



The level of training at GISC is exceptional. I felt a deep connection with each member of the faculty. I felt that they were interested in my development and supported my learning.

Deb Brosan  
Consultant

I have found the programs at GISC to be an excellent blend of theory and practice, an opportunity to explore leadership issues with other senior leaders, and a coming together of like-minded people who bring an optimistic attitude to the challenges that face organizations and the world. The Gestalt leadership model provides a foundation for balancing the demands that we face as leaders. I have strongly recommended the program to others.

Gerry Gaetz  
Chief, Banking Operations, Bank of Canada

I work in community-based preventive and foster care services. The training at GISC has helped me to serve my client families and the community better. My clients have expressed how much they appreciate the optimistic approach that I now use in my work. I have seen parents move away from a place of shame to one of hopefulness and achievement.

Brooke Conley  
Social Worker

I have been participating in programs at GISC for the past eight years. More recently I have been integrating the Cape Cod Model with my work at Best Buy, a Fortune 100 company. The Cape Cod Model has helped my program teams reduce defensive behavior and increase the quality of debate resulting in faster, better decisions. Speed is important in a retail business; GISC has helped us learn more efficient ways of working together while creating an environment that supports learning and personal growth.

John Farrell  
Director, Best Buy Co., Inc.

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2009 GISC  
PROGRAMS  
AND SERVICES

## EXECUTIVE AND PROFESSIONAL DEVELOPMENT



*Transforming the way we live and work in the world.*





# Welcome from Our President and CEO

People often ask me how we achieve such profound results in our programs – what it is that produces powerful professional and personal development. For me, it’s a path that combines the two, an integration of what I know to be true in me and what I learn to be true in my work. A path that brings me professional success and personal fulfillment. A path that leads me to be able to create environments that allow others to flourish while also producing bottom line results, and to a sense of satisfaction and joy in how I live and what I accomplish. We offer that integrated path at GISC, and I think that is why our reputation has been expanding around the world.

I’ve discovered that most people come to study with us when they’ve already achieved a measure of skill and success in the content of their field. They come looking for greater facility in the process of working with others, an ease of leading, an enhanced ability to achieve their own potential and to make a difference in the world. And they return year after year. They return for the proven results, the provocative discussions, the professional edge. They return to participate in the generative learning environment we create.

I hear lots of kudos for our programs. “It’s the best training I’ve experienced in my thirty-year career.” “I found the instructor community to be exemplary in their knowledge and gifted in sharing information through live discussion and exercises.” “You manage to close the learning-doing gap.” “I believe I am far more effective with my clients as a result of my training at GISC. And a much better person as well. The GISC faculty and staff are great.” A few have even asked me, “what’s the magic?”

It isn’t magic, it is techniques and theory that have been refined over years. Our core training technology is a combination of presentation, reflection, experience, and practice, so you don’t just learn new ideas, but add practiced skills to your repertoire. Our small faculty-student ratio allows every participant to have a personal experience, and students’ business and professional cases often form a framework for some part of the learning. The excellence of our faculty is enhanced by the depth of expertise of our participants, and the intense dialogue that takes place leads to relationships that become ongoing professional networks spanning the globe. Our faculty and participants come from many countries and cultures, and we offer programs around the world - South Africa, Italy, Sweden, and Mexico just in the last year. Not only does this enhance the richness of peer learning, it also affirms the broad applicability of the skills we teach.

In the past year we have honed our focus on what we do best. We’re expanding our faculty and programs. We’ve enhanced our continuing education accreditations, and we are exploring offering certifications for practitioners. Generous donations that demonstrate confidence in our value and our future have allowed us to enhance our facilities and entirely eliminate our mortgage debt.

For the purposes of this catalogue we have organized our programs by application: those for business and nonprofit leaders, and those for practitioners (consultants, coaches, clinicians, and educators). However, many of the skills we teach cross applications. While most of our programs focus on professional skills, we offer several programs focused on your personal life. In addition, every GISC program has some component of personal growth; your self-knowledge has long been proven to be the greatest contributor to your success and satisfaction. So I encourage you to explore the entire catalogue and hope we’ll see you soon.

Nancy Hardaway, Ed.M.  
President and CEO

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This catalogue organizes programs according to those designed specifically for business and organizational leaders and those for practitioners such as organizational consultants, coaches, clinicians, and social change consultants. However, the skills of both have much in common so cross-disciplinary participation is encouraged. Other professionals are also welcome and often attend.

catalogue design by cmcommunications.com



# About GISC

## Who We Are

The Gestalt International Study Center is a worldwide community of faculty, students, and researchers engaged in the development of organizational leaders and practitioners. We create powerful and innovative learning experiences for individuals and organizations, using a unique training technology that produces enduring results.

Three important elements distinguish our programs. Our training programs are **rigorous**, our methods based on years of research and successful application across disciplines, cultures and continents. The learning is **applied**, which means that our programs are concrete and practical, and you can put new skills to use immediately, although they may take much practice to master. The results are **profound**; there is a magnitude of impact in your work and in your life that is far beyond the norm. Because of this, many of our participants return year after year to GISC.

We are an independent nonprofit organization and a community of diverse individuals, anchored by the values of trust, optimism, generosity, and the importance of lifelong learning. As a nonprofit, we have the flexibility to continuously refine and explore our theory and applications, and aren't bounded by the thinking or goals of any one individual or corporation. We are engaged in formal study groups, annual conferences, commissioned research, and the publication of books and academic journals as we seek to continuously deepen our insight into how people work well together.

## What We Do

We develop highly successful business and nonprofit leaders, as well as practitioners involved with organizational consulting, coaching, therapy, human resource development, education, and social transformation.

Through years of research, observation, and application in the field, we have developed theory and applications that articulate how individuals can be most effective, how people work well together, how groups develop successful interactions, and how organizations develop high performing cultures. Our core training technology combines experiences that support self-reflection with opportunities to practice new skills; we enable participants to learn and develop in a personalized way.

This theory provides a foundation and structure for learning and our teaching methodology ensures that participants come away having internalized how to integrate new skills and use their full potential to be more effective in working with others.

Our training develops the following personal competencies in participants:

- Enhanced self-awareness and confidence
- Stronger presence and ability to impact others
- Increased capacity to observe, decide and act with clarity and intention
- More skillful perception in the moment

Our training develops the following interpersonal competencies in participants:

- Developing relationships between people and between groups
- Articulating clear and useful feedback on the behavior of others
- Perceiving and building on the competence of individuals and groups
- Facilitating organizational effectiveness through systems knowledge and the dynamics of group interaction
- Leading successful change, recognizing and managing multiple perspectives
- Using the momentum of resistance as a part of change processes
- Understanding the development of high-performing organizational cultures

People who embark on a path of development at the Center learn to see more in themselves, their organizations and/or their clients. They learn to do more through others by acting more quickly, clearly and with intention. They learn to be more focused and impactful in how they interact and engage. They develop strong networks of influential people who share their values. They build their community and they contribute to their fields.

## What is Gestalt?

The Gestalt model underlies our work. “Gestalt” (ge’Shtält) means “an organized whole that is perceived as more than the sum of its parts.” It is a well-developed theory of how people take in and organize information, and how they use it in relating to each other. Gestalt theory originated in scientific research on human perception, was then applied to psychology where it gained recognition, and has subsequently been incorporated into many therapeutic models.

Through the work of our founders and others over the last fifty years, the theory has been further developed into an extraordinarily powerful organizational development application, producing highly effective leaders, groups, and organizations throughout the world.

At GISC, we teach the application of Gestalt theory with a unique emphasis on perceiving and expanding existing competence as the foundation for achieving one’s own and others’ full potential. This seemingly simple shift in perspective opens up new choices and possibilities, provides a basis of trust and respect that supports both professional and personal development, and creates lasting change.



# General Information

## Location

GISC is located two hours from Boston, in the town of Wellfleet, Massachusetts, on Cape Cod. Cape Cod is known for its quaint villages, sand dunes, and fantastic fresh seafood. The beaches are beautiful in the summer and the winter, and depending on the season, participants in our programs can take advantage of a variety of nearby activities in the days preceding or following their training, playing tennis or golf, riding or walking the bicycle paths, whale-watching, or visiting the art galleries and theater in Wellfleet and Provincetown. For more information about the area, visit [www.allcapecod.com](http://www.allcapecod.com).

## How To Get To the Gestalt International Study Center

GISC is located at 1035 Cemetery Road in South Wellfleet, MA, on Cape Cod, which can be reached by car, plane, bus or ferry, and is approximately a two hour drive from both Providence and Boston airports. If driving to the Center, check directions carefully as GPS systems send users to the wrong Wellfleet address.

Complete travel information and housing recommendations are posted on our website at [www.gisc.org](http://www.gisc.org), and are available by contacting the Center.

## GISC Meeting House

Nestled in the woods of South Wellfleet, adjacent to the Cape Cod National Seashore bike trail, the purpose-built training center is a comfortable, functional, and attractive setting for intensive study and learning, designed for year-round use. The retreat-like setting allows participants to disconnect from daily life and immerse themselves in the learning. Available computer workstations and wireless internet access provide opportunities to stay connected. Ample lodging and restaurant choices are nearby.

On the grounds are two magnificent sculptures by Benson Selzer, whose Coplex Foundation provided the initial funding for GISC and also contributed to the construction of the Meeting House. A generous private donation in 2005 funded the creation of inviting outdoor seating areas, surrounded by native plants, “...to honor all who come here in pursuit of knowledge and for the love of nature.” Another anonymous donation in 2008 provided the funds to pay off the mortgages, leaving GISC free to focus resources on training, faculty, and theory development.

The Meeting House contains a social hall, large meeting room, four breakout rooms, administrative office, kitchen and library — all handicapped-accessible. It is available for study group meetings, institute retreats, and more. It is also available for rent, with preference and discounts given to members. Feel free to inquire about availability and rates, and let us know if you will be in the area and would like to visit.

## CE Information

The American Psychological Association approves GISC to offer continuing education for psychologists (APA, CE). GISC maintains responsibility for the program.

The State of Ohio Counselor and Social Worker Board grants GISC an approved provider status to provide continuing education for counselors and social workers (Counselor CPE and Social Work CPE). Approval for social work and counselor contact hours varies from state to state. Please consult your state’s credentialing board for information. The Ohio Nurses Association accepts continuing education credits approved by the State of Ohio Counselor and Social Worker Board as meeting the requirements for continuing education for nurses.

At the time of printing this catalogue, GISC has a number of programs pending certification by the International Coaching Federation. To confirm what programs have received certification, visit the following page:<http://www.coachfederation.org/ICF/For+Current+Members/Coach+Training/For+Prospective+Students/All+Training+Programs/>.

## Scholarships

GISC has a limited number of work-study scholarships available for each program for those who wish to offset the cost of tuition for themselves or their organization. Please call the office for more information or to apply.

The Gestalt International Study Center is incorporated as a nonprofit educational organization (IRS Section 501(c)3). GISC does not discriminate in any of its programs with regard to race, color, gender, national or ethnic origin, sexual orientation or handicapped condition. Please contact us if you have any special needs that might affect your participation in any of our programs.

# Programs for Leaders

Superior business performance is directly connected to the development of leadership capability. Organizations that invest in developing their people as effective leaders and managers create a sustainable advantage in an increasingly complex and competitive business environment. Organizations with highly effective leaders outperform competitors and have a meaningful and significant impact on their communities and the world.

Often leaders come to their positions with extensive technical knowledge and experience but limited development in the skills of leading and accomplishing objectives through others. True leadership, rather than being the practice of power, is the ability to build influence and attract followers. Being influential requires understanding how one’s personal style and presence impact people, in ways intended and unintended. Using a well-established and proven approach, GISC’s leadership development programs will help leaders capitalize on their individual strengths to become more influential and effective, supporting their ability to lead high performing teams and organizations. GISC’s proven training approach includes assessment tools, case studies, and a significant emphasis on practice, feedback and reflection.

## Participants benefit from:

- A personalized approach that develops the person in the position. The result is a more confident, resilient and adaptable leader who can better meet any situation as it arises.
- Specific methodology for creating good teamwork and building organizational culture.
- Extensive feedback about the impact participants have on others, and techniques that increase their presence.
- Practice in the skills of leading group interaction, giving feedback and having conversations that involve difficult topics.

## Organizations will benefit from:

- Influential leaders who can positively impact both organizational culture and the bottom line.
- Increased retention of employees through leadership capacity that develops and uses talent effectively.
- Enhanced ability to respond to rapid shifts in the environment through leaders who understand how to manage change and respond to resistance.

# L Leadership



## Custom Services

For organizations that want to expand their leadership capacity beyond participation in programs, we offer:

- A leadership development partnership that provides a relationship with faculty, combining program participation with team development and best practice exploration with other organizations.
- Opportunities to bring your team here for facilitated retreats and consultation with our faculty.
- Custom-designed training solutions based on our theory and practices to meet specific organization development needs, and integration of the new learning into corporate culture.
- Referral recommendations for Gestalt-trained consultants.
- Expanded access to executive coaches.

*“Every one of my 100 CEO clients wants to know how to do things better. GISC programs for leaders grow their power to answer these questions themselves and in a very deep and significant way – a way that will increase the bottom line of their business and their soul.”*

Will Phillips, CEO  
REX Roundtables for Executives.

