



1588 Hazel Drive, Cleveland, Ohio 44106

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www.gestaltcleveland.org

Personal & Organizational Effectiveness:

Becoming an Effective Organizational Intervener

1 year—5 modules = Increased Effectiveness

Overview

For over thirty years, the Gestalt Institute of Cleveland has acknowledged and taught that successful leadership requires an in-depth awareness of oneself coupled with the capacity to understand organization and system dynamics sufficiently to create effective personal and organizational interventions. Therefore, the basic premise of **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** is that through better interventions, individuals become more effective leaders.

Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener is a dynamic program for people involved in leadership within organizations whether it be via day-to-day management or organizational change and development. It provides an introduction to the body of knowledge developed in the **Gestalt Institute of Cleveland's Organization & Systems Development** programs. In five exciting sessions, participants will explore our overall model and theory base as applied to individual, group, and organizational levels of system. The program offers participants a powerful and integrative opportunity to increase their awareness, knowledge, and skills in order to become more effective interveners in organizations.

Supporting Your Capacities to Influence

The **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** program supports participants to expand their capacities to influence systems. The core program provides opportunities for direct work in skill development in a range of areas.

Organizational Change

Only about one-third of all major changes inside organizations succeed. The **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** approach provides a solid base for

increasing those odds in your favor. We help you address:

- » What does it take to get people interested in new ideas and committed to making a change?
- » Why does resistance to change occur and what can you do to avoid it. And, when resistance does occur, what can you do to work through resistance effectively?
- » What is a polarity? And, you will learn to identify and effectively address chronic problems which are, in fact, dilemmas (polarities) you must manage, not problems you can solve.
- » How do you know when you've built sufficient support to move ahead with a change?
- » How can you tell when you are part of the problem? And, if you are what can you do about it?
- » How can you sustain commitment to change so that you see real results?

Personal Impact

Your success as a leader, group member, consultant, or manager rests less on what you know and more on who you are.

- » Do you know what impact do you have on others?
- » Does your presence work for or against your ability to connect and influence people?
- » What can you do to improve the quality of your personal impact?

Systems Thinking

Too often organizations limit thinking to only one level of system. For example, an individual is rewarded while no one notices the teamwork and cross-functional support that made a project a success.

- » **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** will increase your ability to understand the intricate workings of systems and where to intervene to get the most impact.
- » You will find that your ability to influence others in organizations will increase just by your heightened sensitivity to systems issues.
- » Our approach to working with groups is unique and you will find that you look at how groups are structured and their natural ebb and flow differently, and that will greatly increase your ability to get things done in work groups and teams.

Integration of Learning

Toward the end of the program you will become part of a participant team that will work with a client in the Cleveland area. You will contract with the client and intervene based on principles you've been studying. This is a real opportunity to see how the **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** approach works in real time with people facing real business challenges. To ensure that you get the most from this experience, a faculty member will work closely with you as you plan and implement your interventions. This faculty member will be a consultant to you and not to the client. It's quite an opportunity to see how the pieces fit together.

Your Learning Experience

To ensure an up close and personal learning experience, the **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** program is capped at 24 participants, the student to faculty ratio throughout the program is maintained at not more than 6 to 1, and the core faculty remains the same throughout the program to ensure a deeper learning relationship for each participant, while providing exposure to many other international faculty from the program.

A variety of methods are used in the **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** program, including demonstrations, readings, simulations, role-plays, fieldwork assignments, small group practice, and step-by-step skill building experiences. The **primary learning experience** will be by **doing**. Participants will work with individuals, groups, and organizations in a personal learning laboratory, where learning can be safely explored, as well as with their own systems or clients, as part of the learning process. They will be required to develop learning projects outside the program, and they will receive **consultation and feedback** for these projects throughout the course of their work.

