

6-WEEK ADVANCED LEADERSHIP SEMINAR

FRIDAYS | OCT 9, 2026 – NOV 13, 2026 | VIRTUAL

7:30AM–10:30AM PT | 10:30AM–1:30PM ET | 3:30 PM–6:30PM GMT

SYLLABUS

LINKING FIELD THEORY AND SYSTEMS PSYCHODYNAMICS TO ENHANCE LEADERSHIP

Exploring Unconscious Uses and Abuses of Power in Organizational Life

Co-Chairs: Paula Christian-Kliger, Ph.D., ABPP
James W. Barron, Ph.D., ABPP

18
CME/CE
CREDITS

Developed by the Department of Psychoanalytic Education
Council for Leadership and Organizational Studies



American
Psychoanalytic
Association



INTERNATIONAL
PSYCHOANALYTICAL
ASSOCIATION

6-WEEK ADVANCED LEADERSHIP SEMINAR

TIMES: 7:30AM–10:30AM PT | 10:30AM–1:30PM ET | 3:30 PM–6:30PM GMT

DATES: OCTOBER 9, 16, 23, 30; NOVEMBER 6, 13, 2026

VIRTUAL | ZOOM

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The American Psychoanalytic Association (APSA) and the International Psychoanalytical Association (IPA) are co-sponsoring the fourth iteration of this innovative virtual seminar. Developed by the Council for Leadership and Organizational Studies (CLOS) of the Department of Psychoanalytic Education (DPE), this seminar is open to those currently in leadership positions or with strong interests in leadership in our psychoanalytic and community-based organizations from various countries and cultures. Our goals are to engage in individual and collective self-study; and to learn with and from each other about the unconscious forces in the field, including the transgenerational transmission of familial and wider social-political-historical-cultural experiences, that shape how we occupy our various leadership roles.

This 6-week virtual seminar will focus on critical concepts in systems psychodynamics and field theory such as the social unconscious, projective identification, splitting, social defenses, complex identities, and intersubjective processes. Widening our conceptual lens so that we can think of individual, group, organization, and the environmental surround as co-creating the field and influencing and shaping each other, we will use these concepts to deepen our understanding of the unconscious uses and abuses of power across the constructive and destructive spectrum.

Each session will be evenly divided between theoretical and experiential components. In the large group, faculty and members will discuss key points in the assigned readings; break into pre-assigned small self-study groups to reflect on our own group process as it relates to our primary task of learning together about the uses and abuses of power; and return to the large group to continue our self-reflection and organizational self-study.

Ultimately, the primary aim is to enhance our individual and collective efforts, particularly in the face of hate and human destructiveness, to become more inclusive as leaders, more open in our thinking, and equitable in sharing power.

Department of Psychoanalytic Education Council on Leadership and Organizational Studies

Co-Chairs: Paula Christian-Kliger, Ph.D., and ABPP James W. Barron, Ph.D., ABPP

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PRE-READINGS AND FILMS

FOR SETTING THE EMOTIONAL TONE FOR THE COURSE:

WEEK 1: OCTOBER 9, 2026

Akhtar, S. (2018) Humility. *American Journal of Psychoanalysis* 78:1-27

WEEK 2: OCTOBER 16, 2026

1. Christian-Kliger, P. (2023) A Fresh Beginning to an Old Conversation: Thoughts on Leon Hoffman's "We Don't Trust YOU: Reflections on Anti-Racism in Psychoanalysis." *Contemporary Psychoanalysis*, 59:3-4, 276-295.
2. White, C. (2020) Sigmund Freud: German "Negro"; H.S. Sullivan: Northern American "White": Psychoanalysis and "The Fierce Urgency of Now"*. *Contemporary Psychoanalysis* 56:226-244
3. Pre-Screen the film: We Are Human First

WEEK 3: OCTOBER 23, 2026

1. Leary, K. (2026). Reflecting on America's claims and settlements as nation reaches 250. OP-ED Amsterdam News: June 25, 2026
2. Leary, K. R. and Cutcher-Gershenfeld, J. (2026). [Surprise by Design: The Risks for Social Innovation when Surprise is Imposed as a Governing Strategy](#). *Negotiation Journal* (2026) 42: 69–83.
3. Leary, K. & Shubert, J. (2021) Kimberlyn Leary on Psychoanalysis and Social Equity: An Interview with Justin Shubert, Diversity Editor. *The American Psychoanalyst (TAP)* 55:16-18
4. Leary, K. (2020) [Power, Authority and Voice in a Changing and Changed World: The Hard Case for "Soft" Skills](#). Harvard Kennedy School Executive Education. <https://www.hks.harvard.edu/educational-programs/executive-education/faculty/hks-executive-education-we>
5. Wilkinson, R. and Leary, K. (2020; updated 2022). Leading with Intentionality: The 4P
6. Framework for Strategic Leadership, Faculty Research Working Paper Series Harvard Kennedy School