Leadership Development — Path of Study	
Introductory Program	Skills for Influential Leadership, page 7
Core Intensive	Leadership in the 21st Century, page 8
Focused Topics	Building Effective Professional Relationships, page 10 Cape & Islands Nonprofit Leadership Development, page 11 Leading Nonprofit Organizations, page 12 Women, Work, and Leadership, page 13
Ongoing Learning	Annual Organizational Conference – Leadership Succession, page 14 Graduate Leadership Forum, page 15
Additional Learning (see Practitioner Training)	Applying the Cape Cod Model in Organizations, page 23 Building Blocks of Creativity, page 24 Cape Cod Training Program, page 20 Facilitating Leadership Transitions, page 29 In It Together: Partners Facing, Managing and Welcoming Change, page 36 Next Phase: Navigating Personal and Professional Transitions, page 37

Leadership Training Calendar

2009:	
January 12 – 15	Cape & Islands Nonprofit Leadership Development, Session One. . . . . Page 11
February 10 – 12	Cape & Islands Nonprofit Leadership Development, Session Two. . . . . Page 11
March 17 – 19	Cape & Islands Nonprofit Leadership Development, Session Three. . . . . Page 11
March 20 – 22	Women, Work, and Leadership. . . . . Page 13
March 29 – April 3	Leadership in the 21st Century, 2008-09 Week Two
April 20 – 22	Skills for Influential Leadership: An Overview. . . . . Page 7
April 28 – 30	Cape & Islands Nonprofit Leadership Development, Session Four. . . . . Page 11
May 28 – 31	Organizational Conference–Leadership Succession. . . . . Page 14
May 31 – June 3	Leading Nonprofit Organizations. . . . . Page 12
June 4 – 5	Cape & Islands Nonprofit Leadership Development, Session Five. . . . . Page 11
September 16 – 18	Cape & Islands Nonprofit Leadership Development, Session Six. . . . . Page 11
September 20 – 25	Leadership in the 21st Century, Week One. . . . . Page 8
October 13 – 14	Cape & Islands Nonprofit Leadership Development, Session Seven. . . . . Page 11
October 15 – 17	Skills for Influential Leadership: An Overview. . . . . Page 7
October 26 – 29	Graduate Leadership Forum. . . . . Page 15
November 7 - 11	Building Effective Professional Relationships. . . . . Page 10
2010:	
March 21 – 26	Leadership in the 21st Century, Week Two. . . . . Page 8
You may also be interested in:	
May 1 – 3	In It Together: Partners Facing, Managing and Welcoming Change. . . . . Page 36
May 14 – 21	Cape Cod Training Program. . . . . Page 20
July 30 – August 1	Building Blocks of Creativity. . . . . Page 24
August 27 – 30	Next Phase: Navigating Personal and Professional Transitions. . . . . Page 37
October 21 – 24	Facilitating Leadership Transitions. . . . . Page 29
November 13 – 15	Conference: Consulting to Family Businesses. . . . . Page 34
November 16 – 22	Applying the Cape Cod Model in Organizations. . . . . Page 23

Skills for Influential Leadership:  
An Overview

Dates	April 20 - 22, 2009 Begins Monday, 9am Ends Wednesday, 1pm	Also offered: Dates	October 15 - 17, 2009 Begins Thursday, 9am Ends Saturday, 1pm
Fee	\$1,550 GISC Members: \$1,500	Faculty	Nancy Hardaway, MEd, Michael Walsh, MBA
CE hours	18		
Faculty	John Wipfler, JD, MBA, Marianne Roy, MEd		

This workshop is an introduction to GISC’s model of influential leadership and presents the interpersonal skills that build highly effective groups and organizations. The focus will be on developing self-awareness and personal impact, understanding the cycle of change and how to productively handle resistance to change, and practicing techniques of managing teams. Using a variety of feedback tools, including a pre-workshop assessment instrument, participants will experience a rare opportunity to understand their impact and build awareness of their competencies. Practical opportunities will be provided to explore how to increase influence and accomplish objectives. Through small group leadership exercises and case work, participants will practice how to support effective group behavior, effectively manage differences, and work with the dynamics of change and resistance.

The program will present research and theory of this leadership model, but will emphasize practice, reflection, and feedback. Through a combination of presentations, individual and small group exercises, and discussion, participants will gain a new understanding of what characterizes effective leadership—both for themselves and for others. Pre-workshop personal assessment instrument will be included.



Benefits

- Participants will:
- Learn how their own presence influences their impact on others.
  - Develop the ability to recognize and support specific skills of influential leadership.
  - Identify and understand the interactions of small groups with more clarity.
  - Develop skills to better understand and cope with resistance and change processes.
  - Learn to interact with strategic intent to accomplish objectives.

Participants

This program is suitable for leaders, supervisors, and managers who seek a new approach to their roles. It may also be of interest to those who want to support leadership development in others.

*“I recently went through my notes from Skills for Influential Leadership and found that I have integrated a lot of things (which I became aware of during the course) into my life. Due to my improved awareness of multiple realities in my team, I believe I am a more integrative leader in my team now. I allow myself to slow down, step back before making choices. I have more awareness of the team process, I have noticed that I articulate differences more than in the past, which brings more clarity. I have told my boss about the change cycles and how leaders are often ahead and managers are just running behind and get frustrated. He was listening...and it helped the management team a lot, as he is sharing more future related information now.”*

Adriena Feckova, MD  
Business Development Manager  
Torrex Chiesi Group and General Manager, Slovakia

Leadership in the 21st Century:  
A Unique Program for Senior Executives

Dates	September 20 - 25, 2009 and March 21 - 26, 2010 Begins Sunday, 1pm Ends Friday, 1pm
Fee	\$10,450 GISC Members: \$10,400
CE hours	74
Faculty	Katherine Greenleaf, JD, Justin Ferrabee, MBA, Stuart Simon, LICSW



Constant change is a defining element of modern organizational life, requiring leaders who are flexible, adaptable, and skilled at working with people. Executives depend on their co-workers to accomplish their business goals, so it is essential that they know how to get the best from their colleagues. The pressure to achieve necessitates constant learning — about their field, their teams, themselves, and how well their organization is working as a whole.

Few leadership development programs teach executives the capabilities necessary to leverage their highly developed technical competencies using new skills that promote individual and group effectiveness. GISC’s Leadership Program uses a well-established and proven approach for increasing personal impact that will expand participants’ knowledge about themselves as leaders — helping them build on personal strengths and develop the potential of those with whom they work.

*“Leadership in the 21st Century helped me to become a more effective leader in my organization. In the program, I was able to explore my leadership style in an environment where I was able to take risks that furthered my development. As a result, I believe I am more authentic as a leader. I pay closer attention to the relational side of leadership, and enjoy a deeper understanding that developing effective relationships must be balanced with role and task competence if I am to be effective and successful in my role.”*

Adria Powell, COO  
CHCANY

The program is presented in two modules over a five-month period. It requires a commitment to attend both modules and to conduct an individual learning inquiry that relates to their organization between sessions. Each participant will be provided with an experienced executive coach who will work with them during Session One, in the time between Sessions One and Two, and following the completion of the program to support the integration and application of their learning.

The program provides a range of learning methods, including experiences which promote immediate personal insight, opportunities for intensive skill practice, plus time to reflect on one’s own leadership profile within an organization. Participants will return to their organizations with new skills, increased confidence to lead effectively, and fresh perspectives on the role they perform.

*“I have found Leadership in the 21st Century and other programs at GISC to be an excellent blend of theory and practice, an opportunity to explore leadership issues with other senior leaders, and a coming together of like-minded people who bring an optimistic attitude to the challenges that face organizations and the world. The Gestalt leadership model provides a foundation for balancing the demands that we face as leaders. I have strongly recommended the program to others.”*

Gerry Gaetz  
Chief, Banking Operations  
Bank of Canada

**Session One:**  
**Understanding Myself as a Leader**  
This work focuses on enhancing participants’ self-perception and building leadership presence. The unique opportunity to receive feedback from peers and faculty and to expand their range of behaviors provides participants an opportunity to make an immediate impact on their practical leadership skills. The session will include the following:

- An exploration of core leadership values and assumptions.
- Practice with a simple model to enhance effectiveness and authenticity of communication.
- Heightening appreciation of elements of presence and style of influence.
- Introduction to action inquiry as a leadership tool.
- Use of coaching skills in leadership.
- Meetings with individual executive coaches in preparation for intersession work.

**Session Two:**  
**Leading Groups & Influencing Change**  
This work focuses on the skills required for leading and participating in groups, and is enriched by extensive practical experience in how groups function most effectively. The renowned Cape Cod Model will be applied to leadership through participation in a full case study during which experiential sessions will provide intense practice in conducting impactful meetings and obtaining commitment to joint actions. The important dynamics of power issues will be addressed, along with a comprehensive model for managing change. The session will include the following:

- Seeing patterns of interactions in teams and small groups.
- Supporting the healthy functioning of teams.
- Using strategic and interpersonal skills in a balanced and effective way.
- Using power and hierarchy.
- Seeing the interrelationship of multiple levels of organizations.
- Meetings with individual executive coaches to integrate learning.

**Individual Executive Coaching**  
In order to ensure the individual application of the learning, each participant will be paired with an experienced executive coach. They will work together one-on-one and as part of a coaching team during and between both sessions to explore specific application of the learning to their role and organization.

**Benefits**  
Participants will:

- Gain clarity about their individual leadership style and how it impacts others, promoting greater flexibility in the challenges they face.
- Develop a practical and empowering approach to leading teams and other work groups, providing the means to harness the capabilities of all team members to deliver their goals.
- Master skills of influencing others, both those they manage and those over whom they do not have direct authority, developing a wider range of approaches for a broad spectrum of situations.
- Engender skills to use daily work and interactions with colleagues as opportunities for ongoing learning and personal development.
- Hone skills to manage conflict and resistance and use them as a force for change.

- Enjoy intense periods of contact with other leaders from a broad variety of organizations, gaining exposure to diverse business issues, best practices, and people who challenge and expand traditional thinking.

As a result, sponsoring organizations achieve superior business results with less effort and more creativity, are better able to adapt and change course when needed and with less resistance, and make better use of their people.

**Participants**  
The Program is designed for upper level executives in business, education, government, and nonprofit service organizations who wish to deepen their capacity to lead a high-performing organization. These individuals may now be at the top of their organizations, or are being groomed for this level of leadership. The mix of leaders who come to the Center, coupled with highly accomplished faculty, creates a rich and intense environment for learning.



# Building Effective Professional Relationships

Dates	November 7-11, 2009 Begins Saturday, 1pm Ends Wednesday, 12 noon
Fee	\$1,100 GISC Members: \$1,050
CE hours	30
Faculty	Edwin Nevis, PhD, Penny Backman, MSSA, and Donna Dennis, PhD



This workshop focuses on identifying and developing the skills necessary for creating and sustaining effective working relationships. There are two fundamental kinds of communication that take place among people in all work settings: those that promote connection and relationships (intimate), and those that serve to get things accomplished (strategic or task-oriented). One way of communicating emphasizes mutuality and interest in knowing the other more — “I like or care about you as another human being.” The other involves the use of hierarchical power or influence in the service of getting things done — “This has to be done this way in this time frame.” All communication requires the right balance of both, and many difficulties in working with others result from not finding that balance.

Through lectures, videotapes, demonstrations, and practicum experiences, participants will learn a powerful model for improving relationships in the organizational setting. The program is designed to heighten participants’ awareness concerning use of these two interaction modes, understand their preferred mode, and to explore the ways in which difficulties in relationships are often a function of inadequate use of one of the modes. The program’s structure provides multiple opportunities to practice how to use both modes in a balanced and integrated way, as well as time to explore specific individual experiences.

*“We do coaching of employees in our training. In Building Effective Professional Relationships I learned the need to balance intimate and strategic interactions. People noticed the change in my impact. When I came back from the training, people said ‘you have a different presence about you.’ I learned that we need to connect to and get to know our staff, get to know them from an empathetic place. Once you build the intimate ground, you then have the opportunity to coach and direct them in a more strategic way when you need to. Building this into our training model and into my own behavior has helped us create a very high rate of employee retention.”*

Nick Sarillo  
CEO, Nick’s Pizza and Pubs (third largest independent pizza company in the US)

## Benefits

Participants will:

- Learn to distinguish and utilize both modes of interaction, thereby increasing the effectiveness of their communication.
- Gain insight into where and why they experience difficulty in working with certain colleagues or clients, and improve their communication skills with those people.
- Understand and appreciate their own communication style and preferences, and become more flexible in their ability to balance attending to task and attending to relationship.
- Increase their ability to hold difficult conversations with others.

## Participants

This program is open to anyone seeking to improve their ability to manage relationships in a professional setting, whether as a coach, consultant, executive or manager.

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

# Cape & Islands Nonprofit Leadership Development

Dates	Session 1 Session 2 Session 3 Session 4 Session 5 Session 6 Session 7	January 12 – 15 February 10 – 12 March 17 – 19 April 28 – 30 June 4 – 5 September 16 – 18 October 13 – 14	Leadership Fund Development Board Development (Coach Introductions) Managing Change and Strategic Planning Staff Development and Organization Project Marketing and Communication Integration — Project Presentation
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Faculty Neil Sklarew, MS, MBA, Program Chair; Katherine Greenleaf, JD, Eleanor Hooks, PhD, Andrea Kihlstedt, MA, Robert Kolodny, PhD

Schedule subject to change. For final session schedule and content, scholarships, and pricing, please contact us or visit our website ([www.gisc.org](http://www.gisc.org)).

This high impact program is designed to strengthen the leadership skills of nonprofit executives on Cape Cod and the Islands, thereby improving their effectiveness in their organizations and in the communities that they serve. It provides for development of individual leaders, enhances staff-board functioning, supports organizational capacity and sustainability and furthers collaboration among nonprofit organizations.

Integral to the program is the GISC Model for Leadership, developed over 30 years. Nonprofit leaders will learn to heighten their awareness of their behavior and its impact on other people and the organization, to be more effective in influencing others, to better understand the management of diverse stakeholders, and to lead change. Significant attention in each session will also be given to the technical skills needed to lead nonprofit organizations and to the special issues of the Cape and Islands.

