



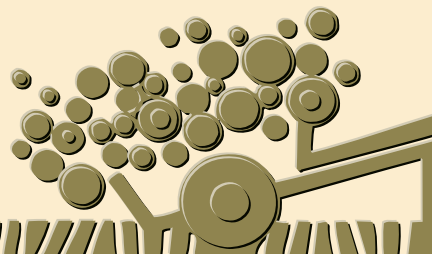
coordinamento nazionale
comunità di accoglienza



Tavistock Institute
of Human Relations

Learning and Changing with Organisations

**Programme for the professional development
of leaders and managers of Third Sector
and social economy organisations**





Why?

Organisations operating in the Third Sector and social economy are going through, in both Italy and in Europe, an era of turbulent changes. On one hand demographic changes are modifying the number of social services users, as well as the quality of services provided. On the other hand the changes of, and in, social policies are modifying the relationships between Third Sector organisations, statutory agencies and private sector. Third Sector organisations are currently asked to take on more active functions and roles in this new set of relationships.

As a result of financial and technological pressure social economy organisations are too going through a stage of turbulent transition. All organisations operating in these sectors are in need of a higher degree of competencies; a higher ability to understand the environments they operate in and the ability to see beyond the current constraints and gain sophisticated adaptive skills.

Leaders and managers of these organisations are required to acquire new competencies and, above all, new organisational skills. These challenges are asking for new cultures and new processes for professional development.



What is the programme?

This professional development programme is strongly oriented, as in the tradition of the Tavistock Institute's programmes, towards organisational practice. It supports organisational learning needed and useful to initiate and to manage organisational change in Third Sector and social economy organisations.

The programme is designed from the blue print of the bi-annual Tavistock Institute's programme in Advanced Organisational Consultation (AOC) set up in 1993. This programme has been delivered in its last four editions in collaboration with the City University, London.

The member of staff delivering the programme has been selected by the managing body of the Tavistock Institute Programme in Advanced Organisational Consultation and will work closely with members of the



Who is it for?

Core Faculty of the original programme.

The programme is aimed at leaders, managers and change agents in Third Sector and social economy organisations who are involved in change management processes. The ultimate aim of the programme is to make a contribution and support people in their roles to take an active position towards change rather than being passive recipients of change processes.



What does it do?

The programme provides participants with learning opportunities in order:

- ▶ to support them in thinking about, and reflecting upon, past and present choices in their organisation
- ▶ to promote their understanding and knowledge in making informed choices
- ▶ to promote and manage organisational changes.



How it is designed

The programme consists of three residential modules, with each module lasting three days. They are:

1. Understanding (your) organisation

In this module, starting from the description of the organisations the participants belong to, they will be introduced to theoretical traditions, methodologies and individual and group learning processes aiming at **facilitating the discovery and the knowledge of the various structural and cultural levels and dimensions (overt and covert) that make the organisation.**

2. Understanding yourself in organisations

In this module, starting from the participants' experience, they will be introduced to theoretical traditions, methodologies and individual and group learning processes aiming at **identifying, analysing and understanding, and working with the processes (overt and covert) of the interaction between the individual (in his/her various roles or responsibilities) and the organisation.**

3. Understanding (your) changing organisation

In this module, starting from the participants' experience, they will be introduced to theoretical traditions, methodologies and **processes to build consensus, to work with individual and group resistance aimed at designing, delivering and evaluating organisational change interventions.**

Programme participants will be asked to undertake individual activities (including written assignments) in between each module. To be awarded the certificate participants are required to submit a final assignment.

 *ECM
Accreditation*

The programme has applied for ECM accreditation for professionals of health and social care (professional educators, psychologists).

 *staff*

The programme has been designed by a working group. Members of the working group are Frances Abraham (Senior Consultant of the Tavistock Institute and Faculty of the MA Advanced Organisational Consultation), Richard Holty (Senior Reseacher, Open University and Director of the MA Advanced Organisational Consultation) and Antonio Samà (Reader University of Calabria, MA in Advanced Organisational Consultation and former member of the Executive Committee of the Advanced Organisational Consultation Society).