A Glimpse of the Program

- Session One: **December 7-13, 2008:** Community Building, the Individual level of System, and Learning to determine “what is”. All levels of system are introduced—intrapersonal, interpersonal and dyad, group, and community. Learning systems are established via learning partners, learning and support groups, learning and development groups, and the community.
- Session Two: **February 8-15, 2009:** Consulting Work Team, the Interpersonal and dyadic level of system, learning to choose “what to attend to”. Differences are heightened and brought to the forefront to clarify both the uniqueness and similarity of each individual and group.
- Session Three: **March 29 - April 4, 2009** Consulting work Team, the Group level of system, concentrated Personal Development at a residential site, and learning “how to move on the choice”. A mid-program opportunity to integrate the learning experience in live group experiences. This is an offsite, residential learning experience.
- Session Four: **June 14-20, 2009** Consulting Work team in live intervention, Organizational level of system, “moving on the choice”. A reality check in what has been learned. Local businesses and organizations are contracted for “live” interventions by the consulting work teams in what becomes a profound learning how to apply the “gestalt” concepts.
- Session Five: **August 2-8, 2009** Community building, integration at all levels of system, closing the interventions. All good things come to a close, when properly moved through closure. Without closure, unfinished business lingers instead of being resolved or at least placed into proper perspective.

I first experienced a Gestalt program in San Diego California in 1996. Since then the “Gestalt way” of thinking and working has been of great importance for me both personally and professionally. Gestalt has helped me to be aware of what is going on with me when I am struggling. I have learned to trust my feelings and be confident in my consultant role. Gestalt has an amazing ability to foster tolerance. I have learned to experiment with less fear and be surprised with joy.

My work with The Gestalt Institute of Cleveland’s OSD programs have further sharpened my skills in the Gestalt approach to intervening and consulting to groups and individuals.

**Jan Henrik Bjørnstad, Consultant
Institut for medskapende ledelse,
(Center for CoCreative Leadership) Oslo
Norway**

Our Family of Participants

Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener participants have come from a wide range of organizations, including:

Business & Industry

AT&T
Abbott Laboratories
American Greetings
Bank of Hawaii
Bell South
Centre de Formation et
de Consultation
Commonwealth Edison
Continental Airlines
Corning
Deloitte & Touche LLP

Digital Equipment
Exxon Chemicals, Exxon USA
Franklin-Templeton
General Electric
McKinsey & Co., Inc.
Republic Steel
Chase Manhattan Bank
Royal Bank of Canada
TRW Corporation
Wheelock, Inc.
Wells Fargo
Xerox Corporation

Government

Canada Auditor General's Office
City of Palo Alto, CA
Federal Corrections Institute
US General Accounting Office

US Department of Agriculture
USDA Animal & Plant Health Inspection
Government of Costa Rica

Education

Baldwin-Wallace College
Case Western Reserve University
Cleveland Institute of Art
Institute for Type Development
Kokomo Center Township (NJ)
University of Michigan
Morehouse School of Medicine
Ohio State University
Ottawa University, Canada

Rush University
Syracuse University
Trinidad State College
University of Chicago
University of Illinois
University of Medicine & Dentistry
of New Jersey School System
University of North Carolina School of Nursing

Health Care

American Medical Consulting
Blue Cross & Blue Shield
Buffalo General Hospital

Evangelical Hospital Corporation
University Hospitals, Cleveland
Urban Strategies of New York

Who Should Attend

Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener will benefit individuals wanting to enhance their ability to influence people and systems through increased competence and effectiveness in designing, implementing, and following through on interventions to achieve desired outcomes. Typical attendees are consultants, executives, managers, executive and life coaches, and administrators/directors.

Supportive Materials

Supportive reference materials are provided to support each participant's learning preference. Texts, such as Edwin Nevis landmark Gestalt book, *Organizational Consulting*, will be provided along with indepth industry articles, and a training manual for use in sessions.

Admission Process

Prerequisite: Participation in a **Gestalt Experience workshop** before or during this program. Admission to this program involves both a written application and an interview. Early application is encouraged.

Your Investment

Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener is an investment into your personal and professional competence.