WEEK 4: OCTOBER 30, 2026

1. Shapiro, E. R. (2020). Finding a place to stand: Developing self-reflective institutions, leaders and citizens. Oxfordshire: Phoenix Publishing House.
2. Volkan, V., Scholz, R., & Fromm, M. G. (Eds.). (2023). We don't speak of fear: Large-group identity, societal conflict and collective trauma. Bicester: Phoenix

WEEK 5: FRIDAY, NOVEMBER 6, 2026

Stoute, B.J. (2021). Black Rage: The psychic adaptation to the trauma of oppression. *Journal of the American Psychoanalytic Association*, 69 (2): 259-290.

WEEK 6: FRIDAY, NOVEMBER 13, 2026

None.

6-WEEK ADVANCED LEADERSHIP SEMINAR

CONTINUING EDUCATION CREDITS AND ACCREDITING BODIES



In support of improving patient care, the American Psychoanalytic Association is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

This activity was planned by and for the healthcare team, and learners will receive 18 Interprofessional Continuing Education (IPCE) credit for learning and change.

PHYSICIANS



The **American Psychoanalytic Association** is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The American Psychoanalytic Association designates this live activity for a maximum of 18 AMA PRA Category 1 Credit(s)[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

ABPN PHYSICIANS FOR MOC/CCP



Through the **American Board of Medical Specialties** ("ABMS") ongoing commitment to increase access to practice relevant Continuing Certification Activities through the ABMS Continuing Certification Directory, the Linking Field Theory and Systems Psychodynamics to Enhance Leadership has met the requirements as a Lifelong Learning CME Activity (apply toward general CME requirement) for the following ABMS Member Boards: Psychiatry and Neurology

PSYCHOLOGISTS



Continuing Education (CE) credits for psychologists are provided through the co-sponsorship of the **American Psychological Association** (APA) Office of Continuing Education in Psychology (CEP). The APA CEP Office maintains responsibility for the content of the programs.

SOCIAL WORKERS



As a Jointly Accredited Organization, the American Psychoanalytic Association is approved to offer social work continuing education by the **Association of Social Work Boards** (ASWB) Approved Continuing Education (ACE) program. Organizations, not individual courses, are approved under this program. Regulatory boards are the final authority on courses accepted for continuing education credit. Social workers completing this course receive 18 cultural competence continuing education credits.

COUNSELORS



American Psychoanalytic Association has been approved by **NBCC** as an Approved Continuing Education Provider, ACEP No. 7556.

PHYSICIAN ASSISTANTS / ASSOCIATES



The American Psychoanalytic Association has been authorized by the **American Academy of Physician Associates** (AAPA) to award AAPA Category 1 CME credit for activities planned in accordance with AAPA CME Criteria. This activity is designated for 18 AAPA Category 1 CME credits. PAs should only claim credit commensurate with the extent of their participation.

NURSES

The American Psychoanalytic Association designates this live activity for 18 ANCC contact hours.

PHARMACISTS/PHARMACY TECHNICIANS

The American Psychoanalytic Association designates this live activity for 18 contact hours.

NEW YORK STATE LICENSED PSYCHOANALYSTS

American Psychoanalytic Association, Inc. is recognized by the New York State Education Department's State Board for Mental Health Practitioners as an approved provider of continuing education for licensed psychoanalysts. #P-0013.

NEW YORK STATE SOCIAL WORKERS

American Psychoanalytic Association, Inc. is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0186.

NEW YORK STATE PSYCHOLOGISTS

The American Psychoanalytic Association, Inc. is recognized by the New York State Education Department's State Board for Psychology as an approved provider of continuing education for licensed psychologists #PSY-0153.

CULTURAL COMPETENCY

This program is intended to satisfy the requirements of those states that require CE/CME credits in the area of cultural competency for license renewal, but the final judgment for such qualification is made by each state's board.

OTHER PROFESSION TYPES

Other profession types will receive a certificate of attendance upon completion of the activity and online evaluation confirming their participation. Participants may claim credit for recertification; however, their professional organization/institute hold the final say on which accredited activities they accept.

IMPORTANT DISCLOSURE INFORMATION FOR ALL LEARNERS

None of the planners and presenters for this educational activity have relevant financial relationship(s)* to disclose with ineligible companies* whose primary business is producing, marketing, selling, re-selling or distributing healthcare products used by or on patients. There is no commercial support for this activity. APsA verifies that all materials generated by AI are accurate, including cited publications and posttests.

