ORGANISATIONS & TEAMS



Work with *Dr Libby Nugent*

CLINICAL PSYCHOLOGIST · GROUP ANALYST · AUTHOR · SPEAKER

Organisations often know what they are doing. It can be much harder to understand what is happening between the people doing it.

Dr Libby Nugent works with leaders, teams and professional organisations to explore the less visible forces shaping organisational life: authority, anxiety, belonging, conflict, hidden labour, meaning and change.

Drawing on clinical psychology and group analysis, her work uses structured reflection and mediating third objects to create enough distance for groups to think about difficult organisational material without immediately personalising it.

FOUR WAYS TO WORK TOGETHER

01 Spinning Straw into Gold

02 The Necessary Task

03 Leading Through Change

04 Thinking in Groups

ONLINE OR IN PERSON · KEYNOTES · TEAM DAYS · LEADERSHIP WORK · BESPOKE PROGRAMMES

ORGANISATIONS & TEAMS

A different way to think together

When a team talks directly about a difficult problem, discussion can quickly become personalised, defended or repetitive. Dr Nugent uses mediating third objects — carefully chosen images, texts, diagrams, scenarios, objects and mapping tools — to give a group something shared to think with.

The object creates a little distance from the immediate problem. Different perspectives can be explored before the group reconnects what it has noticed to its own relationships, roles and organisational task.

The purpose is not interpretation for its own sake. It is to help groups think more clearly, speak about difficult material and develop skills they can use back at work.

MEDIATING THIRD OBJECT

A mediating third object is a shared external prompt — for example an image, brief text, diagram, anonymised scenario, object, map or model — introduced to help a group think about difficult organisational material at a little distance.

Rather than beginning with direct discussion of individuals or relationships, participants first explore the object and the different meanings it evokes. The facilitator then helps the group connect those observations back to its own work.

WHAT PARTICIPANTS TAKE BACK TO WORK

- Noticing when a difficulty is being personalised rather than understood as part of a wider group or system
- Distinguishing task, relational, role/authority and organisational dimensions of a problem
- Using inquiry and reframing to keep difficult conversations thinkable
- Working with multiple perspectives without forcing premature agreement
- Recognising patterns of authority, silence, escalation and informal power
- Turning reflection into a specific change in how a meeting, conversation or piece of work is approached

Value, authority and pressure

OFFER 01

01 Spinning Straw into Gold

Value, Values and the Hidden Economies of Work

Some of the work on which organisations depend is highly visible and measurable; other work — coordination, judgement, relationship management, thinking and containment — is harder to see. Using mediating third objects, participants map where effort is going and examine the relationship between activity, measurement and value.

FOR

Leadership teams and knowledge-based organisations, including professional services, healthcare, universities, charities and consultancies.

FORMAT

60–90 minute keynote or workshop, half-day or full-day programme.

OPPORTUNITIES TO DEVELOP AND PRACTISE SKILLS IN

- Making hidden work discussable and more visible
- Distinguishing workload from work design
- Identifying organisational friction and competing priorities
- Recognising where valuable capacity is being consumed

Fees from £2,500 · half-day from £4,000 · full-day from £5,500

Full fee guide p.08

> *Some of the work on which organisations depend is highly visible and measurable; other work is harder to see.*

Leadership, judgement and responsibility

OFFER 02

02 The Necessary Task

Leadership, Authority and Responsibility Under Pressure

Leadership becomes most difficult when there is no clean answer: competing demands, limited resources, strong feelings and pressure to provide certainty. Through carefully chosen mediating third objects, participants can examine authority and responsibility without reducing complex situations to individual leadership style.

FOR

Senior and emerging leaders, leadership teams, professional leads and organisations working under sustained pressure or change.

FORMAT

Keynote, 90-minute session, half-day workshop or full-day organisational event.

