



GISC Newsletter

Transforming the way you live and work in the world

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Two Perspectives**

**Where Do "Aha's" Come From?
Nancy Hardaway**



My dad died unexpectedly several months ago, leaving my much older mother alone with deteriorating vision and ill health. They'd lived near me for over twenty years. I've felt lost in my own grief,

my mom's grief, and her urgent need for my assistance.

It took a conversation last weekend at our Leadership Succession Conference with South African Chantelle Wyley for me to recognize the huge identity shift I was experiencing as I moved from daughter to caretaker. This aha was evoked from a research presentation by Bridget Farrands (one of our leadership faculty from the UK) on the identity shifts that leaders experience as they step into new roles and struggle with a sense of their own incompetence, of the ground shifting beneath them. I'm a new leader in my family.

The learning that comes when we juxtapose disparate ideas and disparate people is why the TED talks are so fascinating. (If you don't know about this conference that brings together leaders from technology, entertainment, design, and now science, politics, education and beyond, go to www.TED.com right now.) This appreciation of multiple realities - and the creative opportunities and challenges that result - is a core concept in Gestalt and a core value of GISC.

Greetings!

When we first began to assemble this issue, our intention was for it to be a look at CCTP and the Cape Cod Model - GISC's powerful approach to facilitating change - from the perspectives of an executive, a consultant, and a psychotherapist. It is all that, but in typical Gestalt fashion, it is more than that: the multiple views, the diverse strands of experience interwoven into a colorful plaid, turns out to be the real story here. Although each experience is different, the common thread is that when people come here to learn to become more effective agents of change, they leave finding themselves changed. **Zeynup ("Z") Tozum**, a management consultant in private practice in Istanbul, and **Mark Magerman**, a psychotherapist, coach and consultant, share their CCTP "week one" impressions in "**CCTP Chronicles.**" **Doug Smith**, alumni of several GISC programs, talks about applying the Cape Cod Model in his career transitions from consultant to senior executive and back again. **Nancy Hardaway**, GISC President & CEO, takes a look at how multiple perspectives enrich our lives, our learning, and the work we do at the Center in "**Where Do Aha's Come From?**" Wishing you happy reading, happy weaving, and a sun-filled summer!

Laurie Fitzpatrick, Editor

There and Back Again by Doug Smith

This year is proving to be a year of renewal and change as I set about re-launching my health care consulting business after years as a health care system executive. I reached out to Nancy Hardaway - GISC President and a fellow student in the 2004 Leadership in the 21st Century program - to explore some ideas together, and discuss my transition from consultant to a senior leadership position and back again. She asked me to share my story about the role GISC training played in my transition, and to explore the challenges of competency that one faces in moving from one form of work to another.



New Role, New Challenges

My exposure to Gestalt theories began in 2001 when Joe Melnick - an organizational consultant, psychotherapist, and senior faculty member of GISC's Cape Cod Training Program - began coaching me in my new position as the Chief Operating Officer for Martin's Point. Martin's Point (MP) is a health plan and primary care services company located in Portland, Maine. In my new role at MP, I was faced with the challenge of developing new competencies. Joe coached me using practical management situations I was facing in the transition from a consultant to senior executive.

A Different Approach

I had served as a CIO and in senior operations leadership roles in a half dozen different companies over an eight-year period before joining MP. These consulting engagements were mostly with for-profit start-ups or companies in turnaround situations. The projects typically lasted less than six months and were very results focused. Success was measured simply: meet the goal within a given budget and timeframe. There was seldom discussion of the "body count." At MP the assignment was very different. It was a full time job in a financially stable non-profit company with a high growth rate. There, we took the long-term view. Retaining and developing people and building a high performing and agile management team was important. The favored management style was highly relational and caring ("intimate conversations," as I came to learn at GISC) instead of having an absolute focus on results and strategic behavior to get the job done.

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CCTP Chronicles: Two Perspectives on the Cape Cod Training Program

Mark Magerman and Zeynup Tozum

Old Dog, New Tricks?

Mark Magerman

At 6:00 a.m. on May 14th, I was pulling out of my driveway in New Hope, PA, beginning my six-hour trek to the Gestalt International Study Center in Wellfleet, MA.



Having been to the Center many times over the past nine years, I was looking forward to being surrounded by a warm and inviting faculty and staff, and to learning some new things. My purpose for going on this particular occasion was to participate in the first week of the Cape Cod Training Program, one of the core training programs that the Center offers. My interest was piqued while attending an introduction to the program, co-sponsored by GISC and the Gestalt Therapy Institute of Philadelphia at Bryn Mawr College.

