

## REFLECTIVE ESSAY

# Evidence for Applying Contemporary Gestalt Theories to a Business Consulting and Executive Coaching Practice

*Krista Thompson, MBA*

**ABSTRACT** | Contemporary Gestalt theory and practice has application in business consulting and coaching; it could be useful to explain its relevance to potential clients. Current leadership literature is reviewed for evidence of confluence with a Gestalt approach, with multiple instances observed. The use of a Gestalt perspective in business culture transformation is illustrated by the case example of Rockland Trust Bank.

**KEYWORDS** | leadership, executive coaching, Gestalt theory, Rockland Trust Bank, business culture

The Gestalt approach to coaching is appealing for many reasons, particularly for its focus on taking an optimistic stance and using models that describe underlying biological processes rather than strict adherence to a formulaic approach for growth and development. As a participant in the Competency Development Program for Coaching Certification (CDPCC) at the Gestalt International Study Center (GISC), my intended field of practice is the combination of business strategy consulting combined with executive leadership coaching for improved performance. The Cycle of Experience (COE) and its

*Gestalt Review*, Vol. 22, No. 2, 2018

Copyright © 2018 The Pennsylvania State University, University Park, PA

emphasis on how energy is created or depleted through contact over time offers an interesting model to assess why some strategies disappoint, why some teams are more effective than others, and how leaders can effect change in their organizations. Two questions stand out: (1) How can Contemporary Gestalt Theories (CGTs) be applied in a strategy consulting and coaching practice and (2) How might the relevance of CGT best be explained to business clients? To begin to answer these questions, it is necessary to focus first on evidence of CGT found in current leadership literature and second on available examples of successful application of CGT in business.

## Evidence of CGTs in Leadership Literature

The aim of reviewing current leadership literature for evidence of CGT is to deepen one's understanding of the application of Gestalt coaching for business executives. My perception is that Gestalt coaching is a useful support model for people following multiple philosophies of leadership and does not require clients to become well versed in CGT. To be able relate the Gestalt coaching process to various leadership texts the client may already employ could be useful in explaining the purpose and value of coaching.

### *Methodology*

Thousands of leadership books have been written, requiring a sampling methodology to determine which to review. To begin this research, the Facebook community and GISC CDPCC colleagues were approached with the following request: "What is your favorite book on leadership, and did you come across it on your own or through a corporate training program?" This survey method, while not scientific, exceeded expectations. Twenty different books were recommended from people in a wide variety of roles and industries. Thirty percent of these were read as part of training programs the respondents had taken. To narrow the sample further, ten books were chosen that I had not already read, nor planned to read, as part of the GISC program. Appendix I includes

a table of all books recommended, the role of the person recommending each, and those chosen for this sampling.

The review of the literature comprised these areas of CGT: (1) COE; (2) Intimate and Strategic Behaviors; (3) Working with Resistance; and (4) The Paradoxical Theory of Change. Other evidence of CGT was noted. One could posit that evidence of Gestalt theories may be found in all literature related to the human experience, particularly by a seasoned Gestalt practitioner. Of particular interest was evidence of obvious confluence with the main tenets of leadership books and CGT; as such, books were reviewed in summary form using [getabstract.com](http://getabstract.com), author websites including keynote address videos, and one TEDTalk. In many cases, original sources were consulted. Evidence is categorized by focus area with notable examples.

