



DIPLOMA IN ORGANISATIONAL DEVELOPMENT FOR LEADERS AND CONSULTANTS

March 2012–March 2013

THE CRAIGHEAD INSTITUTE, GLASGOW

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DIPLOMA IN ORGANISATIONAL DEVELOPMENT FOR LEADERS AND CONSULTANTS

THE AIM OF THIS PROGRAMME

To support the development of organisational leaders, consultants and facilitators so that they can work effectively with groups, institutions and communities seeking to promote justice in the world.

ABOUT THIS PROGRAMME

Many organisations across the world are looking for new ways to focus on meaning and values in the work that they do. Different organisations, which have traditionally been strong on meaning and values, are looking for new ways to be more effective and more accountable.

This context is challenging traditional approaches to group and corporate leadership and management. It calls on creativity on the part of leaders, consultants and facilitators, urging them to develop an analytic and discerning approach to work that is becoming increasingly demanding.

This programme seeks to enable participants to refine and develop both their theoretical understanding and their skills in approaching their leadership or consultancy work. It will assist participants to reflect more deeply on the role that they can play in bringing about change both in organisations and in individuals.

Programme participants are required to commit to the ethos of experiential learning by demonstrating:

- That they have a willingness to explore the experience they are having both within and outwith the course
- That they are drawing on a capacity to integrate their professional experience with their faith/values and beliefs in their practice.



WHO WILL BENEFIT FROM THE PROGRAMME?

The programme will benefit:

- Consultants who are currently in practice and are seeking to deepen their learning and to acquire a professional qualification
- Facilitators seeking to develop their skills and become accredited professionals
- Chief Executives and senior personnel in organisations seeking to develop their role as internal consultant or leader
- Experienced individuals desiring to enter this field of work and who will have the possibility to apply their learning during the programme in a sustained way.

Past participants include independent consultants working in health, social care and the voluntary sector, those in leadership positions in the voluntary and statutory sector and in religious congregations or the church.

THE OUTCOMES OF THIS PROGRAMME

The Diploma will work with participants to:

- Understand and adopt an interconnected and holistic (systemic) approach to their leadership and consultancy work
- Be more skilled and more confident in exploring issues of values, belief and faith in the contexts in which they work
- Improve their theoretical understanding of different approaches to leadership and consultancy work
- Acquire a range of new understandings, frameworks and processes which will enable them to develop new ways of working with organisations.



ABOUT THE METHODOLOGY

Whilst a significant amount of theory will be taught, the learning focus throughout the training will be on the application of learning to the current work of participants. This focus will be developed through the analysis and organisational understanding of practical applications as well as through the work of the programme.

It is essential, therefore, that each participant has a realistic opportunity of working with internal or external clients and/or groups during the programme.

ACCREDITATION

Those completing the Diploma are eligible to apply for Recognition of Prior Learning for sixty credits towards the University of Glasgow's MSc in Organisational Leadership (Adult and Community Settings).

The diploma has more than met my expectations. The quality of the course tutors is excellent and the learning style is both supportive and challenging. I have learnt more about a systemic approach to organisational development and have had the chance to test out new learning in an experiential way during the course. I am using what I am learning in a number of ways in my own work and see that it is adding value to what I bring to my clients.

Glenys Watt, Director, Blake Stevenson, 08/09 Diploma

The course has been a rich learning experience for me: I have found myself wishing that I had undertaken it when I was a CEO, as the knowledge and insights it has afforded could have been deployed very usefully. It has given me: a range of conceptual frameworks for looking at situations in organisational settings, which feel powerful and useful; some 'lightbulb' ah-ha experiences (Bion, Argyris and Kegan & Lahey spring to mind); a good deal of 'hands-on' experience of consulting/facilitating in a safe, learning environment and a greater degree of confidence in relation to process-consultancy.

Willie Grieve, Independent Consultant, 10/11 Diploma

The process of participating in the Diploma developed my confidence, practice and thinking in working with organisations to a significant degree. The grounding in skills of analysis and working with role have become central tools to facilitation, training, leadership and consultancy that I'm involved in.