Frances Abraham and Richard Holti will also supervise the implementation of the programme to facilitate its alignment with the standards of the original Advanced Organisational Consultation programme. The programme will be delivered by Antonio Samà and Marina Galati (National Agency CNCA).

 *Programme
promoters*

The programme is a joint venture between Coordinamento Nazionale Comunità di Accoglienza and the Tavistock Institute of Human Relations. Coordinamento Nazionale Comunità di Accoglienza (CNCA) is

an umbrella organisation with over 260 members from all over Italy. Its members operate in many health and social care settings mainly focusing on fighting social exclusion and promoting individual and social well-being. The Federation was set up at the beginning of the 1980's. Each year CNCA's members work with over 35,000 people and have about 135,000 referrals. The Federation's main aim is to be a voice of local and national arenas on all social policy aspects (policy making, financial, social implications, managerial and methodological) related to the settings its members operate in.

The overall horizon of this approach is to promote 'welcoming communities' that are able to help and support people at risk of or in a situation of social exclusion. In doing this the Federation produces documents, promotes campaigns, organises conferences, seminars and petitions. CNCA, led by its various perational and technical sections, promotes, designs and implements specific projects with high degrees of experimental features aimed at identifying innovative approaches and good practice for disseminating among its members, and among the larger communities of practice interested in putting the social issues at the centre of attention.

The Tavistock Institute of Human Relations was established in 1946 as an innovative and multi disciplinary centre based on the methodology of action research.

It was established with the precise aim of connecting in an active way psychological and social sciences to the social needs and perceptions. The original founding group was made up by psychiatrists, clinical and social psychologists, sociologists and anthropologists.

The objective to connect social science and societal problems has been maintained over more than 60 years of the Institute's life, making a contribution to its global success. The aim of the Institute is to make a contribution for the human well-being and development through the progress of theories, methodologies and the evaluation of change within and among groups, communities, organisations and society at large. This is achieved through research, consultancy and professional devel-

opment programmes and publications. The Tavistock Institute is a not-for-profit organisation. The Institute integrates different approaches from the social sciences to help its clients in all sectors for a deep understanding of the issues they are facing and for finding potential ways forward. Clients' issues may include managing change and innovation, managing issues of policies and practices, and organisational behaviour.

*Espression of
Interest*

Surname Name

Organisation

Organisational Role

Address n. Post Code

City Prov.

Tel. Mobile phone Fax

Website

E-mail

Please sent this to the organisational secretary

ACOR - Segreteria Organizzativa

Maria Teresa Romano - Agenzia Nazionale Cnca






Via del Forte Tiburtino, 98 - 00159 Roma - Tel. 06.44230403- 44230395- 44292379

Fax 06.44117455 - Cell. 348.8017100 - (orario dal Lunedì al Venerdì 9-13/14-17)

E-mail: segreteria.agenzianazionale@cnca.it

Work Programme

Thursday

9,00 
10,15 
11,30 
12,00 
13,00 
14,00 Plenary
15,15 Small Group
16,30 Coffee Break
17,00 Theoretical Input
18,00 Experiential Activity
19,15 Small Group
20,30 Dinner

Friday

9,00 Plenary
10,15 Small Group
11,30 Coffee Break
12,00 Theoretical Input
13,00 Lunch
14,00 Experiential/Analytical Activity
15,15 Analytical Plenary
16,30 Coffee Break
17,00 Theoretical Input
18,00 Experiential Activity
19,15 Small Group
20,30 Dinner

Saturday

9,00 Plenary
10,15 Small Group
11,30 Coffee Break
12,00 Theoretical Input
13,00 Lunch
14,00 Experiential/Analytical Activity
15,15 Analytical Plenary
16,30 Coffee Break
17,00 Theoretical Input
18,00 Experiential Activity
19,15 Small Group
20,30 Dinner

Sunday

9,00 Plenary
10,15 Small Group
11,30 Coffee Break
12,00 Analytical Plenary
13,00 Lunch