*Financial relationships are relevant if the educational content an individual can control is related to the business lines or products of the ineligible company. — Updated December 2022



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WEEK 1

FRIDAY, OCTOBER 9, 2026

SESSION 1: Systems Psychodynamics and Field Theory Perspectives on Leadership

Presenters: Paula Christian-Kliger, Ph.D., ABPP
James W. Barron, Ph.D., ABPP

Leaders and members of our various institutions are experiencing powerful forces in the field attacking the freedoms of independent thinking and expression; proscribing and perverting the language that recognizes and bridges multiple complex identities; reinforcing social dissonance, scapegoating, racism, discrimination, and multiple forms of othering. When we feel ourselves besieged by these forces, our ordinary leadership capacities and functions become extraordinarily challenged. Widening our conceptual lens so that we can think of individual, group, organization, and the social-political-cultural surround as co-creating the field and influencing and shaping each other, we will use these concepts to deepen our understanding of leadership challenges as we engage with racism and othering in ourselves and in the groups and systems in which we are embedded, and as we explore the uses and abuses of power in our organizational lives.

After attending this session, participants will be able to:
1) Describe individual and collective efforts, particularly in the face of hate and human destructiveness, to be more inclusive, more open in our thinking, and equitable in sharing power; 2) Demonstrate greater emotional readiness, containment, self-reflection, and social resonance in the context of leadership challenges.

CME/CE 3

PRE-READING:

Akhtar, S. (2018) Humility. *American Journal of Psychoanalysis* 78:1-27

WEEK 2

FRIDAY, OCTOBER 16, 2026

SESSION 2: Othering, Compulsion to Repeat, Our Human Destructiveness, and Collective Trauma from Carceral and Institutional Systems

Presenters: Paula Christian-Kliger, Ph.D., ABPP
Tom Hennes, ThincDesign

This session aims to deepen our awareness and understanding of the social surround that lives inside and outside of us, our inner “state of the world” in these turbulent times. “We are Human First” is an evocative experience-near film that becomes the “holding environment” that awakens participants’ minds and emotions; and enhancing emotional attunement, readiness and social resonance. Laura Thippahawong (2020) wrote: “Freud loved art. The effect of art, according to Freud, was fundamental to empathy and a necessary part of any civilized society.” The film captures an enduring aspect of our human condition, the cross-generational and cross-cultural ways we can repeat othering, divisiveness, misuse of power, and acting out our destructive impulses. The goal is to generate discussion from systemic and multi-dimensional, historical/trans-generational, socio-cultural, institutional and global viewpoints.

After attending this session, participants will be able to:
1) Describe the powerful force of repetition of patterns of othering and the human propensities toward destructiveness across generations, cultures, race, beliefs and institutional systems; 2) Demonstrate self-analytic function leading to greater emotional readiness, attunement, and social resonance. **CME/CE 3**

PRE-READINGS AND FILM:

1. Christian-Kliger, P. (2023) A Fresh Beginning to an Old Conversation: Thoughts on Leon Hoffman’s “We Don’t Trust YOU: Reflections on Anti-Racism in Psychoanalysis.” *Contemporary Psychoanalysis*, 59:3-4, 276-295.
2. White, C. (2020) Sigmund Freud: German “Negro”; H.S. Sullivan: Northern American “White”: Psychoanalysis and “The Fierce Urgency of Now”*. *Contemporary Psychoanalysis* 56:226-244
3. Pre-Screen The film: *We Are Human First*

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WEEK 3

FRIDAY, OCTOBER 23, 2026

SESSION 3: Leadership, Psychoanalysis, and Social Equity: Fireside Chat with Kimberlyn Leary, PhD, MPA

Presenters: Kimberlyn Leary, PhD, MPA
Paula Christian-Kliger, Ph.D., ABPP
James W. Barron, Ph.D., ABPP

Leaders and members of our various institutions are experiencing powerful forces in the field attacking the freedoms of independent thinking and expression; proscribing and perverting the language that recognizes and bridges multiple complex identities; reinforcing social dissonance, scapegoating, racism, discrimination, and multiple forms of othering. When we feel ourselves besieged by these forces, our ordinary leadership capacities and functions become extraordinarily challenged. Widening our conceptual lens so that we can think of individual, group, organization, and the social-political-cultural surround as co-creating the field and influencing and shaping each other, we will use these concepts to deepen our understanding of leadership challenges as we engage with racism and othering in ourselves and in the groups and systems in which we are embedded, and as we explore the uses and abuses of power in our organizational lives. This session will address leadership challenges in our fractured organizations and our polarized body politic.

After attending this session, participants will be able to:
1) Explain the paradox of conceptualizing power as a “soft skill” that invites deep engagement; 2) Describe the forces in the field that contribute to a leader falling back on coercion, command, and the abuse of power.