OPPORTUNITIES TO DEVELOP AND PRACTISE SKILLS IN

- Clarifying role, mandate and boundaries
- Making judgements under uncertainty
- Noticing pressures towards over-control or avoidance
- Remaining thoughtful when a group wants immediate certainty

Fees from £2,500 · half-day from £4,000 · full-day from £5,500

Full fee guide p.08

> *Leadership becomes most difficult when there is no clean answer.*

Change, transition and adaptation

OFFER 03

03 Leading Through Change

Teams, Uncertainty and Adaptation

Change is often managed through plans, milestones and communications while the group's experience of uncertainty, altered roles and competing priorities remains less visible. Using mediating third objects, participants examine change at enough distance to think rather than simply react.

FOR

Executive and leadership teams, partnerships and organisations undergoing restructuring, growth, merger or other transition.

FORMAT

Bespoke 60–90 minute session, half-day or full-day programme.

OPPORTUNITIES TO DEVELOP AND PRACTISE SKILLS IN

- Recognising group responses to uncertainty and altered roles
- Surfacing competing narratives during transition
- Distinguishing task pressures from relational pressures
- Restoring collective sense-making during change

Fees from £2,500 · half-day from £4,000 · full-day from £5,500

Full fee guide p.08

"Examining change at enough distance to think rather than simply react.

Conflict, power and difficult conversations

OFFER 04

04 Thinking in Groups

Conflict, Power and Difficult Conversations

Conflict easily becomes personalised: who is difficult, who is right, who should change. This session uses mediating third objects to slow that process down and make the wider pattern available for thought. Participants can explore different interpretations before reconnecting the discussion to live organisational relationships.

FOR

Boards, partnerships, leadership teams, professional bodies and people responsible for leading groups.

FORMAT

60–90 minute keynote or webinar, half-day workshop, full-day training or large-group event.

OPPORTUNITIES TO DEVELOP AND PRACTISE SKILLS IN

- Approaching difficult conversations without premature blame or closure
- Recognising informal power, silence, alliances and escalation
- Distinguishing task disagreement from group or system dynamics
- Practising inquiry rather than immediate judgement

Fees from £2,500 · half-day from £4,000 · full-day from £5,500

Full fee guide p.08

> *Conflict easily becomes personalised: who is difficult, who is right, who should change.*

BESPOKE COMMISSIONS

Designed around the question

Each session can be adapted to the organisation, professional group and context.

Dr Nugent also develops bespoke interventions around particular organisational questions including change, conflict, leadership, authority, professional identity, belonging, difficult transitions and team dynamics.

A PROGRAMME CAN COMBINE

Keynote 01

A focused conceptual frame for the organisational question.

Mediating third object 02

A shared image, text, diagram, scenario or mapping tool.

Small groups 03

Structured reflection that allows participants to test and deepen thinking.

Large group 04

Facilitated discussion of what the wider group or system is making visible.

Reflective materials 05

Questions and prompts that help continue the work after the event.

Scoping conversation 06

Clarifies the organisational question, audience and desired application back at work.

ABOUT & ENQUIRIES

Practical depth, usable thinking

ABOUT DR LIBBY NUGENT

Dr Libby Nugent is a Clinical Psychologist and Group Analyst. Her work focuses on what happens to thinking, authority and relationships in groups and organisations under pressure. She uses group-analytic ideas, structured reflection and mediating third objects to help teams examine difficult dynamics without collapsing them into individual blame or simplistic solutions.

Not sure which programme fits? *Start with the organisational problem.*

A short scoping conversation can identify the most useful focus, format and level of customisation.

ORGANISATIONAL COMMISSIONS

60–90 minute organisational session	FROM £2,500
Half-day facilitated programme	FROM £4,000
Full-day programme	FROM £5,500

Bespoke leadership-team, multi-session and organisation-wide programmes are quoted following an initial scoping conversation. Fees reflect preparation, group size, level of customisation and follow-up.

ENQUIRIES & COMMISSIONS

www.libbynugent.co.uk

For organisational commissions, please include the group, context, approximate group size, and what you would like the work to help with.

BOOKS & REFLECTIVE RESOURCES

www.spinningcirclepress.co.uk

Travel and accommodation are quoted separately where required. Charitable, educational and NHS work can be discussed individually.