

APPCIOS

Psychodynamic Organisational Therapy

Portfolio Training Handbook



2024

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Aim of the Handbook

The aim of this handbook is to help structure your portfolio training. It is designed to support members who wish to become full members of APPCIOS by pulling together key information, explaining what we are looking for in a Psychodynamic Organisational Therapist and setting out the competencies required to reach full membership level. It is designed in part to be a working document through which you can collect and demonstrate evidence of learning in an incremental way.

What is a Psychodynamic Organisational Therapist (POT)?

APPCIOS's psychodynamic organisational therapists work in a variety of professional roles, within a wide spectrum of organisations that provide services for vulnerable client groups of all ages. They apply psychoanalytic thinking to their working context, to facilitate the creation and maintenance of a therapeutic environment. They do not offer individual psychotherapy, although they may offer formal and informal counselling within an organisational setting.

This work requires a specialist skill set that differs from that of individual psychoanalytic psychotherapists working within the consulting room, and we have evolved an appropriate programme of training over many years. On qualification, our members are eligible for BPC registration as psychodynamic organisational therapists, not as clinicians offering psychotherapy to groups or individuals in private practice.

The Modality:

Psychodynamic organisational therapy focuses on the overlap between the unconscious dynamics of organisations and of individuals. This is an application of psychoanalytic thinking that differs from that practised by psychoanalytic clinicians trained to work with individual patients within the consulting room, although it shares the same theoretical base.

Psychodynamic organisational therapy offers an understanding of how the internal worlds of the many individuals who staff an organisation, and the internal worlds of their clients, intersect and impact upon one another; and of the complexity of the consequent dynamics. This is provided through the facilitation of experiential reflective groups, as well as through role consultation, informal counselling and **therapeutic supervision** (Appendix 5).

Portfolio Training

APPCIOS's POT training is individualised and incremental and is assessed against APPCIOS's standardised criteria which align with the BPC's registration to practise as a Psychodynamic Organisational Therapist.

Entry Criteria

- Applicants must demonstrate an ability to work to a high academic standard (post graduate level).

- Personal suitability for the Training is assessed through the admissions procedure, which is through a CV submission, references and interview. Applicants must demonstrate their ability to undertake a training which involves the consideration of unconscious processes.
- Applicants must normally have proven experience in psychodynamic thinking, either through accredited courses or through an equivalent experiential portfolio including, for instance, supervised practice, consultation in the workplace or participation in relevant group learning provided by psychodynamic or psychoanalytic practitioners.

Duration

As POT is a portfolio training, there is not a specified time requirement in terms of duration, but it is expected that the collection of evidence should take a minimum of **two** years.

Components

APPCIOS POT trainees are required to present evidence from a range of component courses, trainings and experiences gained both within APPCIOS and beyond it. Examples of these are: APPCIOS core webinars, APPCIOS member supervision and/or therapeutic supervision, APPCIOS group experiences, Group Relations Conferences, clinical trainings, or components of these (for example Infant Observation), academic courses and personal psychoanalysis/psychotherapy or experience of substantial experiential, psychoanalytically informed group membership, equivalent to personal therapy.

Trainees must keep a reflective journal which provides evidence of meeting the required competencies and of learning through process over time. See [Appendix 4](#).

Trainees must provide evidence of competency across **five** main areas of knowledge and experience.

- **Academic ability and knowledge of psychoanalytic theory**
- **Experience of work discussion and supervision**
- **Experiential learning about the psychodynamic functioning of groups and organisations**
- **Personal development and self-reflective work**
- **Experience of supervised formal or informal counselling in a workplace setting**

Details of components in these five areas can be found in [Appendix 2](#).

Additional specialist activities should be undertaken where appropriate.

Competencies

It is essential that psychodynamic organisational therapists should experience the range of competencies that they will be using as qualified organisational therapists. These are specialist competencies that differ from those required for psychoanalytic psychotherapists trained to work one-to-one in the consulting room. They include assessed competencies as outlined in *the curriculum for emotional development* set out in [Appendix 6](#). The following page describes the range of competencies required to register with APPCIOS/BPC as a Psychodynamic Organisational Therapist.

