

The Organization Program at The William Alanson White Institute

offers a two-year program in

Organizational Dynamics

THE ORGANIZATION PROGRAM

The Organization Program is a two year program designed to help people learn how the dynamic life of organizations affects the ability to work. Through reflective practice, didactic and experiential learning, the Program uses the knowledge of organizational learning (group and system dynamics) to develop an individual's capability to lead and work more effectively in her/his role. The Program is built on the traditions of psychoanalysis, organizational development and systems theory. Participants examine different components of organizational life – the individual, the group, and the organization – to make sense of what occurs in the workplace.

Participants come to this Program from a wide range of public and private sector organizations, working in roles as managers, clergy, educators, human resource professionals, consultants, mental health professionals, entrepreneurs and professional service providers. The Program, through its conceptual framework, experiential design and tools for practical application at work, provides participants with a "second discipline" enabling them to gain new perspectives on their experiences and integrate learning. Many graduates view the program as transformative in their careers.

The program will deepen participants' understanding of organizational life, improving their effectiveness in working with and in organizations. The Program is designed to help participants develop an understanding of:

- How differences such as identity, professional affiliation and organizational culture affect work life;
- Working in ambiguous conditions;
- The nature of authority – how the exercise of authority, both conscious and unconscious, affects individuals, teams and organizations;
- How and why different people take up similar roles in very different ways;
- Organizations as dynamic systems;
- How group dynamics affect an individual's ability to work; and
- The nature of leadership and competition.

The core concepts taught in the Program are the building blocks for thinking about and designing more effective work processes and addressing organizational change.

Applicants should have experience working in or with organizations, an interest in psychodynamic thinking, and a willingness to use self-reflection for learning.

Program Curriculum

The Program curriculum includes both courses and modules.

Courses

Classes meet Wednesday evenings from 7 pm to 10 pm from September to December and from February to April each year for two years.

Year One, First Semester

Role Analysis: the focus of the first class in the curriculum provides an opportunity for participants to learn about a fundamental building block of organizational life – the “role”. Here participants examine the links between their families of origin and their formal and informal work roles. A tool, role analysis, is used to explore the many factors that influence how people take up and are given roles.

Year One, Second Semester

Core Concepts: combining reading and case studies, this class looks at the socio- and psychodynamics of systems. Participants learn about a wide range of the concepts that are core to the Program’s learning, including practical applications of open systems theory, authorizing roles, the differences between large and small groups, organizational defenses, and other aspects group dynamics.

Year Two, First Semester

Contextualizing Organizational Dilemmas: Participants are challenged to apply the core concepts to their experience of diagnosing organizational dilemmas in their own organization or in a different one. Learning occurs through group and individual reflection.

Year Two, Second Semester

Integration and Application: This final class focuses on competency building and practice in order to help participants apply their learning to organizational settings. Participants apply their learning through engagement and peer consultation.

Modules

Participants attend up to four modules a year. They are held on weekends (Friday and Saturday or Saturday and Sunday), on topics that have included:

- Basic Psychoanalysis
- Small Group Training: Experiential and Applied
- Experiencing and Understanding Group Relations in the Contexts of Large Groups and Institutional Events
- Teamwork
- Ethnography as a Tool for Understanding and Intervening in Organizational Life
- Towards a Postmodern Synthesis in Organization Theory and Psychoanalysis
- Organizational Role Analysis
- Leadership and Emotional Intelligence
- Campaign Approach to Managing Change

Teaching Faculty

Leslie Reed Shields, MSW, Program Director, is a clinician and organizational consultant who has consulted extensively in the public and behavioral health care sectors. Her consulting practice focuses on improving the structure and performance of organizational entities, with an emphasis on developing learning organizations. Ms. Shields is a graduate of Fordham University, with a Masters in Social Work. She is a graduate of the Organization Program and a member of the International Society for the Psychoanalytic Study of Organizations and the National Association of Social Work. reedshield@aol.com