### Outcomes

(1) *COE*. COE appeared evident in the primary tenets of half the books reviewed: *Leading from the Heart* (Phillips and Kryzewski 2000), *Tribes* (Godin 2008), *Start With Why* (Sinek 2009), *Become the Real Deal* (Dieken 2013), *Creativity, Inc.* (Catmuli and Wallace 2014). Both Sinek and Dieken include models confluent with the COE. “The Golden Circle” is Sinek’s model for explaining what differentiates great leaders. Shown as concentric circles of why, how, and what, Sinek makes the case that what sets apart visionary leaders as varied as Martin Luther King Jr., Steve Jobs, and the Wright Brothers is that they communicated the “why” of their vision first, inspiring people to take action; others who primarily communicate the “what or how” are less effective and memorable. In COE terms, this would be starting communication with *sensing* and building *awareness* to bring effectively and collectively a large group of people to the *mobilization* phase; and generating substantial amounts of *energy* toward a common set of *actions*. Alternately, leaders who start with communicating desired actions instead of building awareness around the need for action are less effective, since the COE is truncated, as it were. Sinek eloquently summarizes the power of this model, stating that Martin Luther King Jr. gave an “*I have a dream*” speech, not a “*I have a plan*” speech (129).

Dieken's (2013) model, "Influence360©: Connect-Convey-Convince," reflects an energy-over-time model of a leader's contact with others that is confluent with COE. Effective leaders are adept at flexing their styles to utilize each of these modes of influence. Phillips and Kryzewski (2000) use basketball as a metaphor for all types of management. This recalls the sine wave depiction of the COE model at GISC which—broadly speaking—describes the phases one goes through in any experience: Sensations, Awareness, Mobilization, Action/Implementation, Assimilation/Meaning Making (Figure 1). GISC model uses a sine wave to depict the COE specifically to reflect the change in energy as the cycle progresses over time. The importance of focusing on energy also comes from Godin (2008), who suggests making "tribe members" curious in order to infuse them with energy, so that they will need to act and get involved.

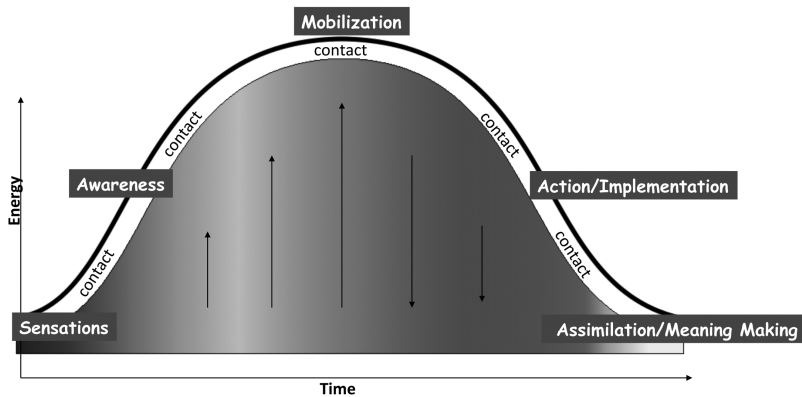


FIGURE 1 | The Cycle of Experience. Copyright © Gestalt International Study Center 2011.

On the other side of COE curve—assimilation and integration—Catmuli and Wallace (2014) underline the importance of formalizing the learning from key projects: “Hindsight is not 20/20—not even close. People see the past no more clearly than they see the future” (177). His company, Pixar, uses

a “postmortem” process for every major project to capture and assimilate what was learned and carry it into the next project (or COE).

(2) *Intimate and Strategic Behaviors* © Gestalt International Study Center (see Nevis and Nevis 2003; Nevis, Melnick, and Nevis 2008). Five books reviewed focus on the need for leaders to utilize and balance diverse types of behaviors known in GISC language, for example, as “intimate and strategic behaviors.” Four of these books were mentioned above (Dieken 2013; Godin 2008; Phillips and Kryzewski 2000; Sinek 2009). The title of the fifth, *What Got You Here Won't Get You There* (Goldsmith 2008), reflects the author’s main premise that the behaviors people use to climb up the ladder might be the very characteristics that make them slip and fall. He calls this the “paradox of success”: the idea that the behavior that helped one succeed may now bring one down. The idea of the “seamless braid” (a term coined by Backman [Nevis, Backman, and Nevis 2003] to designate the way in which intimacy or “connection” and strategy or “action” are always wrapped around each other, even though a situation might require more of one behavior than the other), was identifiable in the primary takeaways from Goldsmith.