To achieve these competencies trainees are required to have undertaken the following activities or equivalent¹:

1. A minimum of two years' therapeutic supervision or its equivalent from an APPCIOS-recognised therapeutic supervisor, either individually or within a small group. If you have not undertaken personal psychoanalytic psychotherapy, this will need to be one-to-one.
2. A minimum of two years' supervised practice – this must be with a BPC/ACP/APPCIOS approved supervisor.
3. A minimum of one year's reflective practice/work discussion - where students present and discuss their work in a group.
4. A minimum of one year's infant observation
5. An organisational observation, undertaken under the supervision of an APPCIOS-approved clinician.
6. An APPCIOS-approved course in the psychoanalytic understanding of race.
7. A minimum of two years' psychoanalytic theory including organisational theory.

Activities 3, 4 and 5 include ongoing experiential groups where participants explore together the impact of the material and its resonance on each of them at a personal level.

Guidelines for Individual Membership and the general criteria for different levels of membership within APPCIOS are provided in [Appendix 2](#).

¹ For example, if a trainee has not completed an infant observation, they would need to demonstrate that they have met the competency 'ability to apply psychodynamic observational skills' through an equivalent training experience.

COMPETENCIES FOR PSYCHODYNAMIC ORGANISATIONAL THERAPISTS

META COMPETENCIES	FOUNDATIONS OF PSYCHODYNAMIC WORK		SPECIALIST COMPETENCIES	
<p>Awareness of bias and its impact on our relationship to culture, religion, ethnicity, race, gender, age, class, disability, sexual orientation, and other protected characteristics.</p> <p>Awareness of the potential impact of biases on clinical judgement and preparedness to engage with this.</p>	<p>Ability to apply psychodynamic observational skills</p>	<p>Understanding of unconscious life and its effects on functioning, relationships, work, and change</p>	<p>Ability to draw upon psychodynamic theory and its application to groups, organisations, and networks</p>	<p>Ability to reflect on organisational history, culture, task, expectation, and one's position within this</p>
<p>Knowledge of legal and ethical frameworks relating to protected groups. Awareness of accessibility and its limitations and preparedness to make reasonable adjustments.</p>	<p>Ability to experience, tolerate, understand, and work with vulnerability, complexity, and emotional pain</p>	<p>Knowledge of and ability to draw upon and integrate relevant psychodynamic theory and its application</p>	<p>Ability to reflect on the position of an organisation within wider networks, and within society as a whole</p>	<p>Understanding of the unconscious life of organisational functioning and its impact on individuals and task</p>
<p>Knowledge of legal and ethical frameworks relating to safeguarding of children and of adults.</p>	<p>Ability to make use of 'process' as a source of understanding</p>	<p>Understanding of the importance of supervision and ability to make use of it</p>	<p>Ability to apply psychodynamic consultation, supervision and reflective practice to organisations, and individuals within them.</p>	
			<p>Ability to reflect on one's own position and role within an organisational setting. An understanding of oneself: of the impact of the interaction between one's own internal world and those of the individuals, client groups, staff groups and organisations with whom one works; and of the impact of societal pressures.</p>	
			<p>Ability to reflect on the impact of transference, countertransference and projections between the individuals within the organisation; on those impacting on the organisation from those beyond it; and the impact of the organisation's own projections on those external to it. The ability to make clinical use of this information to aid understanding of the organisation, its task and its members.</p>	

Training Assessment

Assessment Criteria & Process

Assessment is a three-part process. The criteria are set out in the competency framework document above and assessed in line with *'The curriculum of emotional development'*.

Candidates will work with allocated mentors and relevant webinar facilitators/tutors to gather a full portfolio of training, academic knowledge, clinical experience, and self-reflective work to submit for consideration to the Assessors Panel.

