

# CRANALEITH MASTER SEMINARS

***Expanded Audience!***

## Advanced Professional Development For Facilitators, Staff and Leaders of *Non-Profit Sector Organizations*

Presenter: Marisa Guerin, Ph.D.  
([www.guerinconsulting.com](http://www.guerinconsulting.com))



This Master Seminar offering is designed for those who lead, work in or facilitate non-profit sector organizations in education, health care, social service and faith-based organizations. It assumes an existing base of skills and experience; the seminar format emphasizes collegial exploration of advanced topics through discussion, reflection and case consultation. Admission is by application. Educators, administrators, health care and social service professionals, organizational consultants and association leaders are invited to consider this opportunity to deepen their expertise in human system dynamics.

### ***Topic and Dates***

#### **“Exploring the Psychodynamics of Systems”**

**Next Available Date: February 28-March 1, 2012**

- The power of roles, boundaries and authority in system psychodynamics
- Critical nature of integrator roles and most common dysfunctions
- The complexities of decisions, conflict resolution and shared commitments
- The dynamics of facilitation and negative capability
- Collusions and seductions that trap and pull leaders and facilitators out of role
- Structures and processes of containment for anxiety-producing work

**NOTE:** Other seminars in the Master Seminar Series are available and have been reserved for those who lead or facilitate faith-based organizations. These reserved sessions include: Seminar #1, “Exploring the Psychodynamics of Systems” on February 21-23, 2012; and Seminar #2, “Planning and Change for the Spirit-Led” on July 10-12, 2012 or July 24-26, 2012.

For further information on these sessions, please contact Cranaleith Spiritual Center.

## 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 seminar, and learning will often be centered around case consultations.

Readings will be assigned in advance of the 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 many nonprofit 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
- Inner dynamics of organizational leadership and facilitation
- Decision-making in values-based 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
- 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 expressing diverse opinions
- 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.

***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 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.

The 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.

### ***Seminar Fees:***

**\$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 qualified applicants\***, including lodging and meals at Cranaleith  
((\$400 discounted fee if commuting or lodged off-site, all meals included)

*\*Cranaleith is able to provide a limited number of discounted registrations, such as for members of religious communities or staff from resource-constrained organizations serving the poor.*

## About the Presenter

Marisa Guerin, Ph.D. 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 more than 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 Bachelor's Degree in Sociology from the University of Pennsylvania (1974), a Master's 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](http://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 15 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 **non-profit and values-based organizations**.*

*"I discovered that the leader motivations, styles and work cultures of values-based non-profits turn out to have **important elements in common** with one another, whether I am working with social service organizations, health care systems, educational institutions, or religious congregations of varied denominations.*

*"Not only are there similarities among these diverse 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**.*

*"The Master Seminar series is my attempt to tap the resources from **both of these domains - business and the non-profit sector** -to strengthen the skills of those who lead or facilitate values-based organizations."*

*-- Marisa Guerin*