*“Because of my incredibly amazing learning experience at GISC I have a heightened awareness of how I deal with challenging issues and situations. This heightened awareness is helping me to manage how I now approach issues that may be uncomfortable. I am also using what I have learned to help my staff do the same. My involvement with GISC has helped me to enable my board of directors to increase their understanding of their role as board members and ultimately widened their lens of support for the organization, staff and clients.”*

Lysetta Hurge-Putnam  
Executive Director  
Independence House

## Benefits

Participants will:

- Develop skills for leading and influencing people in their organizations and in the communities they serve. Topics will include communication skills, leadership style, use of influence and power, teamwork and collaboration skills.
- Learn skills in critical leadership technical areas, including strategic planning, board development, diversified fundraising, and marketing.
- Complete an individual project they design to meet specific needs of their organization.
- Work with individual leadership coaches to guide each participant’s learning and project completion.
- Build an understanding of the different layers and groups within which they operate and how to identify points of maximum leverage in working with each.
- Develop leadership skills for working with the reality of constant change, and with personal and organizational resistance to this change.
- Practice hands-on learning through enactments, simulations, and real-life project work, paired with coaching and feedback.

## Participants

This program is open to qualified applicants who are senior staff or board members of non-profit organizations serving the Cape and Islands.

# Leading Nonprofit Organizations

Dates	May 31- June 3, 2009 Begins Sunday, 2pm Ends Wednesday, 12:30pm
Fee	\$790 GISC Members: \$740
CE hours	23
Faculty	Andrea Kihlstedt, MA, and Heather Berthoud, MS

This program is designed for executive directors (ED’s) of nonprofit organizations who wish to build their influence and increase their strategic effectiveness. The demands of attending to diverse stakeholders in rapidly shifting environments with limited resources make nonprofit leadership particularly challenging. Based on the GISC Model of Leadership, the program addresses these realities head-on, building on decades of experience in understanding organizations and developing leaders.

Engaging with other executive directors and exploring the Gestalt perspective, participants will have the opportunity to develop: a clearer picture of how to balance the multiple roles of the ED, a firmer sense of priorities given their organizational context, enhanced effectiveness in dealing with change and resistance to change, and new options for supporting and motivating staff. This practical workshop relates key concepts to fundraising, working with boards more effectively, and developing and managing staff. Participants will have extensive opportunities to experiment with the application of key concepts, exploring the strengths and limitations of their current style and practicing new skills.



## Benefits

Participants will:

- Gain heightened awareness of themselves and their effect on others.
- Strengthen their influence with staff and diverse stakeholders.
- Accept and manage multiple points of view.
- Understand resistance as a source of momentum that can actually support change.

## Participants

This workshop is specifically designed for experienced nonprofit executives who are committed to realizing their organization’s full potential — and their own.

*“GISC is all about learning to see, to listen, to pay attention. This sounds simple, but it’s not easy. Nor should it be. In the world of work, seeing, listening and paying attention are critical to the success of every relationship. And yet, these are the areas in which most people have little, if any, training. The nonprofit leadership program provided me with a context, a different kind of map. It provided a foundation for revising a business model, improving employee productivity, restructuring a leadership team, and working out a minor problem at home. If you come in with the right attitude, the results can be profound.”*

Howard Blumenthal  
CEO, MiND: Media Independence

# Women, Work and Leadership

Dates	March 20-22, 2009 Begins Friday, 2pm Ends Sunday, 1pm
Fee	\$725 GISC Members: \$675
CE hours	16
Faculty	Nancy Hardaway, MEd and Marianne Roy, MEd



This weekend workshop is a rare opportunity for women to work with other women to enhance the skills they need to have more influence, ease, and satisfaction in their professional spheres. The program focuses specifically on self-awareness, impact on others, dynamics of power, taking risks and managing failure.

Though grounded in research, this workshop is highly experiential. Through the use of a unique assessment instrument and other forms of feedback, participants will gain insight and awareness into their unique competencies and most effective work modes. They will explore how they present themselves, examine how they impact others, and practice ways to increase presence. Then they will look outward to understand the dynamics of power, and what they need to be aware of as women working to influence an outcome. Through exploring specific challenges they face, they will discover techniques to be more intentional in difficult situations. Because research shows that women tend to personalize failure, often triggering a self-diminishing cycle of shame, participants will have an opportunity to clarify their personal experience of failure and disappointment. Using this knowledge, they will explore how to see a broader range of choices and how to be more comfortable with risk.

The workshop combines individual and small group exercises in exploration and skill development, with time for reflection and sharing experience and personal challenges. In order to allow for more peer learning and interaction, this workshop includes Friday dinner, Saturday lunch, and breakfasts.

## Benefits

Participants will learn how to build on their strengths to:

- Act with more authority and confidence.
- Increase their ability to influence outcomes.
- Develop a new attitude toward risk and strategies for moving ahead when things don’t work out.
- Learn and practice strategies to be more effective in interacting with others.

## Participants

The workshop is open to any woman interested in developing her confidence and skills for enhanced success in the workplace.

*“Attending GISC helped me to become more aware of how I present myself. By paying attention to attributes that contribute to my presence, I have become a more effective leader. Learning to focus on my competencies and practicing being bold in asking for what I want helped my staff and I receive a financial bonus from our Board of Directors. I returned home the same person, but with a different frame of thinking. The self-information I gathered and the bonding with the other women participants was one of the very best experiences of my life.”*

Lynn Sickles  
Executive Director, Southern Adirondack Child Care Network

*“As counselor at law working in the field of estate planning, it’s critical to listen to and elicit a client’s goals and their particular needs in order to develop a plan that is most likely to achieve the client’s goals given specific circumstances. Participating in the Women and Work weekend instilled an awareness and deeper understanding of my role as listener. Through large and small group activities and reflections, I saw models and experienced a new way of tuning into my work as an attorney.”*

Gwynne Wiatrowski Guzzeau, Esq.



# Annual Organizational Conference: Leadership Succession and Transitions



Dates           **May 28-31, 2009**  
                  **Begins Thursday, 3pm**  
                  **Ends Sunday, 12 noon**

Fee              **\$850**  
                  **GISC Members: \$800**

CE hours       **21**

Faculty         **Conference Chair, Fran Johnston, PhD**

Leadership succession is an increasingly challenging issue in organizations of all sizes around the globe. With the massive exit of baby boom generation leaders ever - and the changing nature of workplace dynamics - organizations are faced with the challenge of developing a pipeline of leaders at all levels. Leadership transitions provide opportunities for shifts, different energy, and renewal for individuals, and teams and wider systems. How can we best support growth during such times? What dynamics occur at various levels and how might we intervene? Issues of selection, of how to support new leaders, of cultural resistance, and of loss of intellectual capital may all be present. This conference will assemble experts and best practices in the fields of leadership development, transition coaching and support, selection and evaluation, and organizational power dynamics. Leaders are invited to explore how their organization can face the challenges of succession with hope and optimism, use them to build strength and capacity, and consider their own transition experiences.

Each year, GISC has convened a conference that focuses on a specific organizational issue. Prior conferences have focused on complex multi-stakeholder change, creating high performance cultures, and shame and power in organizations.

Further details on conference presenters and topics will be found on our website.

- Benefits**
- Participants will:
- Learn how to support growth during transitions.
  - Understand organizational dynamics caused by leadership changes.
  - Gain insight on best practices of leadership selection and leadership development.
  - Explore individual succession challenges and experiences.

**Participants**

This conference is designed for leaders, board members, organizational consultants and executive coaches.

*“My attendance at several GISC programs and conferences has widened my professional skill set, widened my circle of friends and associates, and widened the eyes of some of my colleagues when they noticed the very positive impact of my learning there.”*

William Palmer, President  
William Palmer Consulting, Inc.

# Graduate Leadership Forum: Enhancing Leadership



Dates           **October 26-29, 2009**  
                  **Begins Monday, 9am**  
                  **Ends Thursday, 12 noon**

Fee              **\$2,600**  
                  **GISC Members: \$2,550**

CE hours       **24**

Faculty         **Rob Farrands, JD, PhD, and Bridget Farrands**

This graduate forum on leadership supports leaders’ desire to continue to reinforce and deepen the skills they developed in the Leadership in the 21st Century training program. The program focuses on three levels of leadership development. The first level concerns self-development. Leaders are engrossed in rich, complex environments. When they step out of that environment it is easier to develop and sustain self-awareness. The program will help participants develop strategies to continue their attention to their own learning as they face the daily pressures of their role. The second level deals with how leaders support their colleagues or team members, using what has been learned from their experience of coaching and applying those skills to the everyday practice of leadership. The third level focuses on how leaders develop their effectiveness by extending their influence and their ability to join with others to pursue common goals.

The faculty will offer the participants the opportunity to customize this program to their needs. Participants will be asked to propose specific issues they would like covered in advance of the program. The three levels of development will be drawn together and synthesized by addressing the specific issues brought by those attending the program.

*“I felt that the exercises we did during the course were very effective, in that you were often given an opportunity to step outside of your usual role or persona, to get a better understanding of another perspective. I also learned that I have often underestimated my power.”*

Sarah Wean  
New York Federal Reserve Bank

- Benefits**
- Participants will:
- Reinforce the skills of influential leadership they developed in earlier GISC programs.
  - Understand their organizations more fully by appreciating the way their individual awareness and perspective influences their objectivity.
  - Learn how to use coaching techniques that have been proven effective by extensive research in the development of peers and senior teams.
  - Understand how to more effectively join with others to achieve organizational goals.
  - Explore specific leadership issues in their own organization, receiving new perspective and best practice ideas.

**Participants**

This program is designed specifically with graduates of Leadership in the 21st Century and their supporting organizations in mind, as well as graduates of other GISC advanced training programs who support or are interested in highly effective leadership. It will be a unique opportunity for leaders from within a shared organization to deepen the impact of their training within their organization.

*“I deeply, deeply appreciate and value my learnings from our work at the center. We want to talk further about how the Center can serve us in developing the talent in our organization and to imbed the Gestalt approach in our organization.”*

Stewart Sundholm  
Applegate Farms

# Organizational Change through Powerful Micro-Level Interventions

## The Cape Cod Model

By Edwin C. Nevis, Joseph Melnick and Sonia March Nevis

Excerpted from OD Practitioner, Volume 40 No. 3, 2008

Organization development is the practice of building effectiveness of groups or aggregates of people engaged in joint effort. By definition, it is a macro-level enterprise that is designed to impact significant numbers of people, including the entire organization. Yet, while the goal of an intervention may be to change the organization as a whole, most of an OD practitioner's work is with a smaller number of people who carry accountability for organizational effectiveness or who are driving a change process.

Even in large group interventions, the entire firm is seldom, if ever, available to the practitioner. The same is true of leaders of the organization at all levels; they work through small numbers of people to affect the behavior of the many.

From this perspective, one can see OD as the practice of high impact micro-level interventions in the service of broad scale (macro level) performance improvement.

This paper presents a brief introduction to the Cape Cod Model, a Gestalt-oriented, skill-based approach that serves this purpose. The concepts and skills involved in the model are applicable to third party intervention, coaching, team-building, leadership development, and strategic advising.

The origins of the Model go back to work done in the 1960s and 1970s by Sonia March Nevis in the area of couple and family therapy, and that has been refined since then with colleagues through 40 years of study, consultation, teaching to organization consultants and psychotherapists, and to work with executives in leadership development [Melnick & Nevis, 2005A; Melnick & Nevis, 1999].

Essentially, the Model has two major components: the general stance and behavior of the intervener, and an action sequence guideline. Stance encompasses the underlying assumptions of the intervener, and provides an orientation toward what to observe and how to make useful comments. Action Sequence lays out a step-by-step locus of intervention that we have found to be very useful. Aspects of each are as follows:

### Stance of the Intervener:

- Optimistic View of Human Capability
- Observe with "Soft Eyes": Relaxed Waiting
- Focus on the System vs. the Individual
- Encourage an Experimental Attitude
- Use and Model Bold Behavior
- Teach Leaders to Teach Their Group

### Action Sequence Guideline:

- Build Trust by Being a Supportive Listener
- Introduce Rules for Self-Organizing Systems
- Focus First on Strengths of the System
- Relate Developmental Needs to Strengths
- "Try-Out" Practice by Client System
- Connect Intimate and Strategic Behavior

As with most process consultation models, the fundamental initial step is to begin to establish trust. This is supported by a stance of optimism, which the intervener tries to impart to the client system. We truly believe that, at a given moment, people are doing the best that they know how to do, and we try to convey this in our general stance. This is done in part by starting to point out strengths (what the system does well) before dealing with deficiencies or underdeveloped skills. Interveners are encouraged to be bold in their interventions, and to support intimate connection (bonding) among client members, as well as to make strategic comments. Two other aspects that distinguish the approach from traditional process consultation are the providing of "rules" for client group members, and the focus in hierarchical groups on supporting the leader by teaching him or her to teach these "rules" to group members.

We use this model in teaching consultants how to have more impact in consulting and coaching, in group applications such as team building and family therapy, and with executives in leadership development programs.

### Our Underlying Principles

In applying the Model we are guided by the following orienting principles:

- Our stance is one of optimism. We assume that people are doing the best they can at any given time.
- Interventions should be practical and readily perceived as useful by people. We concentrate

- on helping clients find the very next specific step that they can take to be more effective
- Influence is directed toward enhancing awareness of how people relate to each other, recognizing the process of a relationship or a group, and one's contribution to that process.
- Sharing our experience while working with clients is an important ingredient in heightening their awareness of their system and its patterns of behavior.
- Issues such as power and resistance to change are best understood as occurring in relationship, as opposed to being attributes of individuals.
- To be influential requires developing awareness of one's own patterns of relating, so that you can use your self as an instrument of change.
- We appreciate the validity of multiple realities and teach people how to welcome differences and to minimize conflict.
- Whether a group's functioning is based on mutuality (peer relationships) or organized around hierarchical differences, there is a flow of power that is crucial to perceive.
- Behavior can either be strategic, meant to achieve a goal, or intimate, intended to enhance bonding among people [Nevis, Backman, & Nevis, 2003].
- People are encouraged to design and utilize experiments in new behavior [Melnick & Nevis, 2005B].
- Skill emerges from detailed observation, on-going practice and feedback from a supportive learning community.

We have been applying these principles in the teaching of this Model to consultants and executives since 1975. Strategy oriented and technical specialty consultants have found that integrating work at the micro-level enhances acceptance of their ideas by clients. It is a major part of our Center's leadership development program. Executives find it a powerful perspective for revising the way in which they conduct meetings and carry out difficult conversations. We are continually encouraged by how well action-oriented, macro-focused leaders can see the value of a micro-level approach in support of enhanced organizational effectiveness.