There are three main assessment tasks:

1. **A completed training log (Appendix 1.)**
2. **A series of written tasks (Appendix 3.)**
3. **A psychoanalytic interview**

1. Training Log

The training log is designed to be a working document that will help you keep track and record relevant training, therapeutic and clinical experience. It should contain evidence of meeting competencies set against the competency framework, written reports from supervisors and webinar/course leaders and CPD certificates. Your reflective journal should be cross referenced to reveal evidence of having met the competencies in the training log. Please see [Appendix 1.](#)

2. Written Tasks

The written tasks provide an opportunity for you to reflect upon your decision to apply for full membership and demonstrate your ability to apply theory to clinical work. Applicants' personal or group supervision, psychotherapy, training, work experience and CPD provide the foundation to an application. However, we are mainly looking for the applicant's ability to reflect upon these to show why it is now they are making an application.

The three written tasks are:

- An account of clinical organisational observation and practice with reference to relevant theory (1500 words)
- A personal statement (1500 words)
- A career timeline and commentary (2000 words for commentary)

A fuller description of each item can be found in [Appendix 3.](#)

Documents should be prepared and sent to the Head of Membership who will forward them to the Head of the Assessors Panel for consideration. Panel members will read and assess your submission against assessment criteria and will offer written feedback on the outcome.

You can ask your mentor or Head of Membership to meet with you prior to submission of documents to support you in preparing relevant information.

If the Assessment Panel agrees that you have met the standard for full membership you are then required to have a psychoanalytic interview with a senior APPCIOS and BPC member.

3. Psychoanalytic Interview

This is a confidential interview to assess your personal capacity to engage in psychodynamic work. The Head of Membership will be informed of the decision and offer feedback.

Full Membership

Once the assessment process is complete you will be informed by the Head of Membership whether you have been successful, then welcomed into APPCIOS as a Full Member, eligible for BPC registration as a Psychodynamic Organisational Therapist. From this point you will need to complete an annual CPD return to ensure continued registration.

Code of Ethics

<https://www.psychodynamicthinking.info/appcios-code-ethics-1>

Complaints

<https://www.psychodynamicthinking.info/appcios-complaints-procedure>

Appendix 1.

Training Log:

As you gather your portfolio of training, it might be helpful to take this log to meetings with your mentor. It can be used to support your assessment submission for full membership. It is designed to be a working document for you to add relevant training/experience. You should cross reference it with your reflective journal.

Examples of relevant evidence:

- Extracts from your reflective journal
- Webinar/tutor reports from any courses/trainings
- Supervisor's report on suitability and readiness
- CPD certificates
- Self-reflective reports
- Evidence of personal therapy/experiential group work
- Evidence of supervised professional practice

Meta Competencies

Competency	Source of Evidence
Awareness of bias and its impact on our relationship to culture, religion, ethnicity, race, gender, age, class, disability, sexual orientation, and other protected characteristics. Awareness of the potential impact of biases on clinical judgement and preparedness to engage with this.	
Knowledge of legal and ethical frameworks relating to protected groups. Awareness of accessibility and its limitations and preparedness to make reasonable adjustments.	
Knowledge of legal and ethical frameworks relating to safeguarding of children and of adults.	

Please use this box to attach any other sources of evidence or include extracts from your reflective journal:

Foundational competencies

Competency	Evidence
Ability to apply psychodynamic observational skills	
Understanding of unconscious life and its effects on functioning, relationships, work and change	
Ability to experience, tolerate, understand, and work with vulnerability, complexity, and emotional pain	
Knowledge of and ability to draw upon and integrate relevant psychodynamic theory and its application	
Ability to make use of 'process' as a source of understanding	
Understanding of the importance of supervision and ability to make use of it	

Please use this box to attach any other sources of evidence or include extracts from your reflective journal:

Specialist competencies

Competency	Evidence
Ability to draw upon psychodynamic theory and its application to groups, organisations, and networks	
* Ability to reflect on organisational history, culture, task, expectation, and one's position within this	
Ability to reflect on the position of an organisation within wider networks, and within society as a whole	
Understanding of the unconscious life of organisational functioning and its impact on individuals and task	
Ability to apply psychodynamic consultation, supervision and reflective practice to organisations, and individuals within them	

* Ability to reflect on one's own position and role within an organisational setting. An understanding of oneself: of the impact of the interaction between one's own internal world and those of the individuals, client groups, staff groups and organisations with whom one works; and of the impact of societal pressures