In addition to my excitement, I was also aware of feeling a bit anxious. It had been a long while since I participated in an intensive (a several day marathon) training program, and my children were returning from college and I wouldn't see them for a week. Furthermore, it was approximately eighteen years ago when I had abandoned working with models for a preference to work using a phenomenological methodology, with focus on the present moment experience and bringing forth to my clients some of my observations and experiences as we engage in dialogue. I was aware of a challenge in me. How will I embrace this program? Can I get out of my own way? Will I demonstrate an adeptness of this new learning to my colleagues? Many more such self-questioning projections were with me, while balanced with feelings of intrigue and a desire to be open for learning. To get out of my head, I turned on some Miles Davis, Weather Report, and other favorites, laid back and enjoyed the ride.

A Diverse Group

I arrived at my destination, and, as usual, there was a lot of excited energy at the Center. People were coming in from various parts of the U.S. and the world. Thirteen countries were represented among the twenty-six participants. There was an immediate eagerness for folks to introduce themselves and meet the others that they will have contact with throughout the week, a warm bunch indeed. Therapists, business executives, coaches, consultants, mediators, and one of the Center's founders, made up the professional composite of our group. The diversity was an unexpected and essential aspect of the overall learning experience.

A Program that mirrors the Model it teaches

I found the overall design of the program to flow very smoothly. From orientation, demonstrations, theoretical presentation, to practicum work - attending to emerging patterns, setting the stage, framing the interventions and seeing if they stick (multiple times to practice and experiment with the approach) - made for an effective developmental approach for learning. The Cape Cod Model is based on an optimistic stance, and the program design, like the model it teaches, builds upon a step-by-step process of developing competency. Whether working with romantic couples, business partners, teams, families, etc., the approach supports people to understand what they are doing well, as well as what may be their next developmental challenge toward growing together and improving their interaction to perform optimally.

The daily progression of the various group experiences seemed to follow the contact cycle or "cycle of experience," a Gestalt theoretical concept taught in the program. Each group has its own nature and purpose for convening. The large group meeting was a time for theory, questions and answers-fore-contact and building awareness in the cycle; the practicum group and partner dyad, where we put learning into practice, related to the contact-action portion of the cycle; and the process group - a time to reflect on participants' experiences at the end of the day - the post-contact-closure phase. This overlay

of theory and practice was an important part of the whole process. It was also an effective way of getting to know nearly all of the participants in intimate settings.

Walking their talk

As for the faculty, all I can I say is they practice what they teach! These are a group of dedicated teachers, supporting the learning of each participant, in anyway that they can, and they were as available as anyone could expect throughout the time together. Each presented with their own style and brilliant offerings. What stood out most of all was the way that each of the faculty would provide feedback. Respectfully, each would express the competence that they noticed following each participant's practice session, as well as offering a feedback for our growing edge. These are essential aspects explicit in the model.

Greatest take-away

Perhaps my greatest take-away from the week is the economy of the intervention. In other words, framing the phenomenological data in a concise way by using the least amount of words to clients toward raising their awareness as to how they communicate. Invariably, the impact was noticeable and moving. Since, I have been paying more attention to how I communicate with my clients. Secondly, I was reminded of the importance of balancing the amount of time addressing each client in the room, each being noticed and treated as equally important.

This seemingly simply model, with its focus on economical interventions, can deliver powerful impacts, as I have witnessed and have now practiced. I could strongly recommend this program to both long time practitioners and novices alike. Having been practicing for approximately thirty years, this old dog can still learn new tricks. I'm looking forward to the second week of the Program, and to what I will discover then!

Mark Magerman, Ph.D., L.C.S.W., B.C.D. maintains a private practice of psychotherapy, executive and performance coaching, and organization consulting in New Hope and Newtown, Pennsylvania. He is on the faculty of the Gestalt Therapy Institute of Philadelphia, and is a member of GISC's Next Generation.

Z's CCTP Journal Zeynep Tozum

Day Minus-3

Nancy Hardaway's request that I write about my experiences in CCTP for the newsletter put me in touch with the "good student" in me and I began to read the pre-course material. As I read through the bite-size theory sections and tips for effective interventions, memories of sessions with clients - including difficult ones that I do not particularly want to remember - started emerging from nowhere. Within seconds, I was on a Gestalt workout! Reading about the principles of the Cape Cod Model and "optimism" - the latter defined in such a novel and realistic way - I am beginning to feel even more curious and excited. I guess CCTP will be instrumental in creating my next edition as a consultant and, foremost, as a curious human being.