The challenge for leaders in maintaining this balance of intimate and strategic behaviors was highlighted by Dieken’s (2013) paradox that “our world demands perfection and craves authenticity” (3). She notes that “being is more challenging than doing” (8), which helps explain why leaders may rely excessively on action-oriented or strategic behaviors. Her research on the root cause of influence identifies important types of presence represented by her model, “The Three Layers of Presence©” (10), which posits that authenticity comes from effective Inner Presence (Stability), Verbal Presences (Credibility), and Outer Presence (Likeability—how you make people feel); imbalance in these forms of presence is said to undermine effectiveness.

A good summation of this overall concept comes from Phillips and Kryzewski (2000): “In addition to a caring attitude, leaders instill respect for authority by being direct, by communicating regularly, and by being honest” (39).

(3) Work with *Resistance* and “*The Paradoxical Theory of Change*” is readily evident in seven of ten books reviewed, including the six noted previously (Catmuli and Wallace 2014; Dieken 2013; Godin 2008; Goldsmith 2008; Phillips and Kryzewski 2000; Sinek 2009), plus *Leadership and Self-Deception* (Arbinger Institute 2010). The Arbinger Institute claims that self-deception is at the root of all conflict. They use “the box” as a metaphor for how you are resisting others, a process that began when you resisted doing what you wanted and betrayed yourself. You are in a box when you do not respect or value another person or that person’s needs and concerns as much as your own. The only way out of the box is to recognize that you are there. This metaphor is a striking example of “The Paradoxical Theory of Change” (Beisser 1970), though it seems to stem from a less optimistic stance than that embraced by a Gestalt approach (and especially by GISC’s “Cape Cod Model”©) (see Melnick and Nevis 2018).

Catmuli and Wallace (2014) say that to lead, one must seek and understand the unseen in the organization’s processes and become aware of how preexisting models of the world distort perceptions. Phillips and Kryzewski (2000) discuss resistance by encouraging managers not to let a person’s weaknesses get in the way of his strengths, and by emphasizing that confidence shared is far better than confidence only in oneself. The author adds that confrontation simply means meeting the truth head on. Goldsmith (2008) clearly links behaviors to resistance, stating that what matters is how easily we slip into behavioral patterns that create friction in the workplace—and how, just as easily, we could assume behavioral patterns that do not create such friction.

### ***Additional Observations***

Three of the ten books seem somewhat less relevant from a framework of interest in executive coaching combined with strategic consulting practice, though each contains evidence of confluence with CGT. Two of these, *Influence: The Psychology of Persuasion* (Cialdini 1984) and *Be the Best at What Matters Most* (Calloway 2013), appear more focused on marketing and business strategy than on leadership behaviors. The third

(Sandberg and Grant 2017) falls at the therapy end of the GISC Therapy, Coaching, and Consulting Continuum©. The book's title, *Option B: Facing Adversity, Building Resilience, Finding Joy*, alludes to a practical application of "The Paradoxical Theory of Change" paraphrased as: "when you accept that Option A is no longer available to you, you can choose to make the best of Option B."

Other concepts aligned with the practice of Gestalt coaching were noted in this review. Four books highlight the connection between human biology and behaviors (The Arbinger Institute 2010; Cialdini 1984; Dieken 2013; Sinek 2009). Sinek describes how parts of his "Golden Circle" model relate to different areas of the brain employed. The "What" or outer circle of the model is related to the neocortex, which is the most recently evolved part of the human brain and controls rational thought and language. The middle and inner circles of the model, "How" and "Why," relate to the limbic system. The limbic "brains" are responsible for human behaviors, motivation, and feelings such as trust and loyalty, which influence decision-making and yet do not have the capacity for language. Sinek's biological rational can be related back both to COE and to the work of visionary leaders, in that it offers a physiological reason for how leaders who tap into people's beliefs (the "why") unleash energy to take action.