# Programs for Practitioners

Effectiveness when supporting the success of others comes from being able to see the patterns of their behavior clearly, and from having the self-knowledge and presence to use oneself as an instrument of change.

For professional practitioners — coaches, organizational consultants, clinicians, social workers, social change agents and other advisors — we teach an optimistic approach to working with others. The core of our approach is the Cape Cod Model, which teaches how to perceive the system formed by any couple, small group or organization, and to employ a powerful method for creating change in that system based on appreciating and articulating what they are doing well. This shift in perspective transforms stuck situations, and dramatically increases the ability of practitioners to make a difference in a short period of time.

## Practitioners will benefit from:

- Greater awareness of their competence and their impact on others, both intentionally and unintentionally, enabling them to refine their interactions to become more effective.
- Learning how changes in their perception of what is occurring in the moment can make huge differences in their influence and power.
- Enhanced balance in interacting with strategic intent to move toward a point in the future with being able to connect with others in the moment.
- Practicing techniques to increase their confidence and ease in challenging situations.
- Expanded opportunities to explore their own cases and client challenges with peers and faculty for new perspectives.
- Training in specific elements of successful intervention.

## Customized Services

- Team or client retreats at GISC supported by consultations with faculty.
- Custom designed training programs to meet specific needs of the organization.
- Facilitated professional case consultation groups.
- Presentations at professional associations.
- Shadow consulting in work with clients.

*These wonderful programs would be of interest to people who want to make a real difference in the world. Who want to understand how to put in place their own change programs that make that kind of difference. The Gestalt approach fundamentally respects the individual and believes in the individual's ability to change themselves. It is this element that makes this learning so applicable in today's world with the challenges of ongoing change that we are all facing. The session leaders are seasoned practitioners who not only know what they are doing but also know how to help others understand it.*

Ron Wiens, Partner  
Totem Hill, Canada & UK

# P Practitioners



## Practitioners will benefit by sending their clients:

- Clients gain a shared language and can join with their consultants or coaches for more effective results.
- Clients become more receptive to consulting and coaching interventions.
- Clients become more self-aware and interested in their development.
- Clients expand their learning with peers beyond their organization and industry sector.

*"I persuaded an executive coaching client to attend GISC's Leadership in the 21st Century program. The program ended up being one of the most valuable experiences of her working career. Executives live isolated lives; having a trusting peer group that supported a depth of awareness and learning had unprecedented value for my client. The GISC faculty and program coaches complemented (versus competed with) my client relationship, and my client was extraordinarily appreciative for the part that I played in her ability to truly blossom."*

Marianne Roy  
Coach & Consultant, Roy Associates



Practitioner Development — Path of Study	
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Core Intensive	Cape Cod Training Program, page 20
Focused Topics	Applying the Cape Cod Model to Coaching, page 22 Applying the Cape Cod Model in Organizations, page 23 Building Blocks of Creativity, page 24 Building Effective Professional Relationships, page 25 Working on Your Work: Applying the Cape Cod Model to Your Own Practice, page 26 Consulting Excellence: Finding Your Developmental Edge, page 27 Executive Personality Dynamics for Coaches, page 28 Facilitating Leadership Transitions, page 29 Working with the Body in Mind: Physical Process in Practice, page 30 Psychopharmacology, page 31 Wrestling with Ethical Dilemmas, page 32 Writers Workshop, page 33
Ongoing Learning	Practitioner Conference – Consulting to Family Businesses, page 34 Gestalt European Conferences, page 35
Additional Learning	In It Together: Partners Facing, Managing and Welcoming Change, page 36 Next Phase: Navigating Personal and Professional Transitions, page 37 Organizational Conference: Leadership Succession (Leadership Training), page 14 Skills for Influential Leadership (Leadership Training), page 7

Practitioner Training Calendar - 2009

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March 5 – 10	Applying the Cape Cod Model to Coaching. . . . .	Page 22
March 16 – 28	Gestalt European Conferences (Hungary). . . . .	Page 35
May 1 – 3	In It Together: Partners Facing, Managing and Welcoming Change. . . . .	Page 36
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July 26 – 28	Working with the Body in Mind. . . . .	Page 30
July 30 – August 1	Building Blocks of Creativity. . . . .	Page 24
August 27 – 30	Next Phase: Navigating Personal and Professional Transitions. . . . .	Page 37
September 10 – 11	Wrestling with Ethical Dilemmas. . . . .	Page 32
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November 7 - 11	Building Effective Professional Relationships . . . . .	Page 25
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You may also be interested in:		
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May 28 – 31	Organizational Conference: Leadership Succession. . . . .	Page 14
October 15 – 17	Skills for Influential Leadership. . . . .	Page 7

Introduction to the Cape Cod Model of Change

Dates	September 13-14, 2009 Begins Sunday, 9am Ends Monday, 6pm
Fee	\$395 GISC Members: \$345
CE hours	14
Faculty	Stuart Simon, LICSW, and Carol Brockmon, LICSW



The Cape Cod Model is a unique, optimistic and immediate approach to supporting change in individuals, small groups, and organizations, that had been successfully employed by clinicians and consultants around the world for decades. This workshop introduces participants to this radically simple yet powerful intervention model that is based on seeing and articulating the competence of the client, then using specific structured feedback interventions in real-time client interactions. By learning to perceive the system formed by any couple, small group or organization, and the competencies of the system, and learning to provide brief, bold, and direct feedback, participants will dramatically increase their ability to create the effective interventions necessary to support change and growth.

Senior faculty of the internationally known Cape Cod Training Program will introduce the key concepts and skills of this highly effective model through presentation of theory, client demonstrations, practicum exercises, and question and answer sessions. This is an orientation to the methodology, and provides an excellent foundation for the practice-based intensive Cape Cod Training Program, see page 20.

This program will be offered in Northern Europe in 2009. Dates and location will be announced on our website, www.gisc.org.

“The Cape Cod Model gave me a coherent, simple framework, almost a new aesthetic, through which to understand human interactions. What I learned is a continued source of clarity about how we relate to each other.”

Vanessa Grajwer

Benefits

- Participants will:
- Learn to begin to perceive a couple or group as a system, not just individuals.
  - Identify and begin to articulate clearly what the system is doing well.
  - Observe and practice the techniques of highly effective in-the-moment feedback.
  - Use themselves authentically to become instruments of influence.

Participants

This workshop is appropriate for organizational consultants, executive coaches, clinicians, and other advisors. It may also be useful to managers and leaders in their work with individuals and teams.

Scheduling note: This workshop is scheduled in conjunction with Psychopharmacology and Wrestling with Ethical Dilemmas. Register for all three programs at a combined price of \$800.

“I am a social worker working in community-based preventive and foster care services. The Cape Cod Model has helped me to serve my client families and the community better. I have benefited in learning how to balance intimacy and strategy in working with children, youth, and adults in their environments. My clients have expressed how much they appreciate the optimistic approach that I use in my work. Many of the parents I work with are used to hearing about what they are doing wrong. The Cape Cod Model assists me in pointing out the strength in my client family systems and, in doing so, I have seen parents move away from a place of shame to one of hopefulness and achievement.”

Brooke Conley  
Social Worker

# Cape Cod Training Program:

## Creating Change Through Positive Interventions

Dates	May 14-21, 2009 and October 1-8, 2009 Begins Thursday, 1pm Ends Thursday, 1pm
Fee	\$4,700 GISC Members: \$4,650
CE hours	96
Faculty	Penny Backman, MSSA (co-chair), Carol Brockmon, LICSW, Joseph Melnick, PhD (co-chair), Sonia March Nevis, PhD, and Stuart Simon, LICSW

Since 1980, the Cape Cod Training Program (CCTP) has provided a distinctive learning opportunity for therapists, coaches, consultants, executives, and leaders from around the world. In structured, intense, and highly interactive sessions, participants learn how to become effective agents for change using the Cape Cod Model. The first week focuses on working with couples and includes: perceiving a system instead of separate individuals, exploring the role of the intervener, examining counter transference and boundaries, and connecting intimate and strategic ways of relating. The second week is focused on working with small groups. Topics include: working effectively within hierarchical systems, understanding the difference between working with families and organizations, and using experiments.

CCTP is structured so that content and theory presentations are followed by intensive small group practice sessions in which the underlying concepts are applied. Faculty members rotate through the small groups, enabling participants to be exposed to different styles and receive individual feedback from all of them.

This intensive program provides an unusually high level of individual attention and feedback from faculty because of the faculty student ratio (six to one), and the emphasis on experiential learning and practice.

*“I am a trained Gestalt therapist, and expected that I would find it difficult to learn a new way of doing couple, family and group therapy. But learning in this institute is easy because of the support and acceptance of the difficulties adult people face learning new skills. It has had a great impact on my work to follow the programs.”*

Ruth Skovgaard  
Therapist and Consultant, Denmark

### Benefits

Participants will:

- Learn a powerful new perspective that recognizes behavior and interactions of systems, rather than individuals, creating new and dynamic possibilities for intervention.
- Use this systems perspective in working with couples and small groups, including developing a technique for giving compelling, positive feedback that strengthens the system and builds its ability to move toward change.
- Learn how to appreciate and articulate what the system is doing well.
- Understand a sequence of steps for intervening in any system.
- Learn to use the power of oneself as an instrument of influence.
- Gain insights into the differences between strategic and intimate ways of relating, and understand the appropriate use of each.
- Learn how to create and use experiments with clients to expand their range of behavior.
- Discover how to work with differences.
- Learn different techniques for working with families and working with organizations.

### Participants

The Cape Cod Training Program is designed to benefit coaches, organizational consultants, psychotherapists and other mental health and social service professionals; executives; educators; and other professionals who are concerned with small systems. The Program has been found useful for leaders of and consultants to family businesses. The Cape Cod Model has proven effective in applications across countries and cultures so international students are specifically invited to attend. Experienced Gestalt practitioners who have not completed CCTP may occasionally be considered for this program if they have attended Introduction to the Cape Cod Model and received permission from the faculty.

## Program Information

For mastery of the model and practice in applying this methodology to specific situations, participants should also register for either Applying the Cape Cod Model in Organizations or Applying the Cape Cod Model to Coaching. These programs provide extensive practice opportunities with real clients.

Note: This program requires an application, which can be found on our website, and a \$100 nonrefundable application fee.

The Cape Cod Training Program generally fills early and there is often a wait-list for the program; we recommend that prospective students apply early.

2010 Program Dates  
May 13 – 20 and September 30 – October 7, 2010

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

*“The Cape Cod Training Program is, on the one hand, rooted in deep knowledge and understanding of the nature of individuals and groups. On the other hand it has been refined into a model that is precise and simple to learn. Having studied quite a few approaches in different programs I can say this combination of deep professional logic that has been refined into a clear powerful methodology is unique! I have found this model and the way it is taught by GISC’s skillful faculty a magical contribution to my work with individuals, teams, and organizations!”*

Efrat Karin Salton  
Organizational Consultant, University Lecturer  
Graduate Program in OD Consulting, Israel

*“In my organization, after participating in the Cape Cod Training Program, I can adopt and keep an optimistic attitude in a challenging environment. I am astonished by how much that helps to widen the perspectives in a group and improve communication and understanding. This makes it easier to formulate and reach consensus around common goals!”*

Eva Axelsson  
Business Development Manager  
Apoteket Farmaci AB, Swedish pharmaceutical company



Cape Cod Training Program in South Africa

## The Cape Cod Model

The Cape Cod Model teaches tools that enable individuals to be more effective in working one-on-one, in groups, and in organizational settings. Participants will learn to increase their impact and create positive change in all areas of life by applying basic principles and practices that reflect a powerful core methodology:

- Through an optimistic approach, people can be taught to develop and apply skills that enable them to work together to achieve productive and satisfying outcomes.
- The focus is on learning to recognize what happens among groups of people, not on understanding or labeling individuals. The goal is to perceive the system created when two or more people are interacting.
- The assumption that both individuals and groups are doing the best they can at any given time makes it possible to appreciate and articulate their strengths and what they are doing well. This supportive approach enables people to then discover impediments to their productivity and satisfaction.
- Influence is best directed toward enhancing awareness of how people relate to each other. To be influential requires developing awareness of our own patterns of relating; with this self-knowledge individuals can then use themselves authentically as instruments of change.
- By valuing multiple perspectives – or “multiple realities” – people can be taught how to minimize conflict by inviting differences and using them creatively.
- Behavior can be strategic, meant to achieve a goal, or intimate, intended to enhance connection among people. These ways of relating must be balanced differently in accordance with the nature and function of each relationship.

These skills are developed through detailed observation, ongoing practice, and feedback from a supportive learning community, which the Cape Cod Training Program provides.



# Applying the Cape Cod Model to Coaching: Working One-on-One

Dates	March 5-10, 2009 Begins Thursday, 3pm Ends Tuesday, 12 noon
Fee	\$1,375 GISC Members: \$1,325
CE hours	35
Faculty	Donna Colombel and Stuart Simon, LICSW



This program focuses on coaching applications of the Cape Cod Model, a specific intervention technique that supports the individual’s own competencies and ability to move towards change. It is designed for both clinically and organizationally trained people either working as coaches or for those considering a move into coaching. The program features supervised practice applying the Cape Cod Model with real-life clients. It will also provide opportunities to discuss how working with an individual is similar to and different from working with a small group or organization, exploration and expansion of the ways participants use themselves in the coaching process, and opportunities to discuss challenging coaching cases.

In the context of applying the Cape Cod Model in a one-on-one setting, participants will clarify their understanding of the role of a coach, better appreciate the difference between coaching and therapy, explore the coach’s relationship with an organization, and discover how to determine whether a client needs more than coaching.