* Ability to reflect on the impact of transference, countertransference and projections between the individuals within the organisation; on those impacting on the organisation from those beyond it; and the impact of the organisation's own projections on those external to it. The ability to make clinical use of this information to aid understanding of the organisation, its task and its members

*Please refer in these sections to the **Curriculum for Emotional Development** in [Appendix 6](#)

Please use this box to attach any other sources of evidence or include extracts from your reflective journal:

Appendix 2

Individual Membership Guidelines

APPCIOS has three categories of membership: Associate; Senior Associate and Full.

The category offered will depend on the length, level, and depth of training and professional experience of the applicant, as evidenced in a detailed CV. This should demonstrate attainment in each of the five designated areas of knowledge and experience. These are:

- **Academic ability and knowledge of psychoanalytic theory**
 - Psychoanalytic concepts and their application to professional practice.
 - Psychoanalytic theory relating to human development across the lifespan, with reference to a particular age group or specialism where appropriate.
 - Psychoanalytic theory relating to the functioning of groups and organisations.
- **Experience of work discussion and supervision**
 - Participation in regular work-discussion seminars led by psychoanalytically trained clinicians.
 - Regular psychodynamic supervision in the workplace or provided by an psychodynamic or psychoanalytic external consultant.
 - In-house group supervision provided by a psychodynamic/psychoanalytic practitioner.
 - Supervision modules within an APPCIOS recognised or accredited course.
- **Experiential learning about the psychodynamic functioning of groups and organisations**
 - Group Relations conferences and events.
 - Participation in groups/workshops/discussions facilitated by a psychodynamic organisational consultant/therapist.
 - Work discussion groups with an organisational focus facilitated by a psychodynamic or psychoanalytic consultant.
 - In-house group experiential dynamics meetings facilitated by a psychodynamic or psychoanalytic consultant.
- **Personal development and self-reflective work**
 - Personal psychoanalytic psychotherapy/psychoanalysis (BPC registered) or psychoanalytically oriented experiential group work (BPC/ACP/Full members of APPCIOS) lasting at least two years, once weekly or more.
 - Reflective supervision within the workplace facilitated by a psychodynamic or psychoanalytic consultant.
 - Therapeutic supervision (particularly if personal therapy experience has not been undertaken) from an APPCIOS approved therapeutic supervisor.
 - Group therapy from an approved psychoanalytic psychotherapist.
 - Self-reflective work discussion groups facilitated by a psychodynamic or psychoanalytic consultant.
- **Experience of supervised formal or informal counselling in a workplace setting**
 - Supervised formal or informal individual counselling in an organisational setting, including relevant training.
 - Experience of receiving supervision or consultancy in other roles, such as therapist, supervisor, manager, or consultant.

Associate Membership requires that a member has a minimum of a year's experience and learning in each of the areas. This and the following categories of membership provide full access to the APPCIOS professional community.

Senior Associate Membership requires that a member has at least two years' experience in each of the learning areas and offers the opportunity to progress toward full membership. Admission requires a level of work equivalent to graduate standard. These members are eligible to become trainees with the British Psychoanalytic Council (BPC).

Full Membership requires substantial experience and skill at a sophisticated level in each of the above areas and leads to inclusion in the APPCIOS professional public register and eligibility for accreditation by the BPC as a Psychodynamic Organisational Therapist. These qualifications are recognised by the Professional Standards Authority. Admission requires post graduate level standard.

Appendix 3.

Assessment Submission Documents

An account of clinical organisational observation and practice with reference to relevant theory (1500 words)

Reflections on a piece of work from a theoretical stance

The purpose of this piece of writing is to demonstrate a live recourse to theoretical ideas when thinking about a work situation, be it individual, team or organisation. This should also illustrate your in-depth understanding of key psychoanalytic concepts.

Please write a short account of a work issue(s) and reflect on it using relevant psychoanalytic ideas. This could be containment, unconscious responses to anxiety, defences like splitting etc. Select a few that seem most helpful for the situation you are describing and arise naturally from it. Go for depth rather than quantity.