Three books (The Arbinger Institute 2010; Catmuli and Wallace 2014; Goldsmith 2008) emphasize the importance of the concept of Multiple Realities. Catmuli highlights the need to understand this notion at the corporate level, saying that in dysfunctional organizations, each unit believes its goals matter most. Departmental agendas will differ, but corporate goals must be "interdependent." Goldsmith (2008) notes that, as human beings, we almost always suffer from a disconnect between the self we think we are, and the self that the rest of world sees in us.

Various authors highlight the Optimistic Stance (Godin 2008; Phillips and Kryzewski 2000; Sinek 2009), Mindfulness (Catmuli and Wallace 2014), and Curiosity (Godin 2008). Godin urges us to "reject cynicism," saying that too many people excuse inaction by adopting a cynical attitude about making a difference; while Kryzewski counsels being positive about everything that happens. Catmuli draws a direct

line between mindfulness and creativity, stating that mindfulness nourishes creativity by clearing mental clutter.

All books reviewed are confluent with at least one and usually several CGTs. There was overlap of different CGT and the main tenets of the books, making it a challenge at times to categorize. An example is Dieken's (2013) "Influence360: Connect-Convey-Convince," which here has been placed in the COE category since it is a model, but the author describes its use in ways confluent with the category of Intimate and Strategic Behaviors and Working with Resistance. Both the confluence and overlap highlight the interconnectedness of Gestalt theories, and how they are an attempt to describe biological processes rather than designate a stepwise model. (For a summary of books according to Contemporary Gestalt Theory Confluence, see Appendix II).

## Evidence of CGTs Applied in Business Practice

While Gestalt coaching can be a useful support model in business without a client's interest in the Gestalt approach itself, evidence of specific applications of CGT in business settings are clearly of interest. Michael Shipman, Vice President of Talent Development at Rockland Trust, has succeeded in incorporating CGT into a successful culture transformation program at that bank; highlights of that process are included below (pers. comm. 2018).

### Overview

Rockland Trust is a full-service community bank dedicated to customers in the states of Massachusetts and Rhode Island, standing as the sole bank subsidiary of Independent Bank Corporation (NASDAQ: INDB). The firm has been on an eleven-year journey to transform its culture, beginning near their hundred-year anniversary and led by President and CEO Christopher Oddleifson. Oddleifson became interested in the Gestalt approach following participation at a workshop at GISC. Shipman joined the organization in January 2007 and led a process whereby the company identified twelve areas required in order to be



a “Great Place to Work.” They assessed themselves against these areas, using a stoplight ranking (red, yellow, green); through this process, they determined that they were less developed in three of the twelve: (1) Talent Pipeline; (2) Name Recognition; and (3) Coaching Culture. Their unofficial motto seemed to be “we’re nice” which sometimes felt like a “race to the middle.” As part of their multiyear plan to grow and develop in those areas, they teamed with GISC in the years 2009–2011 for a Leadership Development Program. The four-day cohort program consisted of onsite training at GISC, takeaway group assignments for on-the-job applications of the training, and reconvening for another day to assimilate and build upon the learning. Rockland Trust conducted that specific program eleven times with intention of developing their coaching culture.

The leadership development program continues to present day, conducted internally with leaders as teachers; it has become the relationship model for everything they do. Its distinguishing characteristics include: emphasis on leadership presence, managing change, encouraging dissension, and valuing differences. Key to the program’s impact on the organization is the support and high visibility of the CEO: Oddleifson is a noticeable participant and works directly with Shipman to identify ways to keep the concepts alive in daily practice.

### ***Specific Gestalt Applications***

According to Shipman, COE has been effectively integrated into ongoing practice at Rockland Trust. Its use begins as a personal model for leaders to understand their own experiences, and how they engage others. It then becomes an effective team model to communicate understanding of where each team member is on the cycle in a common engagement. To make this practicable, Rockland Trust created placemats imprinted with COE and located them in meeting rooms. During discussions, team members may assess where they are on the cycle. This opportunity helps create shared understanding of where more time and effort may be needed to ensure that the group successfully mobilizes and completes its objectives. Used in this way, COE aligns communication and is a

powerful change management tool, essentially focusing attention on how one expends energy rather than on one's personality. As Shipman puts it, the cycle is always present, but one can "skip steps, skimp, or get stuck" and all of these moves are de-energizing. As a "Gestalt" worker, one is all about managing energy. "Time is money," as the saying goes, but energy is far more valuable.

