

# Application for the Cape Cod Training Program

Creating Change through Positive Feedback

Name \_\_\_\_\_ Age \_\_\_\_\_  Male  Female

Home Address \_\_\_\_\_

City/State/Province/Postal Code/Country \_\_\_\_\_

Work Phone (please include country code) \_\_\_\_\_

Fax (please include country code) \_\_\_\_\_

Home Phone (please include country code) \_\_\_\_\_

E-mail \_\_\_\_\_

## Education:

Year	Institution	Degree	Major Field of Study

## Previous post-graduate or special training experiences (Gestalt, other)

Year	Length of time	Name of Program	Leader(s)

## List two references who know you and your work

Name \_\_\_\_\_ Profession \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_

City/State/Postal Code/Country \_\_\_\_\_

Name \_\_\_\_\_ Profession \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_

City/State/Postal Code/Country \_\_\_\_\_

Year you are applying for:  2010  2011

A non-refundable application fee of \$100 is required with this application. The fee for the 2009 program was \$4,700 (\$4,650 for members of GISC). Fee does not include accommodations; Final fee for 2010 will be announce before 1/1/10.

I have enclosed payment (check or money order made out to Gestalt International Study Center, in US funds)

Please charge my credit card:  VISA  MasterCard  American Express

Name as it appears on the card \_\_\_\_\_

Account Number \_\_\_\_\_

Expiration Date \_\_\_\_\_

Signature (Required for credit card charges) \_\_\_\_\_

Gestalt International  
Study Center



We are now accepting  
applications.

Please include a non-refund-  
able \$100 application fee  
with this form.

Mail or fax, along with your  
payment, to:

Gestalt International  
Study Center  
PO Box 515  
South Wellfleet, MA 02663  
USA

Phone: 1-508-349-7900

Fax: 1-508-349-7908

E-mail: office@gisc.org

## Cape Cod Training Program: Creating Change Through Positive Interventions

Dates **May 13 - 20 & September 30 - October 7, 2010**

**Begins Thursday, 1pm**

**Ends Thursday, 1pm**

2009 Fee **\$4,700**

**GISC Members: \$4,650**

CE hours **96**



This program qualifies for ICF CCE Continuing Coaching Education credits. Please visit website for details.

Faculty

**Penny Backman, MSSA (co-chair), Carol Brockmon, LICSW, Joseph Melnick, PhD (co-chair),  
Sonia March Nevis, PhD, and Stuart Simon, LICSW**

Since 1980, the Cape Cod Training Program (CCTP) has provided a distinctive learning opportunity for therapists, coaches, consultants, executives, and leaders from around the world. In structured, intense, and highly interactive sessions, participants learn how to become effective agents for change using the Cape Cod Model. The first week focuses on working with couples and includes: perceiving a system instead of separate individuals, exploring the role of the intervener, examining counter transference and boundaries, and connecting intimate and strategic ways of relating. The second week is focused on working with small groups. Topics include: working effectively within hierarchical systems, understanding the difference between working with families and organizations, and using experiments.

CCTP is structured so that content and theory presentations are followed by intensive small group practice sessions in which the underlying concepts are applied. Faculty members rotate through the small groups, enabling participants to be exposed to different styles and receive individual feedback from all of them.

This intensive program provides an unusually high level of individual attention and feedback from faculty because of the faculty student ratio (six to one), and the emphasis on experiential learning and practice.

*"I am a trained Gestalt therapist, and expected that I would find it difficult to learn a new way of doing couple, family and group therapy. But learning in this institute is easy because of the support and acceptance of the difficulties adult people face learning new skills. It has had a great impact on my work to follow the programs."*

Ruth Skovgaard  
Therapist and Consultant, Denmark

## Benefits

Participants will:

- Learn a powerful new perspective that recognizes behavior and interactions of systems, rather than individuals, creating new and dynamic possibilities for intervention.
- Use this systems perspective in working with couples and small groups, including developing a technique for giving compelling, positive feedback that strengthens the system and builds its ability to move toward change.
- Learn how to appreciate and articulate what the system is doing well.
- Understand a sequence of steps for intervening in any system.
- Learn to use the power of oneself as an instrument of influence.
- Gain insights into the differences between strategic and intimate ways of relating, and understand the appropriate use of each.
- Learn how to create and use experiments with clients to expand their range of behavior.
- Discover how to work with differences.
- Learn different techniques for working with families and working with organizations.