*“I have integrated the Cape Cod model into my coaching of South African public sector leaders. Since learning the model I make time and space to observe and feed back what the client is doing well (in the session and in e-mail contacts), and have been amazed at the energy this provides for further more challenging work. As a coach, this model provides a structure and frame which bring immediate energetic results in the session, and a marked progression in change and learning in the longer term.”*

Chantelle Wyley, Coach and Consultant  
Lohmeier-Wyley Associates  
Cape Town, South Africa

- Benefits**
- Participants will:
- Learn to use the competency perspective and structured feedback techniques of the Cape Cod Model as powerful coaching tools.
  - Have the opportunity to receive personalized feedback from faculty, clients, and peers during supervised coaching practice with actual clients.
  - Develop insight and new approaches to current work situations and challenging coaching clients.

**Participants**

The program is designed for graduates of the Cape Cod Training Program who practice coaching, or who are considering the practice of coaching. Experienced Gestalt practitioners who have not completed CCTP may occasionally be considered for this program if they have attended Introduction to the Cape Cod Model and received permission from the faculty.

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

*“The Cape Cod Model will shift the way you work and give you the ability to help others in ways that seemed impossible before the training. And it all happens within a positive and supportive environment. Nowhere else have I experienced training that stays true to being positive; that’s what made it possible for me to learn at a level that I haven’t experienced before.”*

Donna Dennis, PhD  
Executive Coach & Consultant  
Leadership Solutions

# Applying the Cape Cod Model in Organizations

Dates	November 16-22, 2009 Begins Monday, 3pm Ends Sunday, 12 noon
Fee	\$1,675 GISC Members: \$1,625
CE hours	42
Faculty	Penny Backman, MSSA, Joseph Melnick, PhD, Sonia March Nevis, PhD, and Jacqueline Sherman, PhD

This program provides advanced practice in organizational applications of the Cape Cod Model. Practitioners will learn to sharpen their ability to consult with groups on their process while the group completes work on their content agenda. It features presentation of the most current theory in Cape Cod Model application, as well as supervised practice with actual organizations. Participants will be observed and coached as they are working with a client, receiving feedback from master facilitators as well as from the client group themselves. Emphasis will be placed on seeing group competence and learning to provide bold and direct feedback, along with techniques of assessing effectiveness of interventions. This intensive program provides three days of practice, two of them with invited clients. One day is devoted to case consultation in which participants will work with their own cases, and participate in facilitated peer supervision groups, providing a unique opportunity to resolve troublesome case issues.

Participation will be limited to maintain a low faculty-student ratio and allow for intensive individual concentration and practical live-client experience. Since the focus is on integrating learning and sharpening intervention skills, participants will find great value in repeating the program.



*“I have been integrating the Cape Cod Model with my work at Best Buy, a Fortune 100 company. The Cape Cod Model has helped my program teams reduce defensive behavior and increase the quality of debate resulting in faster, better decisions. Speed is important in a retail business; GISC has helped us learn more efficient ways of working together while creating an environment that supports learning and personal growth.”*

John Farrell  
Director, Best Buy Co., Inc.

- Benefits**
- Participants will:
- Learn how to make an assessment and intervene in a hierarchical organization.
  - Gain experience working with leadership teams of different organizations, from small to large, and including profit and nonprofit.
  - Receive personalized, ongoing feedback in a unique style from organizational participants, from peers, and from faculty.
  - Develop insight and new perspectives regarding current work situations.

**Participants**

This program is designed for graduates of the Cape Cod Training Program who work in organizational settings as external or internal coaches or consultants. Experienced Gestalt practitioners and leaders who have not completed CCTP may occasionally be considered for this program if they have attended Introduction to the Cape Cod Model and received permission from the faculty.

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

# Building Blocks of Creativity

Dates	July 30 - August 1, 2009 Begins Thursday, 9am Ends Saturday, 5pm
Fee	\$550 GISC Members: \$500
CE hours	19
Faculty	Katherine Greenleaf, JD, and Meg Weston, MFA

Creativity is a central component of an engaging and joyful life, and each individual expresses their creativity in unique ways. The objective in this workshop is to increase a sense of fulfillment and engagement with the creative process, whether in the arts or in business. The question is not whether someone is creative, but rather what areas bring out their creativity. Together, participants and faculty will form a “creative community” and in highly interactive sessions will participate in exercises designed to increase sensory awareness and experiment with different ways to tap intuitive capabilities. Participants will learn about their creative process and those of others, reflect on where in life they express creative energy, and discover the conditions that nurture it. Additionally, participants will explore their resistance to creative pursuits, what blocks them, and strategies for overcoming blocks and building creative energy and commitment. The workshop will include some theory but will primarily be experience based. Participants should come prepared to experiment, share, and have fun.

## Benefits

- Participants will:
- Use their senses and other exercises to increase awareness.
  - Get a clearer understanding of their personal creative process and what supports it.
  - Increase and channel their creative energy.
  - Articulate specific intentions as to what type of experiences or outcomes they want to create as a result of harnessing creative energy more effectively.
  - Explore how to establish a “creative space and habit” in daily life.

## Participants

This workshop is intended for people of all backgrounds and disciplines who are interested in exploring their creative process.

*“The creativity program was incredibly insightful and applicable. The program helped me understand my strengths and weaknesses in creativity, and provided me with concrete ways to apply this knowledge in many facets of my personal and professional life. This is far more than just figuring out if there’s an artist inside all of us, but rather reframing what it means to be ‘creative,’ and to apply that learning at home, work and life. This course is relevant to both creative professionals as well as general business professionals as we all need to be as creative as possible in growing our companies and achieving our goals.”*

Eric Koivisto



# Building Effective Professional Relationships

Dates	November 7-11, 2009 Begins Saturday, 1pm Ends Wednesday, 12 noon
Fee	\$1,100 GISC Members: \$1,050
CE hours	30
Faculty	Edwin Nevis, PhD, Penny Backman, MSSA, and Donna Dennis, PhD

This workshop focuses on identifying and developing the skills necessary for creating and sustaining effective working relationships. There are two fundamental kinds of communication that take place among people in all work settings: those that promote connection and relationships (intimate), and those that serve to get things accomplished (strategic or task-oriented). One way of communicating emphasizes mutuality and interest in knowing the other more — “I like or care about you as another human being.” The other involves the use of hierarchical power or influence in the service of getting things done — “This has to be done this way in this time frame.” All communication requires the right balance of both, and many difficulties in working with others result from not finding that balance.

Through lectures, videotapes, demonstrations, and practicum experiences, participants will learn a powerful model for improving relationships in the organizational setting. The program is designed to heighten participants’ awareness concerning use of these two interaction modes. Participants will explore their preferred mode and the ways in which difficulties in relationships are often a function of inadequate use of one of the modes. The program’s structure provides multiple opportunities to practice how to use both modes in a balanced and integrated way, as well as time to explore specific individual experiences.

## Benefits

- Participants will:
- Learn to distinguish and utilize both modes of interaction, thereby increasing the effectiveness of their communication.
  - Gain insight into where and why they experience difficulty in working with certain colleagues or clients, and improve their communication skills with those people.
  - Understand and appreciate their own communication style and preferences, and become more flexible in their ability to balance attending to task and attending to relationship.
  - Increase their ability to hold difficult conversations with others.

## Participants

This program is open to anyone seeking to improve their ability to manage relationships in a professional setting, whether as a coach, consultant, executive or manager.

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

*“I have learned at GISC the importance of focusing on intimate and strategic interventions, and of supporting the leader and absolutely staying with the perspective of optimism. I am more self-aware, and I’m absolutely more effective by designing events with a firm grounding in both strategic and intimate interactions. As a consultant to the World Bank and to national governments, I am able to very quickly generate self-managed groups and support skill building so that clients can assume increased responsibility for managing themselves.”*

Christiane Frischmuth, Partner  
Griffin Frischmuth Consulting, LLC





# Working on Your Work: Applying the Cape Cod Model to Your Own Practice



Dates	January 3-4, 2009 Begins Saturday, 9am Ends Sunday, 6pm
Fee	\$395 GISC Members: \$345
CE hours	14
Location	Philadelphia, PA
Faculty	Carol Brockmon, LICSW, and Stuart Simon, LICSW

### Also offered:

Dates	June 11-13, 2009 Begins Thursday, 3pm Ends Saturday, 12 noon
Location	Cape Cod

Although ongoing supervision and consultation is often a luxury in daily work, it is essential for continued professional growth. As advanced practitioners, working out practice challenges can be lonely. This workshop is an opportunity to further develop participants’ skill and understanding in a supportive learning atmosphere. Faculty will apply the optimistic Cape Cod Model to participants’ own individual practices and cases.

In a supportive community of psychotherapists, coaches and organizational consultants, participants will have an opportunity to address their practice dilemmas, case examples, and self-awareness issues, to widen and deepen their application of the Cape Cod Model.

*“I have been at the Study Center a couple of times, once with my whole consulting group. It is so inspiring and developing to meet the excellent teachers here in this wonderful atmosphere. In this program, using the Cape Cod model, I have learned a lot of things. For me, it has been very useful to realize and practice having my focus on what is happening between people instead of looking just to one at a time. One thing I have experienced is making minor interventions that can be very powerful when done at the right moment.”*

Leif Norlin,  
Norlin & Partners, Sweden

# Consulting Excellence: Finding Your Developmental Edge



Dates	October 9-12, 2009 Begins Friday, 2pm Ends Monday, 1pm
Fee	\$925 GISC Members: \$875
CE hours	22
Faculty	Seán Gaffney, MA, Edwin Nevis, PhD, and Penny Backman, MSSA

The workshop offers an intensive, focused opportunity for participants to examine their consulting style and the explicit and implicit assumptions that direct their interventions. Using cases that participants find particularly problematic and at their developmental edge, the workshop explores in-depth the consultant’s use of self. Using GISC’s signature combination of support and challenge, participants will examine aspects of themselves that may lead to difficulty in case work. A unique structured exploration will be used to explore how some aspects of their core competencies can be obstacles to success when overused. The result will be a clearer sense of the connection between who they are and what they do, a sense of the mechanics underpinning their consulting style, and new tools and practical experiences for increasing their developmental edge.

The course work will blend the supervision method used by clinicians with case consultation methods used in consultant development. The format will include a range of experiences including casework, self-analysis, and group discussion. Participants will have opportunities to expand their ability in shadow consulting to each other.

### Benefits

- Participants will:
- Obtain greater clarity defining their core competencies.
  - Surface blind spots in the assumptions underlying their work, through peer and faculty feedback.
  - Gain insight into how the strengths of their consulting style may be related to difficulties they experience in consulting work.
  - Achieve greater confidence through understanding why certain people and situations are uniquely challenging.

### Participants

The workshop is open to experienced consultants, coaches, and other practitioners.

*“I took a class that had to do with refining interventions for organizational work. As an internal consultant, and someone with strong affinity needs, one of my ongoing struggles in this work is finding and maintaining boundaries at the right distance. The workshop was extremely helpful to me in that regard. I am much more aware of when I do cross the boundary, for example, when I do say ‘we’ or ‘us’ instead of ‘you.’ I also realize that being inside the system has some benefits in terms of understanding the dynamics and at times allows me to be more effective in getting to root causes. So I am not so hard on myself, accepting and managing my own needs while recognizing the needs of the client system and hopefully supporting them in growth.”*

Beth Levine  
VP, Organization and Management Development  
Tetra Tech

# Executive Personality Dynamics for Coaches

Dates	June 23-27, 2009 Begins Tuesday, 3pm Ends Saturday, 1pm
Fee	\$1,100 GISC Members: \$1,050
CE hours	30
Faculty	Peter Finkelstein, MD, Edwin Nevis, PhD, and Dorothy Siminovitch, PhD, MCC Co-sponsored with Gestalt Center for Organization and Systems Development



This program focuses on individual personality theory and assessment and its application to coaching. The practice of coaching requires the ability to understand quickly the personality dynamics of the person being coached, yet training in coaching does not generally provide in-depth education in assessing and working with these issues. This intensive workshop will focus on understanding and working with the characteristics and manifestations of narcissism, perfectionism and control, anger and conflict management, depression and issues of self-esteem. Participants will explore how to coach each differently, and how to know when referral is needed. Emphasis is on cases from participants’ practices in relation to personality dynamics and theory.

*“Having been an executive coach for roughly a decade, I am almost embarrassed to confess that I had never studied common personality disorders. I came into the program thinking I would leave being able to better ‘diagnose’ certain challenging clients so as to know whether or not they needed support that was outside of my realm. I did learn about some predictable personality patterns, represented in extremes, that I can now identify with more confidence. But even more valuable was learning how to recognize and work with normal yet similar patterns and themes that live in all of us. Through our own case studies and with faculty support, we got a lot of practice in using our own data to inform our work with regard to these very natural themes. I left with not only with more knowledge, but also with a deeper understanding of how to use myself in relationship to all of my clients, and of course, some insight into my own patterns for continued growth. This program was so rich that I left wanting to start over and do it again. Quite frankly, this program should be a prerequisite to coaching credentialing.”*

Ann Carr, Executive Coach  
Intruequest

## Benefits

- Participants will learn:
- Positive and negative aspects of the individual personality types and how they impact organizations.
  - Individual relationship styles, conflict management styles and how to determine the most effective way to work with these different styles.
  - Strengths of clients served and ways to build on these.
  - Manifestations of personality types in personal and family life.
  - Roles of race, gender, and age as they relate to executive personality dynamics.

## Participants

This workshop is designed for any experienced coach or consultant. Leaders may also find this program useful.

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

*“Executive Personality Dynamics was an extraordinary learning experience, as well as being a most enjoyable time. The faculty provided us with rich and robust content, and the myriad opportunities to analyze and practice what we were learning afforded me the means to ensure there’d be no ‘learning—doing gap’ upon my return. All in all, I would rate the program to be one of the very best I have attended in my thirty-year career.”*

Michael Crystal, Ph.D.  
Coach and Consultant

# Facilitating Leadership Transitions: How Executives Can Successfully Take Charge in New Roles

Dates	October 21-24, 2009 Begins Wednesday, 9am Ends Saturday, 5pm
Fee	\$1,100 GISC Members: \$1,050
CE hours	30
Faculty	Bridget Farrands and Gordon Sinclair



Based on extensive research published in the book supplied to participants, Lost in Transition: How Business Leaders Can Successfully Take Charge in New Roles by Richard Elsner and Bridget Farrands, this program will focus on the personal, business and organizational issues leaders need to master as they take on a new role. This program offers consultants and coaches the opportunity to enhance their capability to support others to “take charge,” and to successfully undertake new, and usually bigger, roles. “Taking charge” of a senior role is a time of extraordinary risk and opportunity for the leader and the organization. During these transitions, there is a limited window to seize the opportunity and make the required impact and there are proven methods that support success. In today’s organizations, where the pace of change and the demands on performance are ever increasing, enhancing this capability is an absolute necessity.