Shipman uses the "5 Dynamics Model and Assessment" (Strum 2011) as a tool: (1) Explore, (2) Excite, (3) Examine, (4) Execute, and (5) Evaluation. He finds that people are usually well developed in two or three of these areas. Many Gestalt concepts are key to help propagate Rockland's coaching culture, which in turn fosters the growth and development of its employees. Shipman notes the applicability of what he calls the impact of "adjacency," based on the idea stressed at GISC that "we are not interested in changing you, just expanding your range." The point is to start out with a narrow set of behaviors; once we learn what they are and accept them as part of who we are, we free up energy to expand our range of behaviors. Development happens not by moving quickly toward opposites, as Beisser (1970) put it "paradoxically," but starting out "adjacent" to what one is. A tangible example of how Rockland supports this coaching culture in action is through their performance and compensation system, which notes which behaviors are "well developed"© in the system and which are "less developed,"© so that one's range can be expanded (see GISC's Cape Cod Program, and Simon 2012).

### **Return on Investment**

Does it make financial sense for a company to focus on building a coaching culture? The experience of Rockland Trust would indicate a resounding "Yes!" For nine consecutive years (2009–2017), Rockland Trust has been voted as one of the "Top Places to Work" in the *Boston Globe* survey of employees, including being the top-ranked financial institution. During that same time period, the company made six successful acquisitions of regional banks. New locations are quickly introduced to the Rockland Trust culture, including access to leadership training and other tools with roots in the Gestalt approach. In the J. D. Power 2017 U.S. Retail Banking

Satisfaction Survey, Rockland Trust received the highest ranking among New England Banks.

Engaged employees, strong financial performance, and satisfied customers require excellence in many areas over time; the business culture creates the atmosphere for success. Shipman is confident that Gestalt theory and practice has played a significant role in developing Rockland's strong coaching culture. Stiroh (2018) looks at the role of culture in corporate misconduct in response to the 2008 financial crisis, as well as across a broad range of corporations. A bank supervisor and economist with the Federal Reserve Bank of New York, Stiroh believes that bank supervision must include attention, not just to the financial safety and soundness of financial firms, but also to its corporate culture. Relative to the views expressed in Stiroh's article, it seems that Rockland Trust was ahead of the curve in making investments in the workplace culture.

## Conclusion

CGTs are readily identifiable in current leadership literature as demonstrated in models and guidance for success, change management, and personal influence. Such data may prove valuable in communicating the relevance and benefits of Gestalt coaching for executives and teams to enhance business performance concurrent with strategy consulting engagements. Gestalt coaching and leadership development has also been successfully applied within corporations, with demonstrable financial return. Although only one case example was reviewed as part of this research, the business outcomes were compelling. It would be fruitful to study other examples of corporate culture transformation.

