THE SCRIPT®
INTERNATIONAL TRANSACTIONAL ANALYSIS ASSOCIATION, 1772 VALLEJO ST., SAN FRANCISCO, CALIFORNIA 94123

Volume XII, Number 7 October 1982



Individual Effectiveness Groups for Executives

By Roger Blakeney, PhD, SFPTM

The effectiveness of executives and business professionals influences the effectiveness of organizations and, in turn, the effectiveness of organizations impacts the well-being, economic and otherwise, of our society. Two important keys to individual effectiveness for executives are: 1) using ego states appropriate to a situation, and 2) using OK parts of those ego states. To help develop these abilities, I established individual effectiveness groups for executives. In these groups, my modeling the behavior based on these abilities is a potent part of the process. It is also my greatest challenge, since it means I must effectively handle my own issues.

The members of a typical group come from a variety of professional settings. For example (each of these is a composite of several real people), Ron is in his early forties and works as a district manager for a major industrial specialty supply firm. He came to the group feeling tired and unmotivated after years of 12-14 hour days. He wanted help in organizing his work and coping with stress.

Another executive I work with is Jan. In her early thirties, she is a non-medical professional in an enormous health-care complex. She was dissatisfied with her job and was also involved in an EdD program. In spite of spending long hours at work and doing well academically, she felt lost and unappreciated. She therefore sought out career counseling.

Tom, thirty, is a compensation manager and he felt overworked and under-appreciated as well. He came to me for help in coping with his job.

Finally, Wonda, also thirty, manages a small professional section. She is married to Will, who is a technical specialist in another large corporate headquarter. She recently quit smoking, but found herself feeling overwhelmed at work. She came in asking for help in coping and in job change counseling.

Each of these individuals know that I am a Psychologist who is designated as a health service provider. However, they contacted me because of my organizational work. Ron had attended my stress management seminar and I had done management consultation in both Jan's health-care complex and Wonda's organization. Tom knew Jan professionally and had noticed how she had changed. Later, Wonda's husband, Will, joined the group, thus rounding it out to five members.

Working Effectively With Executives

These five composite-persons represent a professional and personal development group I conduct twice a month. Their styles and expectations reflect them as executive types. For example, in making a hiring decision, executives typically want to know three related things about a person. Can they get the job done (competence)? Are they loyal (trustworthiness)? Can we work together (style)?

In their first sessions, each of these executives was clearly deciding whether to "hire" me as an expert consultant. For each, the presenting problem was work-related and, based on how I handled these work issues, they made judgments about my competence. Since they are goal-oriented, TA was very useful for demonstrating competence because of its focus on clear contracting. Tom, for instance, said that, if I had not effectively confronted him about a particular work issue during the first session, he would not have come back.

In this context, trustworthiness has two components. One is shared Parent beliefs reflected by such things as style and image. The first time I met each of them, I was, very probably, in my three-piece business suit. The suit serves as a visual reminder that I function effectively in their world and that I do understand it. Will observed that I "didn't look like a shrink," and Jan thought I "looked like a business professor" (which I also am). While in subsequent sessions I usually do not wear my three-piece business suit, occasionally I do and, whatever I am wearing, I make sure it is appropriately stylish.

Another component of trustworthiness is addressed by my treating their Child feelings with respect and understanding while, at the same time, our Adults are competently handling the presenting problem. As we are problem-solving, I identify and reflect to them what I sense to be underlying feelings and frustrations. Executive types work most effectively with someone who not only accepts and respects them, but whom they can also accept and respect in return. In Ron's case, for example, he decided that, because I clarified for him the patterns I saw reflected in his work crises and frustrations, I really understood both his work situation and his feelings. This experience was instrumental in helping him to decide to join the group.

A Systems View of Life

From both my own personal experience and my organizational work, I have observed the intertwining of work-related and private life script issues. In the individual effectiveness groups this emerges clearly. Jan was a good example. No matter how hard she worked, Jan was not recognized as being important or as having status. In exploring why this might be, she realized that it would be quite difficult for her, as a non-medical professional providing support services to physician department heads, to receive such recognition. She described the physicians as cold, critical and distant like her father. She perceived her boss, a man, as like her mother, who was a "miserable fumer." In addition, she saw her boss as being afraid of displeasing the powerful physicians, just as her mother had been afraid of Jan's ranting and raving father.

Jan worked on this in group and her confidence grew as she learned to deal with her boss more effectively. As a result, she began relating differently and in more satisfying ways to her mother. As this occurred, her relationship with her father also changed. She found she felt some love for him and a lot of sadness about missing that love for 30 years. Finally, she was con-

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Executive Effectiveness Groups (continued)

fident and skilled enough to confront her husband about her dissatisfactions with their relationship.

Wholistic connections between the physical, mental, emotional and spiritual aspects of each person's life also seem clearer in the context of the group sessions. Tom often reports the connection between his emotional stress and the physical tension he feels and, when we began exploring Ron's emotional conflicts in terms of his spiritual view of the world, he made rapid progress. When Will handles his emotional conflicts, he is much more mentally productive at work.