## Participants

The Cape Cod Training Program is designed to benefit coaches, organizational consultants, psychotherapists and other mental health and social service professionals; executives; educators; and other professionals who are concerned with small systems. The Program has been found useful for leaders of and consultants to family businesses. The Cape Cod Model has proven effective in applications across countries and cultures so international students are specifically invited to attend. Experienced Gestalt practitioners who have not completed CCTP may occasionally be considered for this program if they have attended Introduction to the Cape Cod Model and received permission from the faculty.

## Program Information

For mastery of the model and practice in applying this methodology to specific situations, participants should also register for either Applying the Cape Cod Model in Organizations or Applying the Cape Cod Model to Coaching. These programs provide extensive practice opportunities with real clients.

Note: This program requires an application, which can be found on our website, and a \$100 nonrefundable application fee.

The Cape Cod Training Program generally fills early and there is often a wait-list for the program; we recommend that prospective students apply early.

### 2010 Program Dates

May 13 – 20 and September 30 – October 7, 2010

At the time of printing this catalogue, this program was pending ICF certification. To confirm certification, please visit our website.

*“The Cape Cod Training Program is, on the one hand, rooted in deep knowledge and understanding of the nature of individuals and groups. On the other hand it has been refined into a model that is precise and simple to learn. Having studied quite a few approaches in different programs I can say this combination of deep professional logic that has been refined into a clear powerful methodology is unique! I have found this model and the way it is taught by GISC’s skillful faculty a magical contribution to my work with individuals, teams, and organizations!”*

Efrat Karin Salton  
Organizational Consultant, University Lecturer  
Graduate Program in OD Consulting, Israel

*“In my organization, after participating in the Cape Cod Training Program, I can adopt and keep an optimistic attitude in a challenging environment. I am astonished by how much that helps to widen the perspectives in a group and improve communication and understanding. This makes it easier to formulate and reach consensus around common goals!”*

Eva Axelsson  
Business Development Manager  
Apoteket Farmaci AB, Swedish pharmaceutical company



Cape Cod Training Program in South Africa

## The Cape Cod Model

The Cape Cod Model teaches tools that enable individuals to be more effective in working one-on-one, in groups, and in organizational settings. Participants will learn to increase their impact and create positive change in all areas of life by applying basic principles and practices that reflect a powerful core methodology:

- Through an optimistic approach, people can be taught to develop and apply skills that enable them to work together to achieve productive and satisfying outcomes.
- The focus is on learning to recognize what happens among groups of people, not on understanding or labeling individuals. The goal is to perceive the system created when two or more people are interacting.
- The assumption that both individuals and groups are doing the best they can at any given time makes it possible to appreciate and articulate their strengths and what they are doing well. This supportive approach enables people to then discover impediments to their productivity and satisfaction.
- Influence is best directed toward enhancing awareness of how people relate to each other. To be influential requires developing awareness of our own patterns of relating; with this self-knowledge individuals can then use themselves authentically as instruments of change.
- By valuing multiple perspectives – or “multiple realities” – people can be taught how to minimize conflict by inviting differences and using them creatively.
- Behavior can be strategic, meant to achieve a goal, or intimate, intended to enhance connection among people. These ways of relating must be balanced differently in accordance with the nature and function of each relationship.

These skills are developed through detailed observation, ongoing practice, and feedback from a supportive learning community, which the Cape Cod Training Program provides.

# Organizational Change through Powerful Micro-Level Interventions

## The Cape Cod Model

By Edwin C. Nevis, Joseph Melnick and Sonia March Nevis

Excerpted from *OD Practitioner*, Volume 40 No. 3, 2008

Organization development is the practice of building effectiveness of groups or aggregates of people engaged in joint effort. By definition, it is a macro-level enterprise that is designed to impact significant numbers of people, including the entire organization. Yet, while the goal of an intervention may be to change the organization as a whole, most of an OD practitioner’s work is with a smaller number of people who carry accountability for organizational effectiveness or who are driving a change process.