Manager of STAR Project, Paisley, 06/07 Diploma



PROGRAMME DESIGN

The programme comprises 8 learning modules, each of 2.5 days duration, plus two full-day action learning sets. Each module is structured to be a combination of theory input and applied experiential learning, including the integration of theory and practice in praxis sessions.

Modules will include an examination of:

- systemic thinking and practice
- finding, making and taking up your organisational role
- supporting groups and individuals to discern
- how to be a reflective practitioner and use approaches drawn from action science
- change management
- a wide range of facilitation tools and techniques
- different approaches to and understandings of leadership and membership in organisations
- working with individuals and with groups in organisations
- strategic planning and evaluation.

Participants will be offered 3 one-to-one tutorial sessions with a member of the course staff over the course of the diploma. These tutorials will examine how each participant is applying what s/he is learning to her/his practice, and will support the participant in undertaking the final assignment.

In addition to the learning modules, all Diploma programme members will be expected to keep a learning diary and to complete a 10,000 word written assignment by January 2013, demonstrating application of the learning from the programme to a piece of work they have carried out. Award of the Diploma will depend on the quality of participation in sessions and written assignment.

Diploma participants will also be encouraged to take part in a 3 day group relations event to be hosted by the Craighead Institute and delivered by the Bayswater Institute in the autumn of 2012.



MODULE OUTLINE

1. EXPLORING ORGANISATIONAL LEADERSHIP AND CONSULTANCY – AN EXPERIENTIAL APPROACH.

This module offers participants the opportunity to take up their role as members of the diploma programme and begin the exploration of different approaches to organisational leadership and consultancy.

2. EXAMINING ORGANISATIONAL CONTEXTS AND CULTURE

This module offers participants a chance to explore how context and culture affect the dynamics of organisational life.

3. WORKING WITH ORGANISATIONS AS LIVING SYSTEMS

This module offers participants the chance to critically analyse organisational purpose systems and role.

4. PSYCHODYNAMIC APPROACH TO WORKING IN ORGANISATIONS

This module offers participants the opportunity to explore issues of leadership, authority and power in the context of organisational life.

5. ACTIVE REFLECTION IN THE ROLE OF THE CONSULTANT

This module offers participants the chance to be more aware of their cognitive and emotional responses in their practitioner role.

6. FACILITATING CHANGE IN INDIVIDUALS AND IN GROUPS

This module offers participants the opportunity to understand and support the dynamics of change in organisations as leaders and consultants.

7. STRATEGY AND STRUCTURE IN ORGANISATIONS

This module offers participants the opportunity to learn how to use a range of strategic management tools.

8. ENDINGS AS LEADERS AND CONSULTANTS

This module offers participants the opportunity to implement an ending strategy.



COURSE STAFF

JO KENNEDY

Jo is Director of the Craighead Institute and also manages its consultancy practice. She has worked for 18 years as a trainer and consultant in the statutory and voluntary sectors as well as with religious congregations. She specialises in change management, strategic planning, evaluation, participation and leadership mentoring. Currently Jo is working on a major change programme in the community health sector in Scotland as well as providing consultancy to several international religious congregations. Jo has undertaken training in group analysis and systems theory. She has a particular interest in excluded groups and has published articles and books on individual planning and community building.

JOETTE THOMAS

Joette is an independent consultant who has worked in human services since 1990; nearly ten years of which were spent at Chief Officer level in the voluntary sector. Her current work includes training, coaching, facilitation and a range of supports for organisational review and development within the voluntary, public and social enterprise sectors. Joette has a particular interest in the area of leadership; she strives to inspire and strengthen the people and organisations with whom she works.

DUNCAN WALLACE

Duncan is a freelance organisational consultant who has worked in the voluntary and faith based sectors for the past 10 years. His previous role involved managing a programme offering tailored consultancy services to community health organisations across Glasgow. As a consultant he specialises in board/governance development, strategic planning, facilitation training, evaluation, training needs analysis and leadership/management mentoring. Duncan continues to study and seeks to work from a systemic and psychodynamic perspective.

