

CRANALEITH MASTER SEMINARS

FULL PROGRAM DETAILS

Advanced Professional Development For Facilitators and Leaders of Faith-Based Organizations

Presenter: Marisa Guerin, Ph.D.
(www.guerinconsulting.com)



The Master Seminar series is designed for those who lead or facilitate organizations such as communities of vowed religious women or men, religiously sponsored hospitals or educational ministries, local congregations and social service ministries. It is open to participants from all faith traditions and assumes an existing base of skills and experience. The seminar format emphasizes collegial exploration of advanced topics through discussion, reflection and case consultation.

Topics and Dates

Seminar #1: "Exploring the Psychodynamics of Systems"

Current Dates: February 21-23, 2012*

- The power of roles, boundaries and authority in system psychodynamics
- The complexities of decisions, conflict resolution and shared commitments
- The dynamics of facilitation and negative capability
- Structures and processes of containment for anxiety-producing work

**Note: Same workshop content also available Feb.28-Mar.1 2012 for a wider audience –leaders or facilitators from education, healthcare, or other non-profit enterprises, whether faith-based or not.*

Seminar #2: "Planning and Change for the Spirit-Led"

Current Dates: July 10-12, 2012 or July 24-26, 2012

- Core concepts of organizational strategy as interpreted for faith communities
- Methods and formats for strategic planning in Boards, communities and large and small groups that take their leading from the Spirit
- The rational, emotional, political and spiritual impacts of change

About the Seminar Process



The seminar concept implies advanced material, a collegial informality and high levels of interaction and discussion. While the seminar leader, Dr. Marisa Guerin, is responsible to define the learning goals and topics and to provide both theoretical and practitioner input, the participants will be expected to engage with the material and with one another to better understand how to address the challenges of leadership and facilitation in practice.

The assumption in the design is that the participants will be self-directed and motivated learners, who will take what they need and want from the material offered and who will bring to the group the benefit of their own experience, learning and ideas.

There will be limited use of affective/experiential education modules, since these tend to require longer periods of time for the events and the processing of the learning, but the seminar philosophy will be very much oriented to direct application of the material to the work of the participants through case materials in group-as-a-whole and small-group formats.

Another assumption in the design is that by its very nature, this work of leading and facilitating requires a reflective practitioner. Opportunities for reflection will be incorporated throughout the seminars and learning will often be centered around case consultations.

Readings will be assigned in advance of each seminar session and additional readings or resources may be recommended for further study by other seminar participants. Participants will also be asked to prepare responses to case questions that can be explored during the seminar.

Seminar Content

SEMINAR # 1: “EXPLORING THE PSYCHODYNAMICS OF SYSTEMS”

Part 1, The Power of Roles and Boundaries

- Concepts of role and boundaries and their value in organization psychodynamics
- System/organization design and dynamics related to boundaries, differentiation, integration
- Critical nature of integrator roles and most common dysfunctions.
- Essential nature of authority relations and the difficulty of religious organizations in handling authority
- The notion of containment and its relationship to anxiety-producing work
- Possibilities for repair of fractured client containment, forms of “holding” relationships
- Spirituality of organizational leadership and facilitation
- Decision-making in spirit-led organizations

Part 2, Leader and Facilitator Role Dynamics

- Concept of client (Who owns the problem? Who is actually the leader?)
- Transitional space and transitional objects
- Differentiating interpersonal, group, intergroup, and organization level dynamics, what transfers across levels and what doesn't. (Tendencies in religious organization to overemphasize the interpersonal.)
- Negative capability in leadership and facilitation, and structures for containment
- Collusions and seductions that trap and pull leaders and facilitators out of role
- Process elegance or social defense? Avoiding trap of technique as social defense
- Awareness of how to facilitate technical versus adaptive tasks / Turning “heat” up or down

- Maintenance of neutrality and safe space for the different
- Management of conflict
- Challenges to development of group maturity and internal capabilities
- Providing consultative input without violating role boundaries, when and how to use the consulting note.

SEMINAR #2: “PLANNING AND CHANGE FOR THE SPIRIT-LED”

Part 1, Strategic Planning for the Spirit-Led

- Core concepts of organizational strategy
- Religious entities as hybrids of community and performance organizations
- Planning as realistic action vs. planning as denial or organizational ritual
- How strategy mapping enables focus
- Balance between group engagement and consultant support
- Use and misuse of SWOT technique
- Theological underpinnings of planning for faith based groups.
- Methods and formats for strategic planning in Boards, communities, large and small groups
- Similarities and differences between business-type planning processes and faith-community-type discernment processes.

Part 2, Helping Leaders Manage Change

- Impact on change of rational, emotional, political and behavioral factors
- Pressures on leaders and facilitators in times of change – regressive forces, containment
- How to form and nurture new organizational units
- Assessing organization effectiveness
- Differentiating planning / strategy issues from people / performance issues
- How to manage painful change implied by strategy and planning work
- How to lay down structures and roles no longer appropriate with grace and sensitivity to people and mission
- Leadership and management – and the unique ways that these two phenomena are experienced in faith based organizations and in religious communities of elected leaders

Persons interested in participating must submit an application for enrollment.

