of OPUS (Organisation for Promoting Understanding of Society) and member of the SIHR organisational consultancy team. She is the Convenor of the Working Group for the *Working Below the Surface Conference on Conflict and Resilience* (October 29 2010).

Course Costs

Because of generous sponsorship we are able to offer this course at the reduced cost of only £55 per seminar = £275 for the series. This fee includes the seminars, small workgroup and all related materials and articles. Participants must enrol for the complete series of 5 seminars (fee for SIHR members is £250). Applications must be returned by **30 November 2010**.

Reduced fee places: Our sponsorship also enables us to offer a limited number of places at £100 (less than half the full cost). Please indicate on the attached application form if you are applying for one of these places and provide a rationale for this.

Please note that course fee invoices will be sent out with acceptance of applications/offer of place letters with payment due no later than 31 December 2010.

Cancellations: These must be made in writing prior to 19 December 2010 and will incur an administration charge of £50. We regret that no refunds can be made after that date.

Venue Dates and Times

The Scottish Institute of Human Relations
172 Leith Walk
Edinburgh EH6 5EA
t: 0131 454 3240 f: 0131 454 3241
email: information@sihr.org.uk

4.30 - 7.30 pm on 5 Wednesdays
12 January, 9 February, 9 March, 27 April, 25 May 2011.

APPLICATION FORM

WORKING BELOW THE SURFACE SEMINAR SERIES
12 JANUARY - 25 MAY 2011

NAME	
ADDRESS	
Email	
Contact Tel Nos:	

Current Job Title and brief description of role



Previous work and training experience (and relevant qualifications)

Reasons for applying for this course - and what might be the main thing you would want to gain from this course?

Are you applying for one of the reduced cost places? If so please indicate your reason for this - e.g. unemployed/reduced income/student, etc.

There are only a couple of reduced cost places, if we are unable to offer you one of these places do you still want to be apply for a place?

YES NO

Invoicing details (if different from above)

Name	
Organisation/Address	
Tel No:	
Purchase Order Number (if required)	

Please note that course fee invoices will be sent out with acceptance of applications/offer of place letters with payment due no later than 31 December 2010

Applicant Signature

Date

This form should be returned by 30 November 2010 to:

**Pauline Holland/Marie Kane
Working Below the Surface Seminar Series
SIHR
172 Leith Walk
Edinburgh
EH6 5EA**

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.



Professional consultancy and coaching for organisations, teams and individuals

In addition to its work in other areas (see SIHR brochure) SIHR also offers professional consultancy and coaching to organisations, teams, groups and individuals.

Requests for consultancy and coaching have come - for example - from people taking on new responsibilities, staff teams wishing to work more effectively and from organisations when they are facing particular issues and transitions, or when they need to consider their own work processes.

Opportunities are also available to those who wish to reflect on and develop skills in their own consultancy work and practice.

This work enables people to examine organisational dynamics and how these impact on themselves and the wider group. We aim to engage with clients in exploring the factors which help or hinder people in relation to the getting on with the business of the organisation (its 'primary task' - what it exists to do) and to enable people to find their appropriate solutions to the difficulties they face, analysing the forces and factors affecting how they take up their leadership/management/staff role(s).

Members of the organisational consultancy 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.

Contact: *Contact SIHR for more information about this service. There is a sliding scale for fees which are negotiated with Richard Hosking, the Team Leader.*



The Scottish Institute of Human Relations

- *understanding people* -

The Scottish Institute of Human Relations

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

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

The Scottish Institute of Human Relations

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