Using a combination of research presentation, reflection, and practice, participants will learn how to sharpen their ability to support transition, and how to provide bold and yet safe ways to broaden the range of useful behaviors.

## Benefits

- Participants will:
- Learn to recognize the four key stages of transition.
  - Be able to identify the eight “tensions” active in transition and then balance these to best effect.
  - Inquire skillfully into the experience of those in transition.
  - Determine how to choose and recommend one of four essential management styles depending on the situation.
  - Strategically plan transitions taking all these factors into account.

## Participants

This program is designed for coaches, human resources professionals, and internal or external consultants with roles in supporting senior leader transitions. Leaders in or approaching transition may also find this program valuable.

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

*“In our executive worlds, we tend to overuse what we do really well and not pay enough attention to what we are missing out on. The training sobered me up to that fact, while giving me, this executive-turned-consultant, a totally new orientation in working with myself and surely with my clients. I have become a more versatile (and less predictable) intervener: I feel that way and more importantly, so say my clients. I became my own reference book.”*

Zeynep Tozum,  
Far Beyond Consulting, Istanbul, Turkey



# Working with the Body in Mind: Physical Process in Practice

Dates	July 26-28, 2009 Begins Sunday, 2pm Ends Tuesday, 5pm
Fee	\$525 GISC Members: \$475
CE hours	17
Faculty	Mel Bucholtz, MA, Archie Roberts, MA, Elizabeth Reuthe, MSBA



This highly experiential workshop will bring together a wide variety of insights and techniques to connect the mind with the body, useful for practitioners themselves and for their clients. Exploring influences from other disciplines, this workshop will focus on the Gestalt concept of connecting mind and body to access more balance, insight, and impact. Part of the workshop will focus on exploring how clinicians and consultants can develop and use physical presence to increase impact. Exercises and discussion will bring together insights from neuroscience, the theatre, and social psychology to help heighten participants’ awareness of their physical presence. Another part of the workshop will focus on exploring the Tuning Effect, developed by Mel Bucholtz, a process of using attention to physical sensation to produce a sense of security and stability in the mind and body. It is a new technique rooted in the traditions of Ericksonian hypnosis and Zen meditation.

## Benefits

- Participants will:
- Experience and practice new techniques of physical awareness.
  - Explore a variety of ways to help their clients connect with their physical presence.
  - Develop a wider range of options in using their physical presence to heighten their impact.
  - Learn techniques to help achieve balance in challenging situations for themselves and their clients.

## Participants

This workshop is designed for consultants, coaches, and therapists who are interested in learning more about physical process for themselves and their clients. It also may be of interest to those working in other fields who want to achieve a heightened sense of their own physical presence.

*“I felt my life needed a jumpstart and the combination of The Next Phase and The Tuning Effect achieved exactly that. I am no longer stalled and the benefits have been sustained.”*

Caroline Teschke, MD

# Psychopharmacology for the Non-Psychiatrist

Dates	September 12, 2009 Begins Saturday, 9am Ends 7pm
Fee	\$175 GISC Members: \$150
CE hours	8
Faculty	Penny Backman, MSSA, and Tony McCann, MD



This one-day program will focus on the effective use of medications in the treatment of anxiety disorders, depressive disorders, attentional disorders and personality disorders. Participants will be presented with the current, evidence-based, information on the indications and limitations of psychopharmacologic interventions. The emphasis of the lectures will be on symptoms and illnesses — what clinicians see while sitting with their patients. Attendees will be presented with the current clinical indications, differential diagnosis, and the risks and benefits of medication interventions in each category of mental illness. Participants will be invited to discuss case material as time allows.

## Benefits

- Participants will learn:
- To understand those conditions they see every day that might benefit from psychopharmacologic intervention.
  - To be better able to help their clients negotiate with those who are medicating them.
  - To aid clients in understanding the promise and limitations of medication treatment.
  - To be more effective in collaborating with prescribers, thereby increasing the benefit of treatment for their clients.
  - The value and limitations of medical interventions for the diagnostic categories covered.

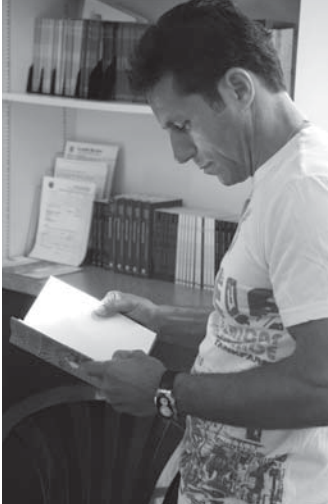
## Participants

This workshop is open to experienced therapists, medical professionals, consultants, coaches and other practitioners.

*Scheduling note:* This workshop is scheduled in conjunction with [Wrestling with Ethical Dilemmas](#) and [Introduction to the Cape Cod Model of Change](#). Register for all three programs at a combined price of \$800.

# Wrestling with Ethical Dilemmas

Dates	September 10-11, 2009 Begins Thursday, 9am Ends Friday, 7pm
Fee	\$395 GISC Members: \$345
CE hours	14
Faculty	Carol Brockmon, LICSW, and Sarah Joffe, MEd



For clinicians, consultants and coaches, the subject of ethics is too often addressed in an oversimplified, legalistic, cover-your-bases way that primarily involves an orientation to the relevant professional written codes, and the consequences of violating them. However, the dilemma of ethics is the endless potential individual interpretation and application to each situation, often necessarily undertaken without the benefit of consultation or collaboration. This workshop takes a step beyond the basics to explore the relationship between these codes, the underlying individual and cultural values that shape individuals, and the real-life contradictions and complexities that produce ethical dilemmas. Participants will be encouraged to bring their cases and share the issues they face in their own practices.

## Benefits

- Participants will:
- Explore issues with ethical implications in their own practice areas and caseloads.
  - Develop awareness of the relationship between their personal needs, individual practice values and professional responsibilities.
  - Clarify their personal approach to ethical dilemmas.
  - Understand the consequences of their choices.
  - Develop a plan that includes supervision, feedback, and a network of support to gain perspective when approaching ethical dilemmas.

## Participants

This workshop is appropriate for organizational consultants, executive coaches, clinicians, and other advisors seeking clarity concerning ethical issues.

Scheduling note: This workshop is scheduled in conjunction with Psychopharmacology and Introduction to the Cape Cod Model of Change. Register for all three programs at a combined price of \$800.

*“As an organizational and leadership development coach based on Cape Cod, I was thrilled to learn of GISC as a local resource. I attended two workshops last year. The take-aways for me were the opportunity to be introduced to the Gestalt model and the privilege of connecting with a group of passionate, knowledgeable, interested, and interesting people - both participants and staff. At both workshops, I experienced several consecutive days of non-stop intellectual and emotional challenges; and observed highly skilled faculty and facilitators in action.”*

Janice Kinder, Workplace Coach

# Writers’ Workshop

Dates	December 3-6, 2009 Begins Thursday, 4pm Ends Sunday, 12 noon
Fee	\$250 GISC Members: \$225
CE hours	21
Faculty	Co-Chairs: Rob Farrands, JD, PhD and Joseph Melnick, PhD



This will be the 17th Gestalt writers’ workshop. This workshop will offer Gestalt writers the opportunity to accomplish a wide range of objectives; anything from clarifying ideas, working through writer’s block, or preparing a manuscript for publication. Over the years, these workshops have resulted in the publication of over twenty-five books and over sixty articles. Our workshop is presenter- centered, utilizing a highly effective structured model that is used throughout the world to support the development of writers and their manuscripts. The model is based on bringing writers together to provide practical and theoretical support to one another.

Each participant is expected to present a work in progress for which they would like editorial, creative, or theoretical support. Manuscripts are shared through email to other participants prior to the workshop. Each participant presents the work and is supported by a “champion” or process consultant, and a scribe. Feedback is focused on the presenter’s needs, wants, and wishes. Finally, contracts for next steps are created prior to the end of the workshop.

## Benefits

- Participants will:
- Receive high level feedback around their manuscript.
  - Practice giving feedback in an appreciative, supportive form.
  - Discover insights into where and how they may get stuck in the writing process.
  - Learn how to make and keep commitments to move their writing forward.

## Participants

This workshop is open to any writer who is interested in bringing a Gestalt oriented manuscript to closure for the purpose of publication. They can be at any level of writing from inexperienced to experienced and their work can be at any stage from an early outline or draft to an almost complete piece.

*“I recently attended my first session at GISC. Gestalt theory provided context for considering multiple perspectives on the topic of optimism. I liked the diversity, and occasional improbability, of the participants, the ideas and the new thoughts that came from spending a gorgeous weekend on Cape Cod with colleagues.”*

Marge Schiller  
Consultant and Author



# Conference:

## Consulting to Family Businesses

Dates	<b>November 13-15, 2009</b> <b>Begins Friday, 2pm</b> <b>Ends Sunday, 1pm</b>
Fee	<b>\$595</b> <b>GISC Members: \$545</b>
CE hours	<b>16</b>
Faculty	<b>Molly Eldridge, LICSW, and Joseph Melnick, PhD</b> <b>Co-Sponsored with the Cape Cod Institute</b>



Family businesses are uniquely complex. They are both intimate and strategic systems rolled into one. The dynamics of family hierarchy constantly shift as corporate roles cross and sometimes clash with family roles and issues such as sibling rivalries bleed into the daily business arena. Issues of “fairness” are looked at from multiple perspectives, and loyalties to business success and family ties strain relationships. Generational changes also play out.

Family businesses represent an important segment of the economic base for most countries. Not only are they challenging for those who are in them, but also for those who are working with them. Over the last fifteen years more and more attention has been paid to this unique business segment. This conference showcases leading approaches and successful models in working with family businesses, including the application of the Cape Cod Model of Change.

*“As a result of my studies at GISC we have opened new levels of communication and understanding in our multi-generation family business. We have replaced some fears with curiosity and have established an ability in the group to listen more completely. The outcome is a more respectful and appreciative family. GISC courses and workshops have made a big difference.”*

Malcolm Poole  
President  
Poole Group of Companies

### Benefits

- Participants will:
- Understand the unique dynamics of family businesses.
  - Understand different ways of conceptualizing and intervening to achieve positive outcomes.
  - Have the opportunity to share challenging cases.
  - Participate in practicum experiences that provide opportunities to practice new techniques.

### Participants

This issue is often at the intersection of psychotherapy, coaching and consulting and the challenges arrive in all three arenas. This conference will be valuable to anyone who works in any one of these professions. Leaders in family businesses may also find this conference useful.

For more complete information and specific presentations, check our website ([www.gisc.org](http://www.gisc.org)).

## Gestalt European Conferences

The following three conferences have been scheduled in conjunction to consolidate travel costs and facilitate participation in more than one. All are being held in Szeigetkoz, Hungary. We are proud that all three conferences have their origins in initiatives of GISC.

### EAGT Writers’ Support Conference, March 16-19

**Coordinators:** Seán Gaffney and Daan Baalen  
**Contact for information:** Joe Melnick, [gestaltrev@aol.com](mailto:gestaltrev@aol.com)

The first Gestalt Writers’ Conference was held by GISC on Cape Cod in 1987, chaired by Joe Melnick, Gordon Wheeler, and Edwin Nevis. Since then others have been spawned in various parts of the world. Gestalt Review grew out of this, as have the publication of over 40 books and several hundred articles. This conference continues the tradition of using a structured model to support writers. For a detailed explanation of the model see the description on page 33, Writers’ Workshop, December 3-6.

### ROOTS IV- Gestalt in the World of Education: Then, Now, Next March 20-23

**Fee:** 450 Euros  
**Conference Co-Chairs:** Seán Gaffney and Edwin C. Nevis

This is the fourth biennial Roots Conference. Beginning in Paris in 2003 with “The European Roots of Gestalt Therapy” Conference, and continuing with Roots II in Antwerp, 2005, and in Rome, 2007, these conferences have provided an opportunity to focus on Gestalt theory and its development and application. The theme of Roots IV is The World of Education: Early Applications & New Directions. In the early days of Gestalt therapy practice in the United States, application to schools and the education of children was a major initiative that included the work of Paul Goodman, Elliott Shapiro, and George Dennison (who applied Gestalt principles and methods in an experimental school, captured in Dennison’s classic “The Lives of Children”). Later George and Judy Brown developed “confluent education,” an approach to formal learning settings based on Gestalt therapy.

Given this auspicious history, it seems odd that one does not hear much today in mainstream Gestalt circles about work in educational systems. This Conference is designed to remedy this by presenting theory and practice that is currently being developed by individuals. The intent is also to honor the early work in educational settings and introduce it to those who may not be familiar with it. An unusual group of presenters is being gathered for this purpose.

For a list of presentations, please see our website, [www.gisc.org](http://www.gisc.org).

### Conference for Gestalt Institute Leaders and Trainers, March 24-28

**Thematic Coordinators:** Dia Bozsogi and Ilona Eros  
**Contact for administrative and financial issues:** Judit Tunkel, [judit.tunkel@invitel.hu](mailto:judit.tunkel@invitel.hu)

This is the fourth conference of Gestalt institute leaders and continues the intent and the spirit of the First Conference of International Gestalt Institute Leaders that was held at GISC in June 2003, to support the sustainability and capacity of Gestalt organizations, sharing knowledge and best practices. Beyond the usual objectives, the special aim of the 2009 conference could be discovering and rediscovering old and new territories in the field of Gestalt and relationships with other Gestalt Institute leaders, trainers and teachers.