There were other examples of the systems perspective throughout the time the group met. When Wonda quit smoking, her job stress surfaced. She related the feelings to the ones she had at home when she and Will worked on household projects together. After Will joined the group, he admitted to feeling the same kind of thing in relation to work and home. From there, we briefly explored family system dynamics which tied back into their families of origin. It was a very vivid example of a systems view of scripts.

As systems theory would predict, even the environment is important. One of the ways this became obvious in the group was that three of the five members are transplanted midwesterners from small towns and medium-sized cities. They were having difficulty coping with life in Houston. The terrain is different, things are much more scattered and there is no real center to the city, transportation is more difficult and the population is highly transient. They found it difficult to feel a sense of roots and to develop important support networks of family and friends.

Fortunately, the two other members of the group and I have lived in Houston a long time and so are able to, collectively, serve as a substantial resource for those who have been "transplanted." Frequently, we do a lot of problem-solving and information sharing about such environmental concerns.

A Self-Esteem Approach

For each member of the group, a basic underlying issue is a lack of self-esteem or feeling unconditionally OK about themselves. They have become successful through hard work, getting things done and pleasing important people. However, they tend to only feel OK about themselves when doing these things. Taibi Kahler describes this phenomenon as the "Work Hard" and "Please Me" Drivers. On the other hand, being goal-oriented and successful, these executive types respond well, for example, to materials on success and motivation.

Using Advanced Learning techniques, Denis Waitely has developed some excellent materials on "winning" which appeal to executives. Though his focus is on high level performance, his approach is from an "I'm OK, You're OK" existential position. These materials are distributed by Advanced Learning Corporation and, because of my association with them, I am very familiar with their use in building self-esteem.

I use Waitley's "Relaxation/General Affirmations" audio tape in group and the group members also use it on their own to cope with stress. On one side of the tape, he teaches a relaxation exercise and, on the other, he uses 60-beats-per-minute Baroque music to open up the right side of the brain. The tape quickly takes listeners through the relaxation exercises and, once in a relaxed state, they are then receptive to positive self-image messages.

The positive affirmations, or positive "self-talk," help them to reprogram their internal messages. It is like a form of guided self-reparenting. In group, we help individuals identify specific changes they wish to make and goals they want to achieve. We then develop specific affirmations for use immediately following the general affirmations they learn from the tape. I share with them that I find it particularly powerful to repeat my own specific affirmations while jogging. They can also write them down on cards to read at different times or to display where they can see them often.

All but one member of the group has been to a half-day workshop, "The Winning Formula" designed by Denis Waitley. I conduct the workshop using a film and audio cassette of Denis plus a workbook and my own input. In a two-day seminar, "The Psychology of Winning," both the affirmation and relaxation processes are taught. I use ten videotapes of Waitley plus the relaxation/affirmation tape and a notebook of materials published by Advanced Learning. Many of the group members listen to tapes from his "Denis Waitley Live" album in the morning or while driving. Using the relaxation/affirmation process just before bed is also a powerful self-esteem builder.

During group, I make sure to point out each individual's positive qualities and accomplishments. I often reframe in more positive ways things they say about themselves. This unconditional stroking is especially powerful in building self-esteem.

Executives As Valuable Resources

I consider executives to be valuable resources in our society. I believe it is important to help them function more effectively. In working with them, I find it essential to accept them and their values where they are. From there, I can understand the stress and pain in their lives. This allows me to help them identify changes they wish to make. Then, I can be a coach and expert resource for them as they change to become more effective at work and as human beings. I believe it helps that they can identify me as part of their world. It reassures them, on their sometimes scarey journey of change, to know that I function effectively in their environment even after having traveled the road myself.

Roger Blakeney, PhD, SFPTM, is an Associate Professor of Organizational Behavior and Management at the College of Business Administration, University of Houston, Central Campus, Houston, Texas. He has written over 40 articles and papers, with about a quarter of them dealing with TA. He has edited three books, including **Current Issues in Transactional Analysis**, *Bruner Mazel, 1977. He is a contributing author to the six volume set,* **Certificate in Management Accounting Review** *and has served on the Editorial Board for the* **TAJ.** *He is a licensed Psychologist and has served as a consultant and trainer to numerous business and government organizations.*

The Script
(ISSN 0164-7393)
Newsletter of the International
Transactional Analysis Association
1772 Vallejo Street
San Francisco, CA 94123
(415) 885-5992

Editor ..... Pete Pearson, PhD
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Editorial Board (Sub-committee of Public Information and Professional Relations Committee): Penee Field-Orfila, Pete Pearson, Mark Brady, Robin Fryer and Bob Andersen.

Deadlines: receipt in ITAA office on first of month prior to month of publication; i.e., Jan 1 for February issue.

The Script is published monthly (except Jan., May and Sept.) by the International Transactional Analysis Association. The subscription rate is $2/year as part of dues for all classes of membership. For information on dues rates for various membership classifications, contact the ITAA office (address above). Second class postage paid at San Francisco, California. POSTMASTER: send address changes to *The Script*, 1772 Vallejo St., San Francisco, CA 94123.