This is a time of chaotic change in the world and it is hard to predict what's going to emerge as the dust settles. And yet, "knowing" has always been a source of strength I relied on as I moved around the corporate world - first as an executive, and then, more recently, as an independent OD practitioner. It is a difficult balance to strike between leveraging what I already know and allowing new eyes to look and see differently. Along with the excitement of what is yet to come, I am realizing my anxiety level is rising too. Will I do well? I want to learn but also want to reassure myself that I am already really good at what I do. I find myself thinking that GISC is probably the safest place to experiment and allow myself to explore places I would not want to go on my own. I think of the legendary faculty: Sonia, Joe, Penny, Carol, and Stuart, and know they will be there for me. I am ready. Let's go!

Day 1

I am finding today's discussion about hierarchy and power very useful. The design of the program puts us to work in a hierarchy within consulting pairs this week, and will have

us working at an equal (peer) level for the second. Remembering the different types of partnerships I've experienced in the past in my work, I can see how illuminating it will be to become more aware of these roles and dynamics in action.

Day 2

I learn better through practice and yet, this morning, I did not want Sonia's "Teaching Points" session to end. No worries though: the schedule shows that she will be speaking for an hour and a half every morning. We then moved right into practicum. I soon realized how much more I was to discover about myself in this process. Initially, I was seeing what I am good at seeing. Then I began noticing how my autopilot modes were costing me some interesting opportunities.... Ah the "multiple realities." So liberating to see that there are always many alternative interventions to choose from, and not just one "right" option that we "have to find." My mind is getting used to scanning for as many new options as possible and being interested in their impact.

Day 3

The sessions have been a quick launch into learning space. I might even be practicing in my sleep as Joe said we might. I am beginning to see this way of intervening as something more than just a model: I think I now have a new pair of lenses through which to watch the world (and me in it). What's really exciting is that I do not need to abandon what I already am skilful at in order to see through these new lenses.

I notice how good I am at seeing what is missing in a system and that I often make a huge assumption that people already know what they are so good at doing. Through the practice sessions I saw that a two-person system (just like two executives tangled up in conflict) can really be surprised to hear what their process is like and how skilled they are to keep doing what they are doing. In our practice sessions, we are asked to work both in a client system as well as in consultant pairs, each providing a very different experience. I can't tell in which role I am learning more about myself anymore. Wow, how cool is that in terms of modeling the work for my clients?!

Day 5

Yet another discovery: patterns! Patterns are fantastic clues for getting to the heart of what is and what is not serving our teams, businesses, or organizations. I am thrilled that we are getting so well trained at recognizing them, watching how they impact clients' (and our) results, and working with them to create new choices to offer to our clients.

Day 6

I had a huge "aha!" yesterday: I never really knew why, at times, I felt I could not access my full power with a client. I now know I believed that I would be less influential if I could not say all that I was seeing. This was a total misperception that was making my interventions fuzzy and my life more difficult. So I started working on crisping up my interventions. I saw my impact increasing exponentially as I practiced and practiced. The discomfort of being on my edge is totally gone by today.

Day 7

Our first week is over. I am looking around and seeing friends, colleagues: competent, content, curious, changed - and not just a group of executives, consultants, therapists, coaches and educators that got on a fast track journey a week ago. I will finish up with a line that will stay with me forever: "People do not change, they just develop what they already have." I heard a colleague respond, "Isn't that interesting!" Sure is....

The CLASS OF CCTP 2009 WILL RECONVENE IN OCTOBER THIS YEAR TO BECOME EVEN MORE COMPETENT!

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Where Do "Aha's" Come From? *Continued from page 1*

disciplinary faculty and class composition is why GISC joined together its two centers for intimate systems and strategic systems several years ago. It's why, on our new website, we list programs in more than one user category and offer cross-functional training suggestions. Take a look at gisc.org - it's more user friendly, emotionally inviting, and professional, all at the same time! We are acting on the importance of actively crossing the boundaries of functional silos that so often take place in organizations in these days of specialization, when even our sneakers have specific roles and can't play more than one sport.

Presenting multiple perspectives is the theme of this newsletter issue, where we invited a therapist, a consultant, and a leader to talk about their experiences in the same training on facilitating change through micro-interventions. I encourage you to read for the differences and read for the similarities - to you.

Although the program was originally designed for therapists, coaches, and consultants, I took the Cape Cod Training Program several years ago and I put it to use constantly in my role as CEO, although I have "translated" the model into my own language. I don't do interventions as a consultant or therapist, but I'm often facilitating growth and change for individuals and groups as I work with my staff, the Board, committees, and faculty. I am far more skilled in seeing and developing effective group behavior and in giving meaningful feedback that matters. To me it's like the artists that come to Cape Cod because the unique light here where we are surrounded by ocean allows them to see the world differently. So, too, did the Cape Cod Training Program allow me to see the world differently by shining a new light on what I see and how I express it.