## APPENDIX I | Table of All Recommended Leadership Books

	Author, Year	Title	Role of Person Recommending
1	Drucker, Peter 1973	<i>Management: Tasks, Responsibilities, and Practices</i>	Gestalt International Study Center (GISC) Colleague
2	Nightingale, Earl 1976	<i>The Strangest Secret</i>	Contractor, formerly in Chemical Industry Research and Development
3	<b>Cialdini, Robert 1984</b>	<b><i>Influence: The Psychology of Persuasion</i></b>	<b>Realtor</b>
4	Covey, Stephen R. 1989	<i>The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change</i>	Teacher
5	Buckingham, Marcus and Coffman, Curt 1999	<i>First Break All the Rules: What the World's Greatest Managers Do Differently</i>	Psychologist
6	<b>Phillips, Donald T. and Krzyewski, Mike 2000</b>	<b><i>Leading From The Heart: Coach K's Successful Strategies for Basketball, Business, and Life</i></b>	<b>Executive Coach</b>
7	Seldman, Marty and Brandon, Rick 2004	<i>Survival of the Savvy: High-Integrity Political Tactics for Career and Company Success</i>	VP of Marketing, Fortune 500 Company
8	Covey, Stephen M. R. 2006	<i>The Speed of Trust: The One Thing that Changes Everything</i>	GISC Colleague
9	<b>Godin, Seth 2008</b>	<b><i>Tribes: We Need You to Lead Us</i></b>	<b>Teacher</b>
10	<b>Goldsmith, Marshall 2008</b>	<b><i>What Got You Here Won't Get You There: How Successful People Become Even More Successful</i></b>	<b>Sales Executive, Fortune 200 Company</b>

	<i>Author, Year</i>	<i>Title</i>	<i>Role of Person Recommending</i>
11	Kegan, Robert and Laskow Lahey, Lisa 2009	<i>Immunity to Change: How to Overcome It and Unlock the Potential in Your Organization</i>	GISC Mentor
12	<b>Sinek, Simon 2009</b>	<b><i>Start with Why: How Great Leaders Inspire Everyone to Take Action</i></b>	<b>Safety Manager, Swimming Facility</b>
13	<b>The Arbinger Institute 2010</b>	<b><i>Leadership and Self- Deception: Getting Out of the Box</i></b>	<b>Owner, Catering Business</b>
14	Collins, Jim 2011	<i>Good to Great: Why Some Companies Make the Leap . . . and Others Don't</i>	Marketing Director, Fortune 100 Company
15	Maxwell, John C. 2011	<i>The 5 Levels of Leadership: The Proven Steps to Maximize Your Potential</i>	VP Marketing, Fortune 500 Company
16	<b>Calloway, Joe 2013</b>	<b><i>Be the Best At What Matters Most: The Only Strategy You Will Ever Need</i></b>	<b>Small Business Leader</b>
17	<b>Dieken, Connie 2013</b>	<b><i>Become the Real Deal: The Proven Path to Influence and Executive Presence</i></b>	<b>Chief Household Officer</b>
18	<b>Catmuli, Edwin and Wallace, Amy 2014</b>	<b><i>Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration</i></b>	<b>VP R&amp;D, Biotech Firm</b>
19	The Arbinger Institute 2016	<i>The Outward Mindset: Seeing Beyond Ourselves</i>	GISC Colleague
20	<b>Sandberg, Sheryl, and Grant, Adam 2017</b>	<b><i>Option B: Facing Adversity, Building Resilience and Finding Joy</i></b>	<b>Recruiter</b>

*Note:* Those reviewed for this essay in bold.

## APPENDIX II | Summary of Books by Contemporary Gestalt Theory Confluence

**Cycle of Experience**

Catmuli and Wallace, 2014; Dieken, 2013; Godin, 2008; Phillips and Kryzewski, 2000; Sinek, 2009.

**Intimate and Strategic Behaviors**

Dieken, 2013; Godin, 2008; Goldsmith, 2008; Phillips and Kryzewski, 2000; Sinek, 2009.

**Working with Resistance, Paradoxical Theory of Change**

The Arbinger Institute, 2010; Catmuli and Wallace, 2014; Dieken, 2013; Godin, 2008; Goldsmith, 2008; Phillips and Kryzewski, 2000; Sinek, 2009.

**Other Observations Aligned with Gestalt**

<b>Biology</b>	The Arbinger Institute, 2010; Cialdini, 1984; Dieken, 2013; Sinek, 2009.
<b>Multiple Realities</b>	The Arbinger Institute, 2010; Catumli and Wallace, 2014; Goldsmith, 2008.
<b>Optimistic Stance</b>	Godin, 2008; Phillips and Kryzewski, 2000; Sinek, 2009.
<b>Curiosity</b>	Godin, 2008.
<b>Mindfulness</b>	Catmuli and Wallance, 2014.