The seminar format is highly sensitive to the nature of the participant group. The application information will be used in several ways: to assure that the enrolled participants match the intended target audience, to promote an optimal mix of people from similar and different organizational settings, to identify and avoid potential authority dynamics in the participant group that could constrain its effectiveness, and to qualify those eligible for the religious leader discount.

Applications are available from Cranaleith Spiritual Center, 215.934.6206.

About Logistics

The Master Seminars will be held at Cranaleith Spiritual Center, 13475 Proctor Road, Philadelphia, PA 19116 (ph. 215.934.6206). Directions to the Center can be found on the website at the following link: <http://www.cranaleith.org/index.php/directions/>.

Cranaleith – Gaelic for “Sanctuary of Trees” – has welcomed and served nearly 35,000 guests during the last 13 years through its non-denominational program offerings and spirit-rekindling environment of hospitality, respect and trust. Cranaleith operates out of an 1891 Victorian home on a park-like, 10-acre property in Northeast Philadelphia. The Master Seminar series expands the Work and Spirit offerings at Cranaleith, and complements Cranaleith’s depth of experience in providing staff development programs for those who serve the poor and marginalized.



Arrivals are expected on the morning of the first day of the program, which begins formally with lunch at 12 Noon. There will be two evening sessions after supper on the first and second day of the seminar. Commuters should plan to be on site on the following schedule: Day One: Noon through 8:30 pm; Day Two: 8:30 am through 8:30 pm; Day Three: 8:30 am through 1:00 pm. All meals will be provided at Cranaleith through lunch on the third day of the program. Departures from Cranaleith can be planned after 1:00 pm on the final day.

Each seminar session has a minimum necessary enrollment of 6 persons and a maximum of 15 persons. Please note that overnight accommodations at Cranaleith are limited in number. The rooms are simply and tastefully decorated, require the ability to climb stairs, and in some cases are shared rooms. If there are participants who cannot be accommodated at Cranaleith, they will be referred to lodging options at nearby hotels. The program cost for persons who choose to be commuters or for those who cannot be housed overnight at Cranaleith will be reduced by \$100 per person per seminar.



Potential participants will be asked to indicate if they wish to be commuters, if they are willing to share a room at Cranaleith or not, and if they would be willing to make their own arrangements for off-site lodging in the event that Cranaleith rooms are filled.

Fees per Seminar:

\$950 per person, including lodging and meals at Cranaleith
((\$850 per person if commuting or lodged off-site; all meals included)

\$500 discounted fee for religious leaders, including lodging and meals at Cranaleith
((\$400 discounted fee for religious leaders if commuting or lodged off-site, all meals included)

About the Presenter

Marisa Guerin, PhD is President of Guerin Management Consulting, Inc. established in Philadelphia, Pennsylvania in 2000. She is a highly regarded consultant who has worked with the executives and leadership teams of over 50 client organizations – major corporations, family businesses, non-profits and religious organizations. She addresses issues of planning, strategy, leadership effectiveness and organizational performance.

In addition to her consulting experience, Marisa was Corporate VP Human Resources for Rohm and Haas Company; Project Faculty for Wharton School of Business programs in Peru, Colombia, and Chile; Consultant and educator for the Center for Ministry Development; and Director of the National CYO Federation.



She has served on the Boards of the International Society for the Psychoanalytic Study of Organizations, the Philadelphia Human Resource Planning Society, United Way of Southeastern Pennsylvania, the Urban Affairs Coalition of Philadelphia, Mercy Health System SEPA and Cranaleith Spiritual Center.

Marisa holds a Bachelors Degree in Sociology from the University of Pennsylvania (1974), a Masters Degree in Human Resources Development from American University (1983), and a Ph.D. in Human and Organizational Systems from the Fielding Graduate University (1996). For more information, see www.guerinconsulting.com.

“The Master Seminar concept emerges very directly from my own career journey which has straddled the worlds of business and nonprofit organizations, secular and faith-based organizations, executive leadership and consulting to leaders.

“My leader life started early when I served as the relatively young Executive Director of a large national church-sponsored organization in Washington DC. Later, after graduate studies and consulting experience in the faith-based sector, I worked for fifteen years in the corporate headquarters and production operations of a major international manufacturing company. For the last six of those years I was a member of the most senior executive team of the global firm. Both of my roles in senior leadership - in the church and in industry - were incredibly intense, challenging and growthful.

*“Eventually, I left my corporate executive role to open a private practice as a management consultant and educator serving many different kinds of enterprises, especially **faith based organizations**.*

*“I discovered that the leader motivations, styles, and work cultures of faith based organizations turn out to have **important elements in common** with one another, whether I am working with Catholic religious communities of men or women, Jewish congregational leaders, Quaker social justice activists, Baptist congregational ministers, the ecumenical staffs of neighborhood social service organizations, or the corporate executives of religiously sponsored hospitals.*

*“Not only are there similarities among these diverse faith based clients, but I also observe that most of them operate differently from leaders in business organizations. It appears that the nature of leadership is powerfully impacted by the notion that **one is in service to others in the name of God**.*

*“The Master Seminar series is my attempt to tap the resources from **both of these domains - business and faith** - to strengthen the skills of those who lead or facilitate faith based organizations.”*

-- Marisa Guerin