CME/CE 3

PRE-READINGS:

1. Leary, K. (2026). Reflecting on America's claims and settlements as nation reaches 250. OP-ED Amsterdam News: June 25, 2026
2. Leary, K. R. and Cutcher-Gershenfeld, J. (2026). [Surprise by Design: The Risks for Social Innovation when Surprise is Imposed as a Governing Strategy](#). Negotiation Journal (2026) 42: 69–83.
3. Leary, K. & Shubert, J. (2021) Kimberlyn Leary on Psychoanalysis and Social Equity: An Interview with Justin Shubert, Diversity Editor. The American Psychoanalyst (TAP) 55:16-18

4. Leary, K. (2020) [Power, Authority and Voice in a Changing and Changed World: The Hard Case for “Soft” Skills](#). Harvard Kennedy School Executive Education.
5. Wilkinson, R. and Leary, K. (2020; updated 2022). Leading with Intentionality: The 4P
6. Framework for Strategic Leadership, Faculty Research Working Paper Series Harvard Kennedy School

WEEK 4

FRIDAY, OCTOBER 30, 2026

SESSION 4: Leadership Challenges In A Polarized Context: Psychoanalytic Societies And Organizations In Conflict

Presenters: Sue Kolod, Ph.D.
Harriet L. Wolfe, M.D.

The audience for this session will be APsA's online CLOS seminar members, people currently in leadership positions or with strong interest in leading psychoanalytic and community-based organizations. This session will address leadership challenges in polarized contexts both within such organizations and in the broader social context. This is an important topic because it describes elements of leadership that might otherwise go unarticulated. The topic is timely and important because polarization can undermine an organization's core mission and its members' morale. By articulating often overlooked dimensions of leadership, the session offers participants insights and strategies for navigating divisive dynamics effectively.

After attending this session, participants will be able to:
1) Recognize how leadership was exercised in a seriously polarized group and identify leadership lessons that can be applied in similar contexts; 2) Analyze the sources and dynamics of polarized organizations and social conflicts. **CME/CE 3**

PRE-READINGS:

1. Shapiro, E. R. (2020). Finding a place to stand: Developing self-reflective institutions, leaders and citizens. Oxfordshire: Phoenix Publishing House.
2. Volkan, V., Scholz, R., & Fromm, M. G. (Eds.). (2023). We don't speak of fear: Large-group identity, societal conflict and collective trauma. Bicester: Phoenix

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WEEK 5

FRIDAY, NOVEMBER 6, 2026

SESSION 5: Perspectives on Leadership and Racism

Presenters: Maxine Dennis, MSc
Samuel P. Wyche, D.O.

This session is intended for psychoanalysts, psychoanalytic psychotherapists, and community practitioners who are currently in leadership roles or will be assuming leadership roles in the future, and who aspire to help their organizations address the persistent challenges posed by internalized and systemic racism, discrimination, and othering. The session will promote interest in and discussion of these leadership and community-based challenges, and will enable participants to learn from direct personal experience in small and large groups. It will increase awareness and sensitivity to racialized dynamics and enactments in the dyadic clinical setting, and enhance leadership knowledge in skill in the group/organizational setting. It will accomplish these goals by promoting interest and curiosity about the operations of internalized and systemic racism, and by examining the critical role of leadership in organizational transformation over time to become more just and equitable.

After attending this session, participants will be able to:

- 1) Explain how two concepts presented and discussed in this session help participants observe and analyze manifestations of internalized racism at the individual level and systemic racism at the group organizational level;
- 2) Describe how their experience in the experiential self-study group enhanced leadership capacities of attunement and social resonance.

CME/CE 3

PRE-READING:

Stoute, B.J. (2021). Black Rage: The psychic adaptation to the trauma of oppression. *Journal of the American Psychoanalytic Association*, 69 (2): 259-290.

WEEK 6

FRIDAY, NOVEMBER 13, 2026

SESSION 6: Leadership: Rupture, Mourning, and Repair

Presenters: Paula Christian-Kliger, Ph.D., ABPP
James W. Barron, Ph.D., ABPP
Konstantinos Taliouridis, PhD, PsyD, MBA
Himanshu Agrawal, MD

This session builds on the individual and collective work throughout the course to deepen awareness of the links between self and the social surround and how they shape the social unconscious; continues to explore multiple complex identities as powerful forces in the field that influence how participants lead, use power, and determine who belongs, who is left out, and who is experienced as the other. The session examines the links between sadistic abuse of power and shameless contempt of the weak and powerless, the other. Participants observe the connections and movement from self-reflective functioning to relational attunement in the consulting room, groups and organizations, wider communities, and the world at large.

After attending this session, participants will be able to:

- 1) Examine their own multiple complex identities and become more open to recognize complexity in individuals, groups, organizations and communities at large;
- 2) Demonstrate enhanced leadership skills of self-reflection, emotional readiness and engagement, capacity for collaboration and social resonance, and openness to more equitably sharing power.

CME/CE 3

PRE-READING:

None.