*“I have participated in two Roots Conferences (II and III), and I’m planning on participating in the next Roots conference as well. I like the smaller scope with its increased opportunities for discussion of theory. I also like the rich international mix, influenced largely by Gestalt colleagues in Europe.”*

Philip Brownell, Psy.D.  
Therapist & Consultant

# In It Together:

## Partners Facing, Managing and Welcoming Change

Dates	May 1-3, 2009 Begins Friday, 3pm Ends Sunday, 12 noon
Fee	\$395 GISC Members: \$345
CE hours	14
Faculty	Carol Brockmon, LICSW, and Christine Mullen, LMFT

Whether transitions for life or work partnerships are of one’s own choosing, are a developmental inevitability, or are challenges that confront partners from the world beyond the relationship, it takes flexibility, grace, awareness, goodwill, skill and hard work to manage them well. This workshop, designed to help make the best possible growth opportunity available to partners, is a way to experience the Cape Cod Model in a very personal way.

### Benefits

By direct experience of the Cape Cod Model approach, participants will learn to:

- Identify and value their competencies as a partnership.
- Build on areas of strength.
- Understand and address areas in which further development is useful.
- Try out new strategies and behaviors.

### Participants

This workshop is appropriate for couples at any stage of relationship, friends, siblings, parent/offspring pairs or triads, and pairs or triads in work relationships.

*“Programs at GISC have taught me to recognize and support my clients’ strengths so that they are empowered to be the change they want to see in the world. The skills that I have acquired at GISC have made me a better consultant, a better minister, a better coach, friend, colleague, and companion. I am more awake, more alive, and more free.”*

Rev. Tamara Lebak  
UU Minister, OD Consultant, Executive Coach

# Next Phase:

## Navigating Personal and Professional Transitions

Dates	August 27-30, 2009 Begins Thursday, 3pm Ends Sunday, 12 noon
Fee	\$695 GISC Members: \$645
CE hours	21
Faculty	Katherine Greenleaf, JD, and Mary Anne Walk, MS, MBA; Additional faculty drawn from: Sonia March Nevis, PhD, Edwin Nevis, PhD, Deborah Stewart, MSW, Jamie Stewart, MBA, Anne Tarlton, MA, Mel Bucholtz, MA, Marcy Crary, PhD, and Joyce Wheeler, JD

This unique program will help participants understand the phases of a good transition through provocative and multidisciplinary activities. Participants will be introduced to and encouraged to develop personal tools to make transitions successfully and with assurance, leading to new and more satisfying outcomes. Moving through significant shifts in life affords a rare opportunity: to consider new options, to take stock of accomplishments, and to develop an exciting future. However, as with all transitions, this is often a time fraught with uncertainty, reluctance to let go of the familiar, and questioning of what comes next. Participants will look at their life histories, and then individually and collectively look at values, wishes, and desires for the next step in their lives. Participants will learn to envision a broader range of possibilities, and to examine the advantages and drawbacks of having a wide variety of choices. This will provide an opportunity to look at individual styles of dealing with change, paying attention to support mechanisms and obstacles to success, and how to stay in dialogue with others during the journey through transition.

The workshop will include individual and small group exercises, as well as whole group presentation and discussion. Not only will the focus be on the work within the program, but attention will be paid to how participants can support the process of transitioning successfully in the future.

### Benefits

Participants will:

- Re-examine old dreams or interests that have been put aside.
- Explore their life experiences.
- Reflect on the impact of others on their choices.
- Incorporate goals for physical and psychological health in their exploration.
- Learn how to release from past involvements and preoccupations.
- Integrate new choices and directions with their significant others.
- Explore their style of dealing with change.

### Participants

This program is for those facing a major transition, whether this change is planned by choice or imposed by circumstance. The program is open to people from all walks of life. For those in a committed, intimate relationship, it is strongly urged that both partners attend.

*“The Next Phase program was helpful to me in three ways. The first is that I was trying to solve someone else’s ‘Next Phase’ without realizing it because it involves me. The second and third, in that it broadened how I look at the next part of my life from linear to a spectrum of looking at past wants and how I got to be where I am today. The telling of my life shifted. Thank you.”*

Pamela Gleisser, LISW, MS





# International Organization & Systems Development: A Gestalt Approach

Dates  
**May 17-23, 2009**  
**September 13-19, 2009**  
**January 24-30, 2010**  
**May 16-22, 2010**  
**September 26 - October 2, 2010**

Fee  
**\$11,550**  
Conducted by  
**Gestalt Center for Organization and Systems Development  
and Gestalt International Study Center**

This world-class Gestalt International Organization and Systems Development (IOSD) training program reflects over thirty years of innovative development and application of Gestalt OSD theory, concepts, and methodology. It offers professionals effective alternatives for influencing the systems in which they work, combined with a cross-cultural milieu that challenges and develops them. Participants gain invaluable knowledge and skills about intervention design and implementation at all levels of system, and receive feedback from experienced instructors in structured practicum experiences.

The program is composed of five one-week sessions, each held in a different country over the course of sixteen months. In the middle three sessions participants have an opportunity to consult with actual clients from the host countries. All sessions contain a mixture of conceptual presentation, skill practice, and consultation on participants’ own cases. Participants will leave with an expanded worldview, instantly applicable skills, and a greater sense of how to use oneself to create impact in any context.

Over 27 countries have been represented in the first eight programs, and the faculty includes representatives from four continents, making this a truly international learning community. Jonno Hanafin, MBA is Program Chair and Mary Ann Rainey Tolbert, PhD is Program Co-Chair.

Transportation and housing costs are not included.

For further information and a complete program brochure with application, contact:

Jonno Hanafin, Program Chair  
296 Fairview Avenue, Long Valley, NJ 07853 USA  
Tel 1-908-876-5328, Fax 1-908-876-5338  
E-mail: jonno@earthlink.net

Edwin C. Nevis  
Gestalt International Study Center  
PO Box 515, South Wellfleet, MA 02663 USA  
Tel 1-508-349-7900, Fax 1-508-349-7908  
E-mail: ecnevis@aol.com

*“We have lots of corporate methodology around strategy, culture and change. What is often lacking in our people is the ability to accurately assess a client context, quickly establish powerful relationships with senior managers and to have the maturity and insight to select and judiciously apply the myriad of tools and techniques available – all in an elegant manner that has significant impact with the client. We have not found a program anywhere in the world that better develops these intangible capabilities applicable in our increasingly global environment and that brings out the compelling presence of our people. Those who participate in the Gestalt programs go on to become the most effective practitioners in our offering and often develop into top leaders in our firm.”*

Justin Ferrabee, Managing Partner  
Totem Hill, Ottawa

# Membership and Publications

## Membership

Please visit our website, [www.gisc.org](http://www.gisc.org), for complete details on the benefits of membership in GISC.

Visit the Gestalt Review website ([www.gestaltreview.com](http://www.gestaltreview.com)) for the complete Tables of Contents and sample articles from past issues, and subscription information.

## GISC E-Newsletter

The GISC e-newsletter is published electronically four times a year. Each issue focuses on a particular theme, with recent issues covering topics such as leadership, transitions, optimism and power. It features interviews, best practices and articles on our theory and approach. Past issues are archived on our website.

To receive the e-newsletter, submit your email address to [office@gisc.org](mailto:office@gisc.org)

## Gestalt Review

Co-Editors: Susan F. Fischer, PhD and Joseph Melnick, PhD  
Associate Editors: Liv Estrup, MA, Iris Fodor, PhD, Rick Maurer, MA, Sonia March Nevis, PhD, Robert W. Resnick, PhD, Ansel L. Woldt, EdD

Launched in 1997, Gestalt Review provides a forum for theory and practice exchanges throughout the world. It concentrates on the Gestalt approach at all system levels, ranging from the individual, through couples, families and groups, to organizations, educational settings and the community at large. The journal also publishes original papers dealing with politics, philosophy, gender, and culture. Gestalt Review is peer-reviewed and published three times a year.

For a subscription contact the office at 508 349-7900 or [office@gisc.org](mailto:office@gisc.org), or [www.gestaltreview.com](http://www.gestaltreview.com).

Writers interesting in submitting an article or anyone wishing to place an advertisement may contact the office at 508 349-7900 or [office@gisc.org](mailto:office@gisc.org).

## Sampling of Articles From 2008

“Connection Versus Survival at Work (or Buber meets Machiavelli),” Mauer  
“Teaching Mindfulness to Children,” Hooker and Fodor  
“Tri-focal Vision: A Practical Field Perspective on Organizations for Managers and Consultants,” Gaffney and Jensen  
“Relativistic Quantum Field Theory: Implications for Gestalt Therapy,” O’Neill



*“Thanks for the recent GISC newsletter. I read it with great interest and it is resonating with me in a way that happily humbles my spirit and lends support to a commitment I have recently made. Reading the collection of articles in your newsletter about power reminds me of the depth of Gestalt theory and the challenge/importance of staying with it until it gets in one’s bones.”*

Ginna Martin



# Our History

GISC is a nonprofit organization originally founded by Edwin C. Nevis, PhD and Sonia March Nevis PhD almost thirty years ago. The Center originally focused on theory development and then expanded its mission to training practitioners and leaders.

Since the 1960s, Sonia March Nevis and Edwin C. Nevis have been international leaders in developing powerful techniques to transform organization and family interactions based on Gestalt theory. After studying with the originators of Gestalt therapy, they helped to found two of the most successful Gestalt training organizations in the world. Sonia Nevis pioneered the expansion of Gestalt therapy application, first to couples and families, and then to small groups and teams. To teach this work she established the Cape Cod Training Program (formerly known as the Couple and Family Training Program), which for over twenty years has drawn participants from around the world. Edwin Nevis was a creator of the Gestalt approach to organizational consulting, consulting to Fortune 500 companies, and writing Organizational Consulting: A Gestalt Approach and co-authoring Intentional Revolutions: A Seven-Point Strategy for Transforming Organizations in addition to many other articles. He helped found the groundbreaking Gestalt OSD Program in Cleveland, and later the OSD International Program. Edwin and Sonia continue to be frequent contributors to professional journals.

Over the years their theoretical advances have expanded Gestalt theory. They have trained thousands of consultants, coaches, therapists and leaders worldwide, transforming their effectiveness. They continue to teach at GISC and publish and refine their approach, bridging personal and professional life so that each world can benefit from the strengths of the other. Their students have gone on to extend the development of new theory and practice, and now form the core of GISC’s experienced faculty.

The intensely tangible qualities they model of generosity, integrity, and professional curiosity are the values that GISC is built upon.

In 2002, GISC completed construction of the beautiful Wellfleet Meeting House, creating a unique retreat-like training facility designed for small and large group meetings which has enabled a significantly expanded offering of programs. Now GISC offers a wide variety of programs that together form an extensive course of study for leaders and practitioners. In 2008, the expansion of our continuing education certifications led to the submission of five of our coaching programs for International Coaching Federation ongoing certification, and new opportunities of study and certification for consulting students are in process.

To support the long-term sustainability of GISC, a leadership succession plan was put into place by the Board of Directors in 2006, and in 2007 Nancy Scott Hardaway, MEd, was hired as President and CEO. Nancy’s education and career choices mirror the combination of psychology and business aspects of GISC training. She had been a member of the GISC Board of Directors for two years prior to her appointment as CEO, and a student of Gestalt programs. Nancy holds an undergraduate degree in behavioral psychology from Tufts University and a graduate degree in learning theory from Harvard University. Her business career includes corporate executive roles along with leadership of two of her own businesses in the construction and real estate fields as well as her own consulting practice. Her mission at GISC has been to balance supporting the intimate and organic connections among the community of founders, faculty and learners, with the strategic goals of expanding high quality program choices as well as long-term sustainability.

# Biographies of Program Leaders

The work of the Center is accomplished by a diverse and creative mix of accomplished professionals from a wide variety of backgrounds, who are all committed to creating more positive relationships in all areas of life.

**Penny Backman, MSSA**, is Co-Chairperson of the Cape Cod Training Program and an approved supervisor for the American Association of Marriage and Family Therapy. She is a member of the Family Therapy Academy and has taught small-systems concepts worldwide. She co-edited the book On Intimate Ground: A Gestalt Approach to Working with Couples.

**Heather Berthoud, MS**, has been consulting to nonprofit organizations for 20 years. A principle of Berthoud/Greene Consultants LLC, she emphasizes leadership effectiveness, diversity, organizational change, and planning. She is a student of martial arts and is also adjunct faculty for the American University/NTL Institute Masters of Science in Organization Development.

**Carol Brockmon, LCSW**, is a Gestalt therapist in private practice, offering group, couple, family, and individual therapy, consultation and supervision in Philadelphia and on Monhegan Island, ME. She is a faculty member of the Gestalt Study Center of Central Pennsylvania as well as GISC’s Cape Cod Training Program.

**Mel Kimura Bucholtz, MA**, has more than 30 years of experience and is internationally recognized as a trainer of medical and mental health care practitioners, artistic performers, inventors and athletes, most recently for his work developing the Tuning Effect. He was trained by Milton Erickson, the foremost practitioner of clinical hypnosis in the 20th century. Mel was introduced to Japanese Zen practice in Hokkaido, Japan. He has lectured at Harvard, Tufts and Boston Universities.

**Donna Colombel**, the founder of Coldon & Associates, Inc., a management consulting and coaching firm, has over 30 years of management, training and organization development experience in the United States and Europe. Her practice has focused extensively on helping individuals and organizations make and manage system-enhancing change.

**Marcy Crary, PhD**, is an Associate Professor of Management at Bentley College in Waltham, Massachusetts. Her teaching and research interests revolve around working with/across differences in human systems. She is a

graduate of the three-year Post-Graduate Gestalt OSD Training Program of Gestalt Institute of Cleveland.