In the same way we value cross-disciplinary exchange, we value the varying textures of multi-cultural perspectives, with Z from Istanbul offering her experience in the CCTP program in this newsletter. We take very seriously the word "Interna-

There and Back Again *Continued from page 1*

Joe Melnick was instrumental in coaching the senior management team and me, individually. He encouraged me to enroll in the Leadership in the 21st Century program at GISC where we experimented with very different styles of leadership in an intense but safe learning environment, learned about physical presence, operating at different levels of system, the power of hierarchy, and other Gestalt principles and frameworks.

The following fall my wife and I attended The Next Phase program at GISC and brought many of these principles and ideas into our private life.

A year and a half later I enrolled in the Cape Cod Training Program (CCTP), which enabled me to build on prior courses' work, increase my level of awareness, and practice techniques for facilitating change. In the past year, I have gone back and watched the videos from the practice sessions. It is incredible to see, with fresh eyes, the actions that served as pivot points. Being patient, listening and saying a sentence or asking a question at just the right time is often all that it took to change the group dynamic.

Caring About People, Seeing Results

The GISC training has had a strong impact on my approach to managing and interacting with people. The change started with caring enough about the people (not just the results) to pay attention and "see and hear the action" in the group. I began to note the balance of talk time, advocacy/inquiry efforts, and interest and enthusiasm of group members, and share these observations with the group. In CCTP, I got to practice taking action about what I had observed and intervene. At first, using these skills felt mechanical and artificial. With practice they became part of my repertoire and have certainly come in handy at MP (e.g., in meetings) and more recently in my consulting practice (e.g., asking a client one more question to confirm an understanding or perspective.) Some of the unexpected by-product of paying more attention

and being more interested in people and what they are doing has been an increase in the level of trust and followership granted through relation (rather than role or title), low level of turnover in the areas I managed, and a high level of promotion from within. I ascribe these changes to a focus on results and the people who deliver them.

My tenure at MP lasted over seven years during which the company grew its revenues by over 350%. It is a fine, mission-driven company. After serving in such roles as COO, CIO, Acting Chief HR Officer, Chief Compliance Officer, and Chief Quality Officer, I left MP in January, 2009 to restart my management consulting firm, W. D. Smith & Associates. It is familiar and yet new in that, thanks to the experience at MP and training at GISC, I have a much richer set of services to offer clients.

After the experience at MP and GISC, I have no illusions about the need for ongoing self development. Like a physical workout, the mind is exercised through learning. For me, the results are greater mental agility, flexibility, and the ability to adapt to different client settings and styles. I suspect that my clients appreciate the new perspective - gained through self development efforts - that I bring to our work solving old and, often, all-too-familiar problems.

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Coming Up at GISC

September 20 - 25
Leadership in the 21st Century
GISC's premier Leadership
Development Program

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Summer & Fall 2009 Programs

July 26 - 28
Working with the Body in
Mind: *Physical Process in Practice*

July 26 - 28
The Building Blocks of Creativity

August 27 - 30
Next Phase: *Navigating Personal &*
Professional Transitions

September 10 - 11
Wrestling with Ethical Dilemmas

September 12
Psychopharmacology for
the Non-psychiatrist

September 13 - 14
Introduction to the Cape
Cod Model of Change

October 9 - 12
Consulting Excellence:
Finding your Developmental
Edge (Stockholm)

October 11 - 14
Facilitating Leadership
Transitions

October 15 - 17
Skills for Influential
Leadership

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Where Do "Aha's" Come From?
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tional" in our name. Acting on this value, for the first time we are bringing CCTP to Europe.

In the past we've brought programs to other countries upon special invitation and always with limited access to a specific audience. This August is the first time we will be offering CCTP as an open program outside the US, where anyone from the public can attend. Over the last two years we have been developing an international faculty, and a mix of therapists and consultants from our senior US faculty and our international faculty will teach CCTP in Oxford and Belfast. We know we'll all grow from this exchange of ideas, and the program will be better because of it.

GISC is also creating new forms of learning relationships. Where we've been focused on individual learning, we have embarked on a business-to-business learning paradigm. Our Leadership Consortium, launched this year, is focused on helping whole organizations learn through developing a unique culture of leadership.

I'm proud we are acting on our values, and excited about the opportunities for learning we will have as an organization as we stretch our boundaries, the applications of our theories, and the mix of faculty and students. I know there will be "aha's" all around.

As for me, there are moments of felt incompetence and moments of

despair, whether I'm walking down the street to dole out my mother's medications, or exploring a way to describe the impact of our leadership training on organizational adaptability and flexibility, or negotiating facilities contracts in Oxford and Belfast. But I know I'm still in transition so I'm allowing myself to pull back to get perspective, slow down to give myself choices, and making sure I'm getting appropriate support.

Nancy Hardaway is President and CEO of GISC.



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