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The editors reserve the right to edit material submitted for publication for taste, accuracy and length. Letters to the Members Forum should be limited to 400 words. Editing will be done responsibly and in such a way as to preserve the intent of the author.

Board of Trustees Nominees

The following people have been nominated for the ITAA Board of Trustees. They include those persons nominated by the Nominating Committee and those nominated from the floor at the Business Meeting in Snowmass. Ballots will be mailed to all voting members in early October.

Robert Drye, Seaside, California
Eleanor Fawaz-Kamber, Yvonand, Switzerland
Felipe Garcia, San Antonio, Texas
Helmut Harsch, Ober-Morlen, West Germany
Claudette Hastie-Beahrs, Portland, Oregon
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Vincent Lenhardt, Paris, France
Tom Nissley, Stamford, Connecticut
Denton Roberts, Los Angeles, California
Eileen Scholl, Charlotte, North Carolina
George Thomson, Redwood City, California
Abe Wagner, Denver, Colorado

Up-Date on TA Around the World

Since we printed the list of TA Organizations Around the World in our special international theme issue last April, we have received additional material about other TA organizations. We reprint it here for your information.

Asociacion Venezolana de Analisis Transaccional (AVAT) - serves Venezuela; 287 members, including 7 Miembros Didactas (TM) certified by ALAT (Asociacion Latinoamericana de Analisis Transaccional), 2 TM's certified by ITAA, and 6 Training Institutes which are affiliated with AVAT. They have held two Annual Congresses and are going to have their third one next October. In addition, they sponsor yearly a National Encounter of Transactional Analysts and publish the "Anuario Cientifico" (yearly scientific yearbook) and a monthly bulletin, "HOLA" ("Hello!"). AVAT was founded in December of 1976 as an open organization. President: Bernardo Aguilera Ballesteros. For more information: Avenida Urdaneta, Esquina Urapal, Edificio Valores, Oficina 82, Candelaria, Caracas, Venezuela.

Transactional Analysis Centre for Training - inaugurated in Bhopal, India on July 24, 1982, the Centre is an autonomous registered society seeking to popularize TA. Mr. J.P. Kundra, Chief General Manager of the State Bank of India, is the first President. According to W.G. Naidu, PhD, Member, Managing Committee, "The TA movement has yet to reach its full growth in India. The formation of this Centre will help disseminate the knowledge and experience of TA as well as foster mutual interaction among the local people interested in TA. The Centre earnestly solicits the active cooperation of like-minded organizations all over the world to help it gain a firmer footing." The Centre is located at "Bhojraj", E-3/36, Arera Colony, Bhopal-462014, India.

Associacao Portuguesa de Analise Transaccional (APAT) - serves Lisbon/Portugal; 31 members as founders of the Association. Founded on July 9, 1982, the first Board of Directors has been elected and is already at work meeting twice a month. One of the aims of APAT is to get enough certified members to be able to join ITAA. At this time, only two are certified, but there is a whole group in both clinical and special fields that is already in training. For more information: Gaby Ferreira, Vice-president, Urb. Portela, 77-70 Esq., 2685 Sacavem, Portugal.

Asesores y Consultores en el Desarrollo y Educacion, S.C. (ASCENDE, S.C.) — serves Mexico; 5 members. Formed in 1977 to work in organizations doing organizational development, team building, conflict resolution, work on creativity and leadership styles using TA as a base. For more information: Gloria Balbona, Lomas del Anahuac 26, Lomas de Tarango, Mexico D.F., 01620,Mexico.

Fontaine Clarifies Comments on Venezuelan Democracy

Dear Editor:

In the April *Script*, I expressed (in the interview, page 1) that TA can help in Venezuela, in clinical fields, in education and in OD, to build a true and secure democracy, changing the attitudes of many important people about their responsibility to the voters who have delegated their powers to them.

I am pleased to say that Venezuela is the most advanced democracy in South America. However, we vote each five years, not for persons, but for parties. Each party then chooses its representatives. There is no direct and personal responsibility between the "elected" representatives and the voters.

The next step for the growth of each citizen and for the growth of Venezuela as a democratic county will be a personal vote for representatives in the Congress. We already have a President elected in that way.

Roberto Fontaine

KEEPING IN TOUCH

The Ohio Transactional Analysis Association held their annual conference in Cincinnati in May. It was hosted by Gail and Harold Nordeman of "A Growing Place." Over 70 people gathered from seven different states for a weekend of growth and personal development. Key speakers included Pam Levin-Landheer, Jean Illsley Clarke, Alice Breece and Erladeen Badger. The Ohio organization was originally formed to attain legislation for licensure. This year OTAA is moving in the direction of support as well as legislation.



Some of the participants at the supervision day on Friday of the OTAA annual conference in Cincinnati. In the front row, left to right, are Debi Sowald, new OTAA President, Gail Nordeman, one of the hosts of the conference, and Jean I. Clarke, one of the key speakers. Another key