In writing this short account, please think about and include.

- The work context
- Why you have chosen to write about your topic
- Self-reflection at some depth
- Evidence of depth, digestion and integration of understanding the theory to which you refer

Use [conventional \(Harvard\) referencing](#) for any theory and writer you quote or refer to. Please add a bibliography.

Personal Statement (1500 words)

The purpose of this is to demonstrate what you have learned about yourself through psychoanalytic thinking and self-reflective work; that is, how your early personal history and the impact of subsequent experiences have shaped your inner world and ways of relating.

Please write a short account of your key life experiences and influences, personal and professional, including your opportunities for self-reflection.

In what ways might a psychoanalytic point of view, both theoretical and therapeutic, be influencing your current personal development and professional working life? To what extent does it help you towards increasing self-awareness and a growing understanding of experiences of your own and that of others?

Career timeline and commentary (Part 2 is 2000 words max)

This document is in two parts. The first is a basic timeline C.V. The second is a commentary on this. The commentary should be written so that the assessment panel get a clear and vivid account of how you see your career progression. We are looking to see how your different trainings and employments have contributed to you becoming more aware of yourself as part of the organisations you have worked in (and these organisations as part of

you). Freud's (1921) *Group Psychology and the Analysis of the Ego* and Bion's (1961) *Experiences in Groups* may be useful guides here.

Linking piece (500 words max)

This is a short piece of writing linking each of your submission documents to support the Assessors Panel in better understanding your application. You should state in this, why you are applying for full membership now and what you hope to gain in becoming a Full Member of APPCIOS and/or a BPC Psychodynamic Organisational Therapist.

Appendix 4.

Reflective Journal Description

There is no 'correct' format for maintaining a reflective journal. It is intended to capture your process of learning and your own engagement with that learning over time. As such you need to format it in a way that works for you and that you can make use of in providing evidence that you have met the required competencies.

Example:

- Start with a short description about the nature of the event, include date and time.
- Analyse and explain how you think about this in psychodynamic terms, including its impact on your individual development, internal world and how you understand the particular perspective you bring.
- Reflect on how you would think about or do things differently based on your experience.
- Go back to the reflection later and re-reflect on your reflection – what have you learned over time, with increased experience and knowledge?

The reflective journal should capture your experiences for the duration of your training but at a minimum should be kept for a year.

Appendix 5.

Therapeutic Supervision Description

APPCIOS therapeutic supervision is a methodology designed to facilitate experiential learning. Therapeutic supervision to trainees is usually provided by BPC/ACP registered psychoanalytic psychotherapists with additional training in therapeutic supervision, or by senior psychodynamic organisational therapists.

The supervisor invites exploration of the student's emotional responses to their work, relating them to the history and emotional state of vulnerable clients, to the dynamics of the organisation in which the student works, and to issues that resonate with the student's personal family background and history. This creates a space where transference, countertransference and projective identification can begin to be explored as they occur both within the workplace and in the relationship between student and supervisor.

The therapeutic supervisor continues this work with the student throughout their training.

The Curriculum for Emotional Development

SECTION 1 Attachment

- Taking up an appropriately junior role within a hierarchy as a student, supervisee or patient.
- Experiencing one's emotional responses to the setting and how far this affects performance in role.
- Taking an interest in linking these responses to early attachment experiences with primary caregivers.

SECTION 2 Personal History and Identity

- Mapping a personal narrative of one's journey to this point in one's life and acknowledging the influences that have shaped one's personality.
- Developing the beginnings of an understanding of one's own role in the dynamics of the family in which one grew up.
- Increasing one's self-awareness of the multiple identifications within the self and of any consequent internal conflictual dynamics.
- Developing a greater understanding of the desire to evacuate, deny or project into others those aspects of the self that may cause pain or anxiety.
- Increasing one's curiosity about the journeys and identifications of one's carers and of significant others, and of their need to evacuate, deny and project.
- Developing an increasing capacity to allow and acknowledge identifications with the widest possible diversity of human experience - acceptable and unacceptable - without evacuating, denying or projecting.