Application (nonrefundable) \$ 750
Tuition \$13, 750

One-half of the tuition is required upon acceptance. Balance is due in accordance with commitment statement. Refunds are not given for early withdrawal from the training program due to the nature of its design and operation. Requests for special payment arrangements are encouraged as necessary. Application fee will be applied to tuition upon acceptance.

Registration

Online at www.gestaltcleveland.org
Mail: Registrar
Gestalt Institute of Cleveland
1588 Hazel Drive
Cleveland, OH 44106-1791
Fax: (216) 421-1729
Email: registrar@gestaltcleveland.org

Program Schedule

The **Personal & Organizational Effectiveness: Becoming An Effective Organizational Intervener** dates are listed below

Session 1: December 7-13, 2008
Session 2: February 8-15, 2009

Session 3: March 29-April 4, 2009
Session 4: June 14-20, 2009
Session 5: August 2-8, 2009

Each training session is varies from six to eight days. Each session begins promptly at 1:30 PM on Sunday and ends at 12:00 Noon on the day of the session end. Plan to arrive early and to stay the full time to ensure that nothing is missed in your learning process. Please do not book flights home prior to 2:00 PM on the last day of the session. **Please note that the length of the sessions varies, so use actual dates of the program to establish travel plans.**

Chairperson

Herb Stevenson, MA, CPC, CDP

Faculty

The faculty is widely published in the field and has extensive experience in many areas of business, education, government, and human service organizations. They use Gestalt concepts, theory, and methodology in their roles as consultants, executive coaches, and administrators. They have taught, trained, and consulted in Africa, Asia, Europe, and North and South America.

Rick Mauer, MA, national consultant and trainer, author of *Beyond Resistance*
Barry Johnson, PhD, international consultant and trainer, author of *Polarity Management*
Celia Young, MA, MBA, international consultant and diversity trainer.
Jacque McClemore, PhD, national consultant and diversity trainer.

I signed up to learn about becoming a better consultant & coach by learning to utilize a gestalt framework. That's what I showed up wanting. I also was given what I was needing. Learning more about myself & how I make sense of the world, of others, of my experiences. Learning to pay attention to my intent, my presence, and seeing choices that were invisible to me before, was something much greater than what I had signed up for. For me it was a milestone learning experience, which has changed my life.

Jeff Edgar
Internal Consultant

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Questions

Call Herb Stevenson at 440 338 1705 or email at therbstevenson@aol.com if you have any questions.

Frequently Asked Questions:

Q: Why is the program five weeks long?

A: While you can learn the theory to some degree in a much shorter time frame, you will have five weeks to practice, get feedback, and try again. We put a strong emphasis on learning by doing. Five sessions spread out over ~9 months gives you time begin to integrate what you are learning, experiment back on the job, and continue your learning in a supportive group during the next session.

Q: Who comes to Becoming An Effective Organizational Intervener?

A: Most of our participants have a significant amount of experience working in organizations. Some have worked as executives, managers, consultants, team leaders, and employees. Everyone is interested in learning how to increase his or her effectiveness working in organizations. People come from all over the world, but most come from the US and Canada.

Your colleagues in the class will become a significant part of your learning experience. Often you will turn to them for advice and counsel on all manner of issues.

Q: Is there homework?

A: There are occasional readings or short assignments between sessions, but for the most part you will find that our focus is only learning while you are in the session. It is a full-immersion program. When you arrive in Cleveland, you will be immersed in learning from a gestalt perspective for six days. Although lectures are part of your learning, you will spend a significant amount of time in various groups learning to apply Becoming An Effective Organizational Intervener principles.

Q: Will I get evaluated?

A: There is no formal evaluation process, but you will get plenty of feedback. We build in a feedback session, but you can request it at any time from colleagues and faculty. The people who get the most from Becoming An Effective Organizational Intervener, dive in, try things out, encourage feedback, reflect on what they heard, and try again. Experimenting is an important part of our approach.

Q: Are faculty available for coaching?

A: We do not take on individual coaching clients during the program, however we are available to respond to questions, talk through issues, or just engage in good conversation. For many of us, these informal one-on-one meetings over coffee are a highlight of the program.

We Look Forward to Learning Together