

LAURENCE J. GOULD

ADDRESS

WorkLab, LLC
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EDUCATION

- Ph.D. 1965 (Social Psychology) The University of Connecticut
Postdoc 1965 – 1966 United States Public Health Service Postdoctoral Fellow, Yale University
M.A. 1961 (Psychology) The University of Connecticut
B.A. 1958 (Psychology) The University of Michigan
Cert. 1984 Certificate in Psychoanalysis, The William Alanson White Institute

EMPLOYMENT

Consulting

- 1970- Present Independent Practice
Current and recent consultation projects, management development programs and applied research with clients in health, human and social services, electronics, banking, manufacturing, finance, professional organizations, and education, including (selected list):

The American Psychological Association - Organizational re-design; executive coaching; staff development; conflict management

The Greater New York Savings Bank - Organizational assessment and change management services

General Electric, Nuclear Division - Team-building and project management

ITT Sheraton - Executive coaching and the design and conduct of the senior management training program

ITT Consumer Financial Services - Team-building and organizational re-structuring

ITT Fluid Technology Corporation - Implementation of a matrix re-design

ITT Bell & Gossett - Implementation of a self-directed work group organization; strategic planning; executive coaching and team development

Academy of Television Arts and Sciences (ATAS) - Board development Long-range strategic planning

ABC Networks Marketing Department - Organizational Development and Re-design
 Money Magazine - Facilitating team developmental and inter-department collaboration
 The College Board - Change management and organizational development
 PROMAX/BDA - Executive coaching; board development and strategic planning
 The National Committee for the Preservation of Social Security and Medicare - Board development
 Merck - Team-building and organizational development
 People's Bank - Analysis of the branch management system
 Russo + Sonder, Architects, NYC - Managing partner/associate conflicts; organizational development; senior leadership transition
 The William M. Mercer Companies - Design and delivery of a team skills and development training program
 The United States Holocaust Memorial Museum - Executive coaching; facilitation of planning processes related to the museum's opening; organizational development; staff conflict management; analysis of senior leadership functioning
 Coro - Board development
 Discovery Communications, Inc. - Design of standards and promotion criteria for senior positions, Design of the Global Marketing department, strategic planning, creative approval process re-design, coaching Department SVP
 New York Hospital, NYC - Staff development and conflict management
 Crowne Media – A Division of Hallmark, Inc. - Executive coaching; Organizational re-design
 Price Waterhouse Coopers - Merger facilitation – IT Departments
 Columbia University, University Residence Halls - Executive and management coaching; department reorganization, senior team development, strategic planning, coaching department director
 Bertelsmann AG - Executive coaching
 Project Liberty –New York City Dept. of Mental Health - Executive coaching, senior team development, conflict management and strategic planning

2000- Present Founding Director, Socio-Analytic Program in Organizational Development and Consultation, The Institute for Psychoanalytic Training and Research (IPTAR).
 A two-year, advanced professional consultancy skills development program.

1989- Present Faculty and Former Founding Director, Program in Organizational Development and Consultation, The William Alanson White Institute
 A Two-Year Professional Development Program for consultants, human resource managers and executives in the public and private sector.

1989- 1995 Director, Organizational Consultation Service (OCS),
 The William Alanson White Institute.

The OCS offers a wide variety of consultation services to individuals, groups and organizations. It is affiliated with the Two-Year Professional Development Program (see above) for consultants, human resource managers and executives in the public and private sector.

- 1972-1998 Past President and Board Chair,
The A.K. Rice Institute, Washington, D.C.
As the director of, or faculty member on Group Relations Training Courses, Leadership and Authority Conferences, and Organizational Development Programs offered by the Institute, I provided consultation, education and training services to groups and individuals from the following organizations (partial list): The Menninger Foundation Topeka; The Training and Development Division, Bell Telephone, Canada; The Jackie Robinson Management Corporation, New York City; The Woodrow Wilson School of Public and International Affairs, Princeton University, Princeton; Department of Psychiatry, Yale University, New Haven.
- 1972-1973 Visiting Scientist, The Centre for Applied Social Research,
The Tavistock Institute, London.
In this capacity I was a member of a consultancy team on projects with a variety of clients including the Armed Forces Schools in Europe and Oxford University.