MODULE STAFF

These will be drawn from associates and colleagues of the Craighead Institute. They will include:

MICHAEL BUTLER-BURNS, DOCTOR OF MINISTRY

Michael is an organisational development consultant who has specialised in teaching reflective practices for twenty years. He has worked in private, public and voluntary sectors in strategic planning, leadership development, mentoring and coaching. He has also devised and implemented methods of planning that combine the best practices of spirituality, discernment and social science for church systems and religious orders. His doctoral studies focus on supervision with emphasis on action science, action learning and communities of practice.



COLIN QUINE

Colin is a Senior Organisational Analyst at The Grubb Institute London, with over 35 years experience of organisational consultancy and facilitation in the private, public and voluntary sectors. He works on issues of leadership, vision and purpose, on developing inter-agency partnerships and on developing an applied understanding of the human processes which lead to profound personal and organisational transformation. He has a particular interest in faith and values based organisations.

Colin has contributed to the development of the Grubb Institute's *Transforming Experience Framework*. He has taught on three previous Diploma Programmes and is a Faculty Member of The Grubb Institute's MA in Organisational Analysis.

DEREK RAFFAELLI

Derek is an organisational consultant and psychoanalytic psychotherapist, who works with both private and not-for-profit organisations. Recent and ongoing work includes consulting to the Health Service Executive, Dublin, to the management of a High Street department store and teaching on a leadership development programme for a Danish-based agribusiness. He has coached executives in the USA and inducted executives into an MBA executive programme at the International Hellenic University, Greece. Derek is a member of the International Society for the Psychoanalytic Study of Organisations, of the British Psychoanalytic Council and an Associate Fellow of the British Psychological Society and a Fellow of the Bayswater Institute.

EXTERNAL EXAMINER

PROFESSOR TONY TOWNSEND

Tony is chair in Public Service Educational Leadership and Management at the University of Glasgow



DURATION OF THE PROGRAMME

The learning modules will take place on the following dates:

MODULE 1	29–31 March 2012
MODULE 2	10–12 May 2012
MODULE 3	21–23 June 2012
ACTION LEARNING SET 1	12 July 2012
MODULE 4	16–18 August 2012
MODULE 5	28–30 September 2012
MODULE 6	22–24 November 2012
MODULE 7	17–19 January 2013
ACTION LEARNING SET 2	21 February 2013
MODULE 8	14–16 March 2013

Each module runs from 9.00am to 5.00pm on and Thursdays and Fridays and from 9.00am to 1.00pm on Saturday.

This Diploma is non-residential and takes place at The Craighead Institute, Glasgow, Scotland. Attendance at all modules is expected.

FEES

The fee for the Diploma programme inclusive of tutoring and exiting interview is £3200. There is a Registration fee of £20.00 (non-returnable, payable with the Application).

A limited number of bursaries may be available dependent on uptake of the course.



ABOUT THE CRAIGHEAD INSTITUTE

The Craighead Institute is an international institute of consultancy, research and training. The Institute was set up in 1987. Its mission is to promote social justice through supporting individuals, groups, communities and organisations to integrate their faith, values and belief with their work.

Over the years the Institute has worked with a wide variety of groups and organisations across the world and in all sectors of society including government agencies, non-government agencies (NGOs), business, education, health, the churches and the social services.

It has developed an approach to consultancy and facilitation which is interconnected and holistic (systemic). It draws on a range of theoretical approaches to develop frameworks, which include an exploration and analysis of experience, a process of discernment and clear action planning.

The Craighead Institute is on the National Register of Continuing Professional Development (CPD) Providers in Scotland. All courses are CPD accreditable.



APPLICATIONS AND ACCEPTANCE

Further information and an application form is available from the Dawn Revie at The Craighead Institute.

Acceptance on the Diploma programme will be dependent on a pre-course interview, which will explore whether this is an appropriate programme for the applicant.

[This document can be downloaded as a PDF from the Craighead Institute website.](#)

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