Kenneth Eisold, PhD, Founding Member and Past Director; Chair, Council of Fellows, White Institute; Fellow and Past National Conference Director, A.K. Rice Institute; Former President, ISPSO. He is a clinician and executive coach, who also consults to a range of largely professional organizations. He has written extensively on a wide variety of organizational issues, focusing on the dilemmas and difficulties in the profession of psychoanalysis. KenEisold@aol.com

Annie Marks, MBA, is an organizational consultant with over twelve years of experience in the areas of organizational learning and development, Productive Conversations, and executive development and coaching. She received her MBA at New York University's Stern School of Business and has completed her coursework for an MA in Organizational Psychology at Columbia University's Teachers College. She is Associate Faculty with Action Design and a graduate of the Organization Program. amarksnyc@gmail.com

Rose Miller, MS, is an organizational consultant and an executive coach. Using a systems and psychodynamic perspective she investigates the human processes of organizations and their work practices. She works with the leadership of a variety of client systems to help work through the multiple challenges that impede optimal organizational functioning and productivity. Rose is a fellow of the Aresty Institute of Executive Education, The Wharton School, University of Pennsylvania and has worked in roles as academic director for management development programs, executive coach, and adviser to the development of special projects in South Africa. She is a fellow of the A.K. Rice Institute for the Study of Social Systems and a Professional Associate of the Grubb Institute, US/UK. millerros@gmail.com

Robin Stevens, JD, Organizational Consultant; Graduate, Organization Program, Advanced Organizational Consultancy Program, Tavistock Institute, London; member, International Society for the Psychoanalytic Study of Organizations. robin@robinstevensconsulting.com

Angela Hendrix Terry, MA, is an organizational consultant to nonprofit and government organizations. Her practice focuses on issues of organizational change and leadership. Ms. Terry assists leaders in clarifying mission, task and role; building collaborative work groups to facilitate change; and developing systems, which align with change efforts. Ms. Terry serves as Adjunct Management Faculty at New York University's Wagner Graduate School of Public Service as well as a Research Associate at Wagner's Research Center for Leadership in Action. ahthendrixterry@aol.com

Kathleen Pogue White, PhD, Founding Member, Past Director, is a psychoanalyst and leadership development consultant in independent practice in New York. Dr. White is a fellow of the International Society for the Psychoanalytic Study of Organizations, the A.K. Rice Institute for the Study of Groups and Organizations, the Australian Institute of Socio-Analysis and member of the Group Relations Board of Review, Tavistock Institute, London. kwhit@worldnet.att.net

Sally Wigutow, Co-director, is an organizational consultant to closely held and family controlled firms. She consults to first generation founders and next generation leadership on issues of succession, management development and the alignment between operations and governance. Sally is a consultant with the Ackerman Institute for the Family, "Money, Values and Family" project. She is a fellow of the Family Firm Institute, a member of the International Society for the Psychoanalytic Study of Organizations and of the Advanced Organizational Consultancy Society, The Tavistock Institute, London. Sally was the president of her family's international distribution company. sallywig@aol.com

Adjunct Faculty

Jack Drescher, MD, Training and Supervising Analyst, White Institute; Past President, NY County Branch, American Psychiatric Association.
jadres@psychoanalysis.net

Marvin Geller, PhD, Past Program Co-director; Former Director, Counseling Center, Princeton University; Fellow and Past-President, A.K. Rice Institute; ISPSO.
MHGeller@princeton.edu

Bernard Gertler, PhD, Past Co-Director; Fellow, A.K. Rice Institute; Senior Consultant; Leadership Consulting Association; ISPSO. bgertler@earthlink.net

Thomas Gilmore, MArch, Vice President, CFAR; Associate Adjunct Professor, The Wharton School. tgilmore@mail.cfar.com

Larry Hirschhorn, PhD, Vice President, CFAR; Past President, ISPSO.
lhirschhorn@mail.cfar.com

Jan Jaffe, MCP, MBA, Graduate, University of Pennsylvania and the Organization Program; project leader for the creation of practice tools for grant makers through GrantCraft. J.Jaffe@fordfound.org

