

“TELOS comes from the Greek word for goal, aim and purpose; it is used here to suggest an imaginative orientation to what is possible for organizations”



putting imagination to work

TELOS is an innovative organizational consultancy featuring the work of Professor Andrew Samuels.



Andrew Samuels is a well-known psychotherapist who was elected one of the first group of six Honorary Fellows of the United Kingdom Council for Psychotherapy. He is Professor of Analytical Psychology at the University of Essex and holds visiting chairs at New York, London and Roehampton universities. His many books have been translated into 19 languages.

Andrew has worked as a consultant for DelMonte, Nokia, Tesco, the cities of Tokyo and St Petersburg, the Labour Party and political groupings in the United States, South Africa, Poland, Russia and Israel, the National Health Service, interfaith groups, and several organizations in the therapy and counselling field.

Whilst Andrew Samuels and TELOS will co-create specific workshops and seminars suitable for your organization, where necessary utilizing other psychotherapists with relevant specialist knowledge, here are brief descriptions of some programmes that have been successfully delivered in the past.



Putting You in Touch with the Organization You Always Intended to Be

Uses narrative techniques to reconnect people in a critical way with their original vision and mission. Changes that are necessary often require people to forgo the necessary period of sadness and mourning for what has been lost. Change will continue to feel destructive and unproductive if these emotional issues are not addressed. The programme enables organizations to manage emotional aspects of change, thereby increasing engagement levels on the part of staff and, via an outreach version of the programme, customers and stakeholders as well.



Taking Office Politics Seriously

Approaches derived from Andrew's acclaimed work in conflict resolution are used to illumine tensions in organizations, whether these have reached boiling point or not. Many disagreements are as much a matter of differing styles of arguing and communicating as they are about the actual content of the dispute. The programme uses humour and the capacity of the participants to give feedback to one another to recognise typical background issues that lead to intense conflict in organisations. The result is an increase in communication skills of participants and the organization's capacity to manage conflict without denying it and forcing it underground.



Good-Enough Leadership

Ideas that have been tried and tested in 'real' politics form the cornerstone of this programme that helps to build a realistic appraisal of what leaders can and can't do. One valuable feature is a psychologically sensitive approach to failure. Fear of failure so often leads to unimaginative and over-cautious leadership. Models of collaborative leadership and team working do not always address these issues. Andrew honed these ideas working with leading political figures in the United States and the programme invariably stimulates discussion about whether or not the organization is maximizing the realistic potential of its leadership resources and how to develop appropriate and productive attitudes to risk.



Masculinity in Organizations

NB – this programme is not only useful for men. Everyone can benefit from the in-depth exploration of how changing images of and attitudes to masculinity impact on the life of organizations. Andrew's work on problems and possibilities facing men in contemporary societies has gained international recognition and he uses his ideas to bring to the surface problems between the sexes that all too often handicap organizations. A special feature is a session on ***The Father in Organizations*** in which issues of authority and control are highlighted in an immediate way. Organizational energy that has been trapped in a 'war of the sexes' is released and much greater engagement with the organization results.



Fairness – the Imaginative Approach

The fairness agenda is central to financial service delivery - yet even the Financial Services Authority admits that it is a very vague idea because people do not come in a standard format. This programme shows how fairness can be approached in a manner that honours and makes use of the difference and diversity between people and the various sets of wishes and aspirations alive within them. Compliance with regulations is only one objective of the programme which is intended to maximize the effectiveness of all contacts between staff and customers. The programme is also suitable for organizations outside the financial services sector. The gains from this programme range from developing innovative interviewing techniques to the maintenance of ethical and holistic organizational values.



Generational Conflict in Organizations

The core myth of much of Western civilization is Oedipus who, amongst other things, kills his father without realizing what he is doing. Intergenerational conflict is inevitable – yet many organizations completely fail to see this, or to understand how potentially valuable it can be if the generations can be helped to work together. Experience shows that many organizations simply don't notice how much of their failure to function effectively is due to blockages caused by generational issues; the programme offers tools to manage these dynamics.



Imagination Access Groups

This is a unique method of putting the imagination to work, for example in terms of an organization, company, unit or brand that is somehow failing. When ordinary approaches have been tried and have failed to improve things, there is no reason to ignore what the collective imagination of the team has to say. But how to listen? Andrew is one of the leading Jungian Analysts in the world and his research on archetypal aspects of human experience underpins his ability to help organizations access knowledge they did not know that they already possessed. The organization benefits from such knowledge and the participants feel connected and committed to the organization in a more emotionally profound sense.

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