SECTION 3 Transference and Countertransference

- Beginning a process of recognition, moment-to-moment, of how one projects parts of the self into others.
- Beginning a process of re-assimilation and of the integration of projected parts of the self, resulting in a less depleted inner world.
- Developing the capacity to distinguish between one's own feelings, and those projected into one.
- Developing a deeper understanding of the processes by which one came to inhabit one's role within the family where one grew up.
- Developing a capacity to understand the impact of one's own projections on the clinician and on others.
- This should lead to the benign introjection of the therapist as a colleague in the work.

SECTION 4 The Development of Emotional Availability and Depressive Position Functioning in Relation to Oneself and Others.

- The growing internalisation of the therapeutic relationship; the consequent creation within oneself of an inner space where feelings and phantasies of one's own and of others can be acknowledged and safely contemplated.

- The use of this inner space to monitor feelings and phantasies, so that unconsidered actions can be pre-empted, and careful judgments made about how best to respond to others in everyone's best interests.

SECTION 5. Learning about Depressive Position Functioning beyond the Dyadic Relationship

- An increasing awareness of the scope and potential resources of one's own inner world and phantasy life, both for good and for bad; an understanding of how powerfully it motivates and drives actions without conscious awareness; and a recognition of the benefits of the collaborative integration of diverse aspects of the personality.
- An increasing ability to value the autonomy and separateness of others, an appreciation and respect for multiple perspectives and diversity of attachments, and thus a deepening capacity for collaborative, trustworthy and authentic relationships.
- An increasing capacity to make links between inner world functioning and external world functioning as observed in individuals, families, groups and organisations.
- An increasing faith and reliance on the processes of integration within the self and within society.

APPCIOS

Guideline for webinar participant appraisal

The aim of the appraisal is to think together with participants about their engagement and learning in your webinar. It is designed to be completed together to contribute to the participants understanding about their current level, progress and areas where they may need more development.

This appraisal will be kept as evidence in participants portfolio of training.

If there is information you wish to share confidentially about a participant, this can be sent to the chair of the POT steering group.

Name or Participant:

Webinar attended:

Dates:

Did the participant attend in full:

Please comment on:

Engagement and contributions:

Psychodynamic understanding:

Capacity to apply psychodynamic concepts to work/organisations:

Webinar content in meeting individual participants needs:

Areas of possible development – next steps:

Please tell us anything else you think is important to address:

Name of webinar leader:

Signed:

Date:

Name or participant:

Signed:

Date:

APPCIOS

Portfolio Assessment Submission Feedback Form

Evidence	Assessment Criteria	Assessment Panel Feedback
A - Career Timeline and Commentary	<ol style="list-style-type: none"> 1) set out as a coherent timeline 2) includes detail on training schools, qualifications, and employment 	
B - An account of clinical organisational observation and practice with reference to relevant theory	<ol style="list-style-type: none"> 1) allows the panel to access candidate's thinking about an episode or situation in their workplace. This should demonstrate their ability to closely observe themselves and others, and to link this to appropriately selected theory 2) Is accurately referenced using Harvard Referencing and includes bibliography 	
C – Personal Statement	<ol style="list-style-type: none"> 1) presents a clear account of why it is now that application is being made 2) reflects upon professional journey drawing upon what has been learnt in training, supervisions and workplace 3) provides a clear sense of life development 	
Overall comment (points for resubmission where applicable)		

APPCIOS

Mentor/Supervisor report

Students on the Appcios Psychodynamic Organisational Therapy programme are required to obtain reports from their mentors and supervisors in support of their application for full membership

Name of applicant:

Relationship to applicant (mentor/supervisor):

Dates the applicant has been known to you:

Can you please comment on the applicant's ability to make use of mentoring/supervision in the following areas

Engagement and contributions:

Psychodynamic understanding of individual's needs:

Capacity to apply psychodynamic concepts to work/organisations:

Capacity to use self-reflection as an aid to learning and development:

Areas of possible development or concern:

Please tell us anything else you think is important to consider:

Name of Mentor/Supervisor including professional membership details:

Signed:

Date: