



Four Roles of the Gestalt Intervener

A Path to Holistic Presence in a Multi-cultural World

*Presented by
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OVERVIEW

- To be effective in today's multi-cultural world, OD practitioners must cultivate a more holistic presence through the use of a range of intervention strategies.
- This session discusses and demonstrates the Four Roles of the Gestalt Intervener (FROGI) Model.
- The model highlights four foundational components of holistic presence - experiencing, noticing, grand-theorizing, and influencing - that are culturally applicable across multiple levels-of-system.

WHOLENESS and HOLISM

The whole is different from the sum of its parts.

Aristotle, 1045a

Holism is the tendency in nature to form wholes that are greater than the sum of the parts through creative evolution.

Jan Smuts, 1926

What is Gestalt?

- 'Gestalt' is a German word that refers to the configuration or pattern of a set of elements.
- It is both a noun and a verb, suggesting both an end state and a process.
- Gestalt practitioners are continuously *gestalting* in search of a *gestalt*.

YIN-YANG AND GESTALT



THE WHOLE IS INHERENTLY DIVERSE

GESTALT OD PRINCIPLES

- ❑ Empiricism (Knowledge from sensory experience)
- ❑ Phenomenology (Consciousness and direct experience)
- ❑ Holism (Parts different from the whole)
- ❑ Gestalt Psychology (Berlin School)
- ❑ Lewin: Social Psychology: $B=f(P,E)$; Groups; Social change
- ❑ Perls: Gestalt Therapy: Relational; Presence; High Contact
- ❑ Beisser: Paradoxical Theory of Change
- ❑ Organization Development: NTL; Tavistock
- ❑ Systems Theory: Function; Structure; Levels of System
- ❑ Leadership Theory and Practice

Gestalt OD: Two Key Branches

- What emerged from the Berlin School were two important strands of Gestalt OD:
 - Gestalt social psychology with primary focus on groups, leadership, organizations, social problems and social conflicts from Kurt Lewin.
 - Gestalt therapy with primary focus on individuals, couples and families from Fritz Perls, Laura Perls, Paul Goodman and Isadore From.

Four Primary Models of GestaltOD

■ Cycle of Experience (CoE)

- Use to observe and track naturally developing and emergent processes
- A descriptive model
- Emphasis on **PROCESS and Process Consultation**

■ Unit of Work (UoW)

- Use to plan, design and observe change processes and track their completion
- A strategic model
- Emphasis on **TASK, Planned Change and Process Consultation**

■ Four Roles of the Gestalt Intervener (FROGI)

- Use to establish a more holistic practioner presence based on continuous learning
- Experience
- Notice
- Grand Theorize
- Influence

■ Fundamentals of Leadership (RSVP Model)

- Use to establish the essentials of leadership
- Relationship Mastery
- Strategy Mastery
- Vision Mastery
- Performance Mastery

**IT ALL STARTS WITH
AWARENESS
AWARENESS
AWARENESS**

AWARENESS OF SELF

AWARENESS OF OTHERS

**AWARENESS OF IMMEDIATE AND
BROADER CONTEXT AND
ENVIRONMENT**

With all things relatively equal, what is it about **you** that would compel a client to choose **you** instead of someone else?

(Classic question posed by Edwin Nevis to his students)



YOUR PRESENCE

(Classic response by Edwin Nevis to his students)

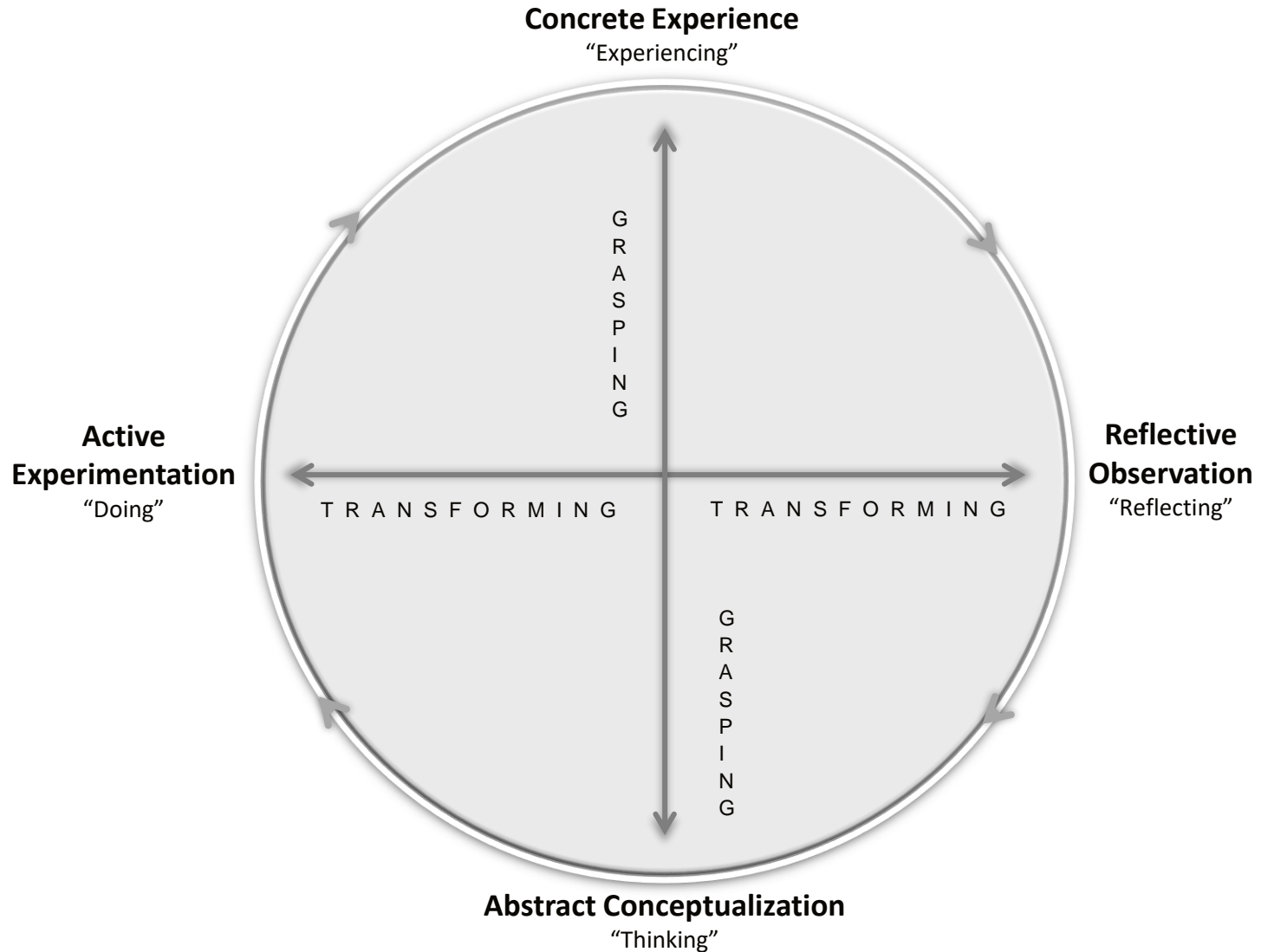
Presence

Presence emerges out of mindfulness and the distinctive use of self created by the integration of the whole of who the practitioner is - affection, perception, cognition, behavior - that is interesting enough to the client to achieve and maintain a learning and development relationship and partnership.

FOUR ROLES OF THE GESTALT INTERVENER (FROGI)

Experiential Learning Cycle

(Kolb, D. A. 1984)



Four Primary Ways to Learn

❑ **Concrete Experience (Affective/Heart/Virtue of Love)**

Here and now experience. Participating actively, sensing, seeking feedback, offering feedback and information about yourself. Interacting with others. Showing affection and emotions. Telling stories, providing examples.

❑ **Reflective Observation (Perceptive/Spirit/Virtue of Wisdom)**

Observation and reflection. Sitting back, noticing, watching, being quiet and attentive. Open to multiple possibilities. Recognizing patterns, similarities, differences, relationships and connections. Being creative, imaging possibilities.

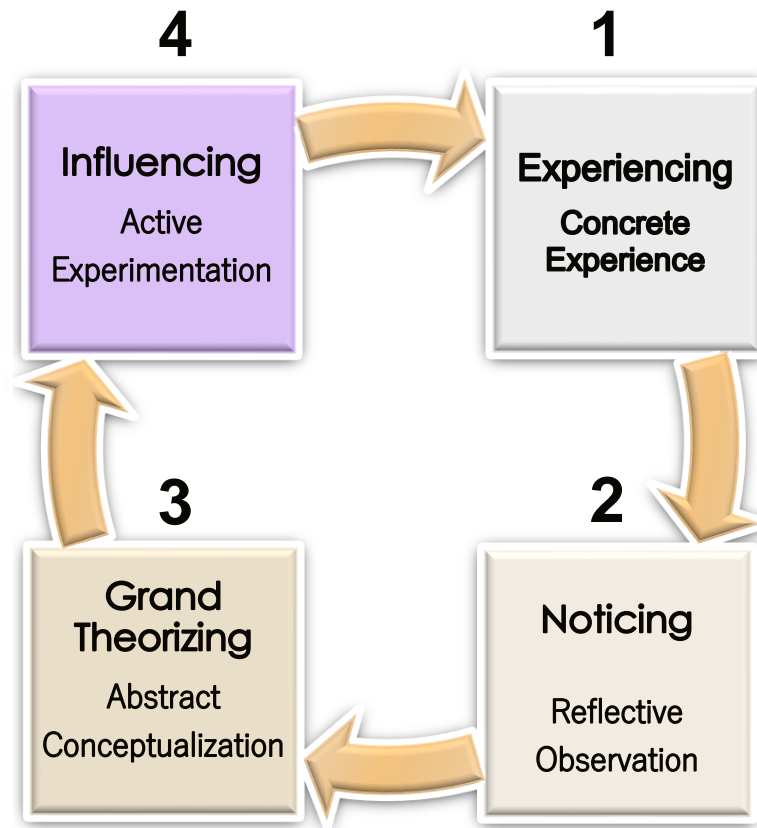
❑ **Abstract Conceptualization (Cognitive/Mind/Virtue of Justice)**

There and then meaning making. Reading, creating and seeking models, concepts, theories and abstract ideas. Talking to others about what they know. Seeking research, order, strategy and structure.

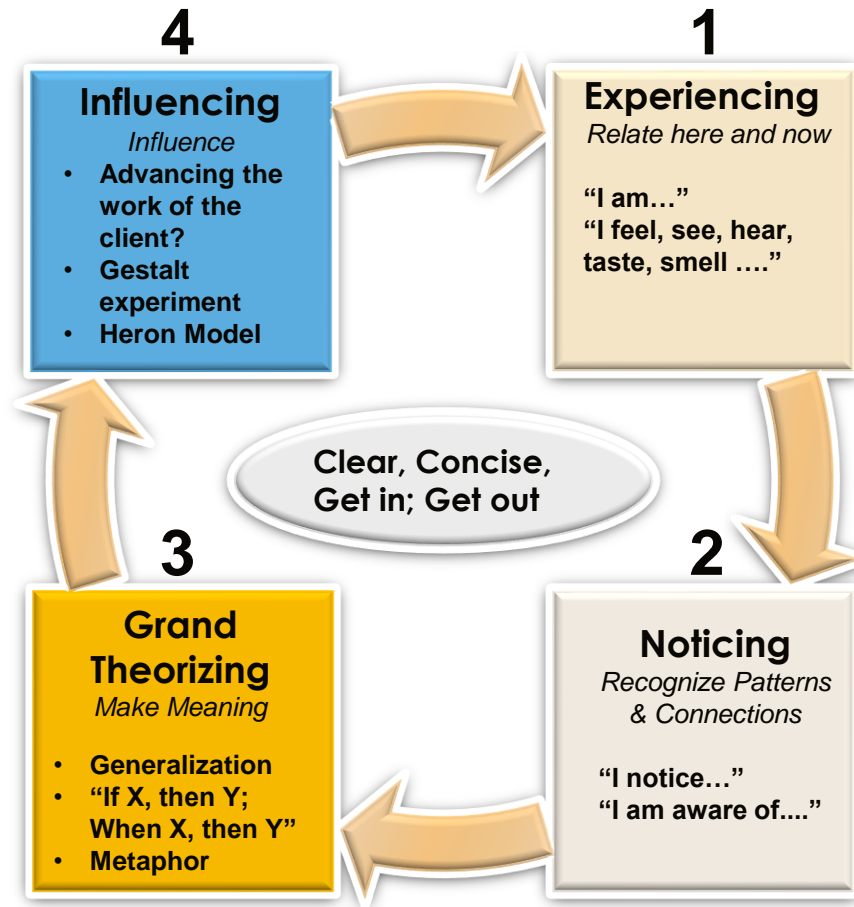
❑ **Active Experimentation (Behavioral/Body/Virtue of Courage)**

Hands on practice and application. Pragmatism. Structuring situations for experimentation of new behavior, trying something new, active involvement, taking risks and exercising courage, forging new horizons.

Four Roles of the Gestalt Intervener (FROGI)



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Summary: Gestalt OD

- Establish a compelling *presence* and make *good contact* with the client thereby establishing a trusting relationship.
- Use the *Four Roles of the Gestalt Intervener* to create a more holistic presence.
- Notice and selectively share *awareness* of self and the client as the client moves through *the Cycle of Experience*.
- Recognize patterns, themes, polarities and multiple realities in the client system while attending to the emergence or lack of emergence of *shared or common goals and objectives*.
- Support prioritization of work to enable *mobilization of energy* so *action* can take place.
- Facilitate meaningful interaction among members of the client system so that *contact*, shifts and change occur.
- Help the client plan, track and complete *Units of Work* and *close* its processes.
- Support leaders in attending to the *RSVP* essentials of leadership: Relationship Mastery, Vision Mastery, Strategy Mastery, Performance Mastery.

THE END

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