Even in large group interventions, the entire firm is seldom, if ever, available to the practitioner. The same is true of leaders of the organization at all levels; they work through small numbers of people to affect the behavior of the many.

From this perspective, one can see OD as the practice of high impact micro-level interventions in the service of broad scale (macro level) performance improvement.

This paper presents a brief introduction to the Cape Cod Model, a Gestalt-oriented, skill-based approach that serves this purpose. The concepts and skills involved in the model are applicable to third party intervention, coaching, team-building, leadership development, and strategic advising.

The origins of the Model go back to work done in the 1960s and 1970s by Sonia March Nevis in the area of couple and family therapy, and that has been refined since then with colleagues through 40 years of study, consultation, teaching to organization consultants and psychotherapists, and to work with executives in leadership development (Melnick & Nevis, 2005A; Melnick & Nevis, 1999).

Essentially, the Model has two major components: the general stance and behavior of the intervener, and an action sequence guideline. Stance encompasses the underlying assumptions of the intervener, and provides an orientation toward what to observe and how to make useful comments. Action Sequence lays out a step-by-step locus of intervention that we have found to be very useful. Aspects of each are as follows:

### Stance of the Intervener:

- Optimistic View of Human Capability
- Observe with “Soft Eyes”: Relaxed Waiting
- Focus on the System vs. the Individual
- Encourage an Experimental Attitude
- Use and Model Bold Behavior
- Teach Leaders to Teach Their Group

### Action Sequence Guideline:

- Build Trust by Being a Supportive Listener
- Introduce Rules for Self-Organizing Systems
- Focus First on Strengths of the System
- Relate Developmental Needs to Strengths
- “Try-Out” Practice by Client System
- Connect Intimate and Strategic Behavior

As with most process consultation models, the fundamental initial step is to begin to establish trust. This is supported by a stance of optimism, which the intervener tries to impart to the client system. We truly believe that, at a given moment, people are doing the best that they know how to do, and we try to convey this in our general stance. This is done in part by starting to point out strengths (what the system does well) before dealing with deficiencies or underdeveloped skills. Interveners are encouraged to be bold in their interventions, and to support intimate connection (bonding) among client members, as well as to make strategic comments. Two other aspects that distinguish the approach from traditional process consultation are the providing of “rules” for client group members, and the focus in hierarchical groups on supporting the leader by teaching him or her to teach these “rules” to group members.

We use this model in teaching consultants how to have more impact in consulting and coaching, in group applications such as team building and family therapy, and with executives in leadership development programs.

### Our Underlying Principles

In applying the Model we are guided by the following orienting principles:

- Our stance is one of optimism. We assume that people are doing the best they can at any given time.
- Interventions should be practical and readily perceived as useful by people. We concentrate

- on helping clients find the very next specific step that they can take to be more effective
- Influence is directed toward enhancing awareness of how people relate to each other, recognizing the process of a relationship or a group, and one’s contribution to that process.
- Sharing our experience while working with clients is an important ingredient in heightening their awareness of their system and its patterns of behavior.
- Issues such as power and resistance to change are best understood as occurring in relationship, as opposed to being attributes of individuals.
- To be influential requires developing awareness of one’s own patterns of relating, so that you can use your self as an instrument of change.
- We appreciate the validity of multiple realities and teach people how to welcome differences and to minimize conflict.
- Whether a group’s functioning is based on mutuality (peer relationships) or organized around hierarchical differences, there is a flow of power that is crucial to perceive.
- Behavior can either be strategic, meant to achieve a goal, or intimate, intended to enhance bonding among people (Nevis, Backman, & Nevis, 2003).
- People are encouraged to design and utilize experiments in new behavior (Melnick & Nevis, 2005B).
- Skill emerges from detailed observation, on-going practice and feedback from a supportive learning community.

We have been applying these principles in the teaching of this Model to consultants and executives since 1975. Strategy oriented and technical specialty consultants have found that integrating work at the micro-level enhances acceptance of their ideas by clients. It is a major part of our Center’s leadership development program. Executives find it a powerful perspective for revising the way in which they conduct meetings and carry out difficult conversations. We are continually encouraged by how well action-oriented, macro-focused leaders can see the value of a micro-level approach in support of enhanced organizational effectiveness.