Teaching

- 1967-2003 Former Professor of Psychology, and Former Director, Clinical Psychology Doctoral Program,
The Graduate School and University Center, The City University of New York.
Teaching and supervision of doctoral research; mainly in the areas of leadership, group processes, organizational and career development, adult life-span issues.
- Visiting Scholar,
The Sigmund Freud Center for Study and Research in Psychoanalysis
- Co-Director,
Joint program in Organizational Consultation and Development, Hebrew University, Jerusalem.
A two-year professional development program for training in organizational consultation.

PUBLICATIONS

"Coaching Senior Executives: Personal/Work Conflicts, Mortality and Legacy."
in, John Newton, Susan Long and Burkard Sievers (Eds.). *Coaching-in-Depth: The Organizational Role Analysis Approach*. London: Karnac, 2005, (in press).

"Getting Off on the Right Foot:" - Coaching Young Adults." In Halina Brunning (Ed.). *Executive Coaching from a Systems Psychodynamic Perspective*. New York/London: Karnac, 2005, (In press).

"Collective Working Through: The Role and Function of Memorialization." Presented at a Conference, *Memory, Memorials and Collective Working Through*. Annual Meeting of the

New York Freudian Society, co-sponsored by Pace University Downtown NYC, Psychology Department. February 8, 2003.

"The Leader's Capacity for Mobilizing a "Third Position:" Task-Oriented Mental States and their Distortions." Presented at the *OPUS, Organization for Promoting Understanding in Society, Conference*. London. November 2002.

"Managing a Divestiture. The Psychological and Emotional Dilemmas of Ending Personal, Work and Organizational Relationships." in Edward Klein, Faith Gabelnick and Peter Herr (Eds.). *Dynamic Consultation in a Changing Workplace*. Psychosocial Press. Madison, CT. Fall 2000.

"Managing the Post Merger Process." Presentation to *METRO*. May 1999.

"The Systems Dynamics of a Joint Venture: Anxiety, Social Defenses and the Management of Mutual Dependence." *Human Relations*. Vol. 2, No. 6. 1999. pp. 697-722.

"A Political Visionary in Mid-life: Notes on Leadership and the Life Cycle." in, Robert French and Russ Vince (Eds.). *Group Relations, Management and Organization*. Oxford: Oxford University Press, 1999.

"Correspondences between Bion's Basic Assumption Theory and Klein's Developmental Positions: An Outline". *Free Associations*. Vol. 7, Part 1, No. 41. 1998. pp. 15-30.

"Holding the Center: Depressive Position Values, Leadership and the Moral Order." Presented to *OFEK*. Jerusalem. February 1998.

"Introduction (with R. Bar-Lev Elieli) to: - Institutional Trauma: Case Studies of Museum Changes and Their Effects on Staff." in Elaine Heumann Gurion (Ed.). *American Association of Museums*. 1996.

"The Fifth Basic Assumption." (with G. W. Lawrence and A. Bain). *Free Associations*. 1996. Volume 6. pp. 28-55.

"Organizational Design in a Cross-Functional Team Environment: Integrating a Team Organization with Functional Departments." in *The Self-Managing Work Teams Newsletter*. October 1994.

"Contemporary Perspectives on Personal and Organizational Authority: The Self in a System of Work Relationships." in Larry Hirschhorn and Carole K. Barnett (Eds.). *The Psychodynamics of Organizations*. Temple University Press. 1993.

"Psychoanalytic Frameworks for Organizational Analysis and Consultation." in Manfred F.R. Kets de Vries (Ed.). *Organizations on the Couch*. Jossey-Bass. 1992.

EDITORIAL POSITIONS

"Experiential Learning in Organizations: Applications of the Tavistock Group Relations Approach." Edited Volume with L. Stapley and M. Stein. New York/London: Karnac, 2004.

The Journal of Organizational and Social Dynamics - An International Journal for the Integration of Psychoanalytic, Systemic and Group Relations Perspectives. Co-Editor. London and New York: Karnac, 2001.

The Systems Psychodynamics of Organizations. Edited Volume with L. Stapley and M. Stein. New York/London, Karnac: 2001.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

Recipient, The 1993 American Psychological Association, Division of Consulting Psychology *Levinson Award*, for outstanding contributions to the theory and practice of group and organizational structure.

Licensed Psychologist, State of New York.

Member, American Psychological Association.

Past-President and Fellow, The A.K. Rice Institute.

New York Society of Clinical Psychologists.

Member, The William Alanson White Psychoanalytic Society.

Associate Member, The Institute for Psychoanalytic Training and Research (IPTAR)

Member, The New York Organizational Development Network

Founding Member, The International Society for the Psychoanalytic Study of Organizations