**KRISTA THOMPSON**, MBA, is a healthcare industry leader with expertise in medical devices and diagnostics. She joined CrossCut Partners as a principal in 2018 following a career of over twenty years in healthcare corporations, most recently at Haemonetics where she was Vice President for its Global Hemostasis Management Business. She recently became a certified Gestalt Coach to support leaders and teams in growth and development for improved performance.

**ACKNOWLEDGMENT**

I wish to thank Susan L. Fischer for mentoring me on how to transform a required paper for the “Competency Development Program for Coach Certification: Skills for High-Impact Coaching,” offered at the GISC, into a reflective essay for publication.

## REFERENCES

- Arbinger Institute. 2010. *Leadership and Self Deception: Getting Out of the Box*. San Francisco, CA: Berrett-Koehler.
- Beisser, Arnold. 1970. "The Paradoxical Theory of Change." In *Gestalt Therapy Now*, edited by Joan Fagan and Irma L. Shepherd, 77–80. Palo Alto, CA: Science and Behavior Books.
- Calloway, Joe. 2013. *Be the Best at What Matters Most: The Only Strategy You Will Ever Need*. Hoboken, NJ: Wiley.
- Catmuli, Edwin, and Amy Wallace. 2014. *Creativity, Inc.: Overcoming the Unseen Forces that Stand in the Way of True Inspiration*. New York: Random House.
- Cialdini, Robert. 1984. *Influence: The Psychology of Persuasion*. New York: Harper Collins.
- Dieken, Connie. 2013. *Become the Real Deal: The Proven Path to Influence and Executive Presence*. Hoboken, NJ: Wiley. Accessed July 11, 2018. <https://www.influence360.com>.
- Godin, Seth. 2008. *Tribes: We Need You to Lead Us*. New York: Penguin Group.
- Goldsmith, M. 2008. *What Got You Here Won't Get You There: How Successful People Become Even More Successful*. New York: Hyperion.
- Melnick, Joseph, and Sonia March Nevis. 2018. *The Evolution of the Cape Cod Model: Gestalt Conversations, Theory, and Practice*. Wellfleet, MA: Gestalt International Study Center Press.
- Nevis, Edwin C., Joseph Melnick, and Sonia Nevis. 2008. "Organizational Change through Powerful Micro-Level Interventions: The Cape Cod Model." *OD Practitioner* 40 (3): 4–8.
- Nevis, Sonia, Stephanie Backman, and Edwin C. Nevis. 2003. "Connecting Strategic and Intimate Interactions: The Need for Balance." *Gestalt Review* 7 (2): 134–46
- Phillips, Donald T., and Mike Kryzewski. 2000. *Leading from the Heart: Coach K's Successful Strategies for Basketball, Business and Life*. New York: Warner Business Books.
- Sandberg, Sheryl, and Adam Grant. 2017. *Option B: Facing Adversity, Building Resilience, and Finding Joy*. New York: Alfred A. Knopf.
- Simon, Stuart N. 2012. "Applying the Cape Cod Model to Coaching." *Gestalt Review* 16 (3): 292–308.
- Sinek, Simon. 2009. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. New York: Penguin Group. Accessed July 11, 2018. [https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action).
- Stiroh, Kevin. 2018. "The Economics of Why Companies Don't Fix Their Toxic Cultures." *Harvard Business Review*. 22 March. Accessed July 11, 2018. <https://hbr.org/2018/03/the-economics-of-why-companies-dont-fix-their-toxic-cultures>.
- Strum, Mike, and Peter Nelson (rev. David Zweig). 2011. "White Paper: Foundations of the Dynamics Model and Assessment." Lakeway, TX: 5 Dynamics LLC.

Copyright of Gestalt Review is the property of Gestalt International Study Center and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use.