**Donna J. Dennis, PhD**, is an executive coach and facilitator with over 25 years of experience helping leaders and teams increase effectiveness. She has worked with senior managers, boards of small businesses, government, not-for-profit organizations and academia. Her experience spans multinational conglomerates and a variety of mid size and small businesses

**Molly Eldridge, LICSW**, is a psychotherapist who has seen individuals, couples, and families in her private practice on Cape Cod for more than 18 years. She is also the Assistant Director of the Cape Cod Institute, which offers timely, lively education for mental health and management professionals.

**Bridget Farrands** is an international organization consultant and executive coach specializing in the field of cultural and leadership change at a personal, team or organizational level. Based in Oxford, England, she is an accredited member and founder of APECS, a major European coaching association. She is co-author of Lost in Transition: How Business Leaders Can Successfully Take Charge in New Roles.

**Rob Farrands, JD, PhD**, consults internationally on change and development to individuals, teams and organizations. He was first co-chair and helped to develop Leadership in the 21st Century, GISC’s leadership development program. Based in the UK, Rob practiced law as a labor specialist, and has worked in senior industrial posts. He is Gestalt-trained in systems dynamics and couples and family therapy. Rob’s doctorate concerns the philosophy of everyday experience within families and organizations.

**Justin Ferrabee, MBA**, is the Managing Partner of Totem Hill, an international management consulting firm providing Corporate Transformation services to large public and private organizations. Justin is an experienced leader having held executive positions from strategy advisor through business unit

management to President. A former executive in a global consulting firm, Justin advises leaders around the world on their personal and organizational impact.

**Peter Finkelstein, MD**, is Director of Action Learning, Stanford University Business School. He is one of the few people who is a faculty member of both a medical school (Stanford) and a graduate business school. Trained as a psychiatrist, his work as a consultant and executive coach unites his understanding of personality dynamics and requirements for effective leadership.

**Seán Gaffney, MA**, was raised in Ireland, has spent six years in the UK, and has lived and practiced in Sweden since 1975. He is educated both as a psychotherapist and OD consultant. In addition to supervising therapists and teaching in the Gestalt OSD Center/GISC International OSD Program, Seán teaches at the Stockholm School of Economics (Sweden), the Riga School of Economics (Latvia), Bocconi University (Milan, Italy) Graduate School of Business, and consults in Estonia, Latvia, Ireland, Great Britain, and the US.

**Katherine M. Greenleaf, JD**, has over 30 years of business experience as a senior executive and consultant to high-growth publicly-traded innovative companies including Hannafords, The Limited, Ben and Jerry’s and Wright Express. In addition to her legal training, Katherine is Gestalt trained and has developed and taught Gestalt programs on personal transition and leadership. She has pursued her passion for applied creativity in her business and community, as well her personal interest in painting and writing at Maine College of Art. Katherine is President of Greenleaf Consulting Group and serves on the boards of Maine Mutual Insurance Company, Maine Center for a Creative Economy and GISC.

**Jonno Hanafin, MBA**, has been an international organization consultant for more than 25 years. His work focuses on senior executive team development and change management, with an emphasis in recent years on helping Internet companies to build effective organizations. He is the chair of the Gestalt OSD Center/GISC International OSD Program.



# Biographies of Program Leaders

**Nancy Hardaway, EdM**, is the President & CEO of GISC. As an entrepreneur, she has founded two companies and a consulting practice. In the corporate world, she has led transformations in the fields of financial services and real estate development. She has written for many publications and has taught sales and marketing and leadership development. She has a BA from Tufts University in Psychology and an EdM from Harvard University.

**Eleanor Hooks, PhD**, is president and principal consultant for The Smart Change Group, with more than twenty-four years’ experience providing training, consulting, and executive coaching for national nonprofit and for-profit organizations and government agencies. Dr. Hooks helps organizations develop inclusive work environments, develop strategic initiatives, build inclusive boards, develop effective leadership, and manage executive and organizational transitions. She holds a Ph.D. in Intercultural Education from the Union Institute.

**Sara Joffe, MEd**, brings 30 years of experience in community development, education and social activism to her work. Gestalt trained, Sara has done leadership training on diversity and multiculturalism. As VP for Training and Organizational Development for a national non-profit, Sara currently leads a team of consultants who provide coaching, training and OD interventions to support leadership at all levels in creating a more relational culture in health care organizations. She holds an EdM from Temple University.

**Frances Johnston, PhD**, is co-founder of the Teleos Leadership Institute, a professional consulting firm for both private and public sectors that encourages and develops values-based and resonant leadership, and is the co-author of Becoming a Resonant Leader (2008). Fran has designed programs in leadership development and transformation, group dynamics, and organizational renewal. She serves as an advisor to senior executives internationally, and designs and implements advanced leadership programs throughout North America, Europe, Africa and Asia. Fran received a doctorate in Adult and Organizational Development as well as a Masters in Sports Psychology from Temple University.

**Andrea Kihlstedt, MA**, has been a consultant, trainer and speaker in the field of fundraising for more than 20 years. Her book, Capital Campaigns: Strategies that Work, is a classic in the field. Andrea is also the founder of a project that seeks to understand more fully the spirit of generosity. She is a graduate of Johns Hopkins University’s Fellows Program in Change Management, and an ongoing student of Organizational Development at GISC.

**Robert Kolodny, PhD**, is an organizational consultant working with a wide range of human systems in the US and abroad. He has been on the faculty at Columbia and at the New School Universities in New York City and is a professional member of NTL. His guiding professional vision is to help people build more satisfying and effective workplaces, and more just and democratic civic communities.



**Tony McCann, MD**, is a board certified psychiatrist in general practice in Portland, Maine. His practice focuses exclusively on the treatment of adults. He has provided clinical supervision and has presented lectures to non-psychiatric practitioners on a variety of topics including diagnosis of major mental illnesses and psychopharmacology. He lectures to and supervises psychiatric residents at Maine Medical Center’s Adult Psychiatric Residency Training Program. Dr. McCann attended Tufts Medical School and did his residency at Harvard Medical School at Massachusetts Mental Health Center.

**Joseph Melnick, PhD**, is Co-Chair of the Cape Cod Training Program, a couples and family therapist, an organizational consultant, and author of numerous articles and book chapters on intimacy, ethics, and small groups. He has taught worldwide and is the Editor of Gestalt Review, published by the Gestalt International Study Center. He also serves on the Board of GISC.

**Christine L. Mullen, LMFT**, is a Gestalt therapist in private practice for over twenty five years working with individuals, couples, families and groups. From Easton, Massachusetts, she is now located in Newport, Rhode Island and also teaches as adjunct faculty at Salve Regina University’s Graduate Holistic Counseling Program in Newport.

**Edwin C. Nevis, PhD**, is founder and President of GISC. He also helped to found the Gestalt Institute of Cleveland and its OSD Programs. His career includes 17 years on the faculty of the MIT Sloan School of Management. He is the author of Organizational Consulting: A Gestalt Approach, and Intentional Revolutions: A Seven-Point Strategy for Transforming Organizations.

**Sonia March Nevis, PhD**, is co-founder and Dean of Faculty of the Gestalt International Study Center. She has practiced and taught Gestalt and family therapy concepts worldwide for 35 years, and she is the founder and senior faculty member of Cape Cod Training Program.

**Elizabeth Reuthe, MSBA**, has coached senior executives from Fortune 500 companies for over thirty years. In recent years Elizabeth’s coaching work has focused on developing strong trust between and within groups and executives. A major influencing factor in this work has come from her years of personal meditation practice.

**Archie Roberts, MA**, is a psychotherapist and consultant to organizations around the world. He has taught at Harvard Business School, Columbia Graduate School of Business, and Cambridge College, and is currently on the faculty of the graduate program in Holistic Counseling at Salve Regina University. A graduate of MIT, classically trained actor, and Gestalt therapist, his clinical and organizational work blends the insight of science and the impact of art, the clarity of the head and the passion of the heart.

**Paul M. Rookwood, ASLA, AICP, LEED®AP**, is a senior executive with Minto Developments Inc., a Canadian real estate company. Paul previously was the Managing Principal/CEO of WRT, a US-based international planning and design consulting firm. Paul has served on a number of company and nonprofit boards (including GISC) and for many years taught at the University of Pennsylvania’s Graduate School of Design and in the leadership program at GISC.

# Biographies of Program Leaders

**Marianne Roy, MEd**, is principal of an Organization Effectiveness consulting firm located in Londonderry, NH. Marianne specializes in change management, leadership development and team development. She has over 17 years experience as both an internal and external consultant and has won awards for her work in OD and as an adult educator, after her first career as a systems architect.

**Jacqueline Sherman, PhD**, is an organizational consultant with 20 years experience partnering with leaders in business, non-profit, and government organizations to make effective change. She works with entire organizations, teams and individuals, using her background in economics, strategic planning and organization development, in large-scale change efforts.

**Dorothy Siminovitch, PhD, MCC**, is an individual, team, and leadership development master coach, integrating her knowledge of diverse coaching models with robust Gestalt theory. She co-developed the Gestalt OSD Center’s International Coaching Program, which delivers training to consultants, human service providers, and business executives in the United States, Canada, Turkey and Israel.

**Stuart N. Simon, LICSW**, is a Gestalt practitioner with over 30 years of experience as a therapist, consultant, trainer, and coach. He is a partner at Management Support Services, Inc., an international management training and consulting firm, and a member of the core faculty of GISC’s Cape Cod Training Program. He also teaches at the Boston University School of Management’s Executive Education program.

**Gordon Sinclair** has worked for more than 25 years as an organization development consultant, contributing directly to business success by delivering strategic organizational change requiring key shifts in culture and behavior. He has particular expertise in using ‘Appreciative Inquiry’ and other approaches for engaging the ‘whole system’ in accelerated change.

**Neil Sklarew, MS, MBA**, is a Senior Consultant with Georgia Center for Nonprofits, doing nationally recognized ground-breaking work. He has 25 years’ consulting and management experience with nonprofit and government agencies and in the private sector, including large system organization change, inter-organizational

partnering and collaboration, strategic planning, leadership and executive coaching.

**Jamie Stewart, MBA**, is President and CEO of the Federal Farm Credit Banks Funding Corporation. Prior to this, he served as COO of the Federal Reserve Bank of New York. Career changes and geographic moves have given him experience with life transitions. He serves as a member of the Board of GISC.

**Deborah Stewart, MSW**, has been a psychotherapist for 10 years. Previously, she worked in special education and non-profit development. In addition to Gestalt training, she is now engaged in Jungian Psychoanalytic Training. She has a private practice in Brooklyn, NY, where she works with individuals, couples and families.



**Ann Tarlton, MA**, has a graduate degree in Spiritual Direction from the General Theological Seminary. She worked as a nondenominational chaplain in a hospital and is now a hospice chaplain in New Jersey. She has also owned and operated her own successful retail store. Ann particularly enjoys the spiritual and physical challenges of yoga, and also pursues her love of gardening.

**Mary Ann Rainey Tolbert, PhD**, consults on organization development, executive development and multiculturalism. She has been a university professor and a corporate executive, and pioneered in the application of Appreciative Inquiry. She is co-chair of the Gestalt OSD Center/GISC International OSD Program.

**Mary Anne Walk, MS, MBA**, is President of Walk & Associates, a management consulting group and is a certified Master Coach Trainer with ICF. Prior to this she was executive vice president of a software company, which she joined shortly after retiring from AT&T as Vice President of Human Resources and Labor Relations. Mary Anne serves on the board of the Gestalt International Study Center.

**Michael Walsh, MBA**, advises senior leaders and teams about successfully leading and supporting organizational change and development. He brings over 30 years of experience in helping organizations deal with resistance/support issues associated with change. He has designed and led global change interventions helping firms and leadership teams in Europe, Asia and North America achieve successful organization change.

**Meg Weston, MFA**, is a writer, photographer, teacher and business consultant. After over 25 years of experience in leadership positions in imaging/communications businesses including Printlife, Konica, and the Portland Press Herald, Meg launched her own consulting practice and completed an MFA. Meg teaches digital image editing at the University of Southern Maine, and pursues her own fine art photography. As a consultant with F22 Consulting, she works with businesses ranging from start-ups to Fortune 500 companies.

**Hon. Joyce Wheeler, JD**, is a Superior Court Judge of the State of Maine. Previously she served as a judge in the Adult Drug Treatment Court and Domestic Violence Case Coordination Project in the Maine District Court. She has completed a three-year post graduate Gestalt OSD Training Program, and the Cape Cod Training Program.

**John Wipfler, JD, MBA**, is a healthcare CEO with twenty years of healthcare management, legal and regulatory experience. He has an avid interest in leadership concepts and practice, and has held leadership positions in both work and civic activities, including past Chair of the Board of the Institute for Civic Leadership in Maine. He has a JD and MBA from Boston College.

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Application

Name: \_\_\_\_\_ Age: \_\_\_\_\_ Male: ☐ Female: ☐

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Province/Postal Code/Country: \_\_\_\_\_

\_\_\_\_\_

Work Phone: \_\_\_\_\_ Home Phone: \_\_\_\_\_

Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Current Profession: \_\_\_\_\_

\_\_\_\_\_

Check here if you are applying for: Cape Cod Training Program ☐ Leadership in the 21st Century ☐

These programs require a separate application form that will be sent to you.

Program Title: \_\_\_\_\_

Date: \_\_\_\_\_ Fee: \_\_\_\_\_

Program Title: \_\_\_\_\_

Date: \_\_\_\_\_ Fee: \_\_\_\_\_

I am a GISC Member: ☐ I would like to join GISC: ☐

How did you hear about this program: \_\_\_\_\_

\_\_\_\_\_

If by referral, from whom? \_\_\_\_\_

Invoice my organization: ☐ \_\_\_\_\_

\_\_\_\_\_

I have enclosed a check or money order payable to GISC (US funds only): ☐

Charge my: Visa ☐ Mastercard ☐ American Express ☐

Name as it appears on card: \_\_\_\_\_

Account Number: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Signature: \_\_\_\_\_

\_\_\_\_\_

Mail or fax along with your payment to:

GISC

PO Box 515

South Wellfleet, MA 02663-0515, USA

Fax: 1-508-349-7908