Marc Maltz, MBA, MA, Past Co-Director; postgraduate certificates, MIT, the Wharton School, and the Organization Program; Partner, TRIAD Consulting Group LLC; Registered Organizational Development Professional; member, A.K. Rice Institute, American Society for Training and Development, Society for Human Resource Management, and the International Society for the Psychoanalytic Study of Organizations. mdmaltz@triadllc.com

Malachi O'Connor, PhD, Vice President, CFAR. moconnor@mail.cfar.com

E. Martin Walker, PhD, Supervisor, Psychotherapy, White Institute; Adjunct Clinical Supervisor, City University of New York and Pace University. Walkerdoc@aol.com

Visiting Scholars

Academics and practitioners in the fields of organizational development, systems theory, psychoanalysis, business and other related areas have led program events, including: Clayton Alderfer, David Armstrong, David Berg, Rina Bar-Lev Elieli, Robert Gutman, Marion McCollom Hampton, Karen Izod, Capt. (USN) John F. Kennedy, W. Gordon Lawrence, Susan Long, Isabel Menzies Lyth, Michael Maccoby, Peter Marris, Eric Miller, David Nadler, Linda Powell, Ellen Schall, Burkhard Sievers and Kerry Sulkowicz.

Graduates

Since its inception in 1990, the program has had over 110 alumni from a diverse range of organizations including:

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| <i>Private</i> | AT&T Bell Laboratories British Telecom J. P. Morgan Chase Citibank Credit Lyonnais Estee Lauder Exxon Mobil Mitchell Madison Group Paine Webber/UBS Pfizer RHR International |
| <i>Nonprofit</i> | Association of Junior Leagues International Boys Club of New York Con Edison Ford Foundation Harlem Hospital Memorial Sloane-Kettering Cancer Center New York University Hospital Rusk Institute St. Luke's-Roosevelt Hospital United Nations Development Program Women's Prison Association |
| <i>Government</i> | Connecticut Department of Mental Health MTA New York City Transit NYC Department of Personnel NYC Economic Development Corporation |

Program Cost

Tuition is \$15,000, due in two payments of \$7,500 in September at the start of each Program year.

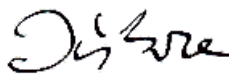
For More Information

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The William Alanson White Institute

The White Institute is a psychoanalytic training facility founded in 1943 and incorporated under New York State education law in 1946 as a nonprofit educational corporation. It is at once a post-graduate school comprised of psychoanalysts and other behavioral scientists, a low cost mental health clinic, and a research center — all committed to a greater understanding of what it means to be fully human. It trains psychiatrists, psychologists and doctoral level social workers in the theory and practice of psychoanalysis, and offers essential concepts of psychoanalytic education to individuals in other disciplines who wish to extend their skills and understanding in their own professions.

The Institute's curriculum is grounded in the interpersonal tradition of psychoanalysis, recognizing the special contributions of two of its co-founders, Harry Stack Sullivan and Erich Fromm, who fostered the study of man as social being and of human behavior as social interaction. The psychological, social and biological factors in human development are addressed throughout.



Joerg Bose, M. D.,
Director

Visit our website at www.wawhite.org.

Application

Please submit this application with a check for \$200 to Carlos Acha (see address above).
The deadline for applications is June 30th.

NAME:

ADDRESS:

HOME PHONE:

WORK PHONE:

EMAIL:

FAX:

CURRENT WORK ROLE:

EMPLOYING ORGANIZATION:

Application Essay: Please tell us about your current work role, challenges you face and how you envision the Organization Program contributing to your professional development and being more effective in role.

Enclose/attach a copy of your CV/Resume and provide the name, address and phone number of two people familiar with your work and professional history. Please ask each to write a letter of recommendation regarding the applicability of the program to your current work. These must be received in order to complete your application.

FIRST PERSON WRITING RECOMMENDATION:

ADDRESS:

TELEPHONE

RELATIONSHIP TO YOU:

SECOND PERSON WRITING RECOMMENDATION:

ADDRESS:

TELEPHONE:

RELATIONSHIP TO YOU:

How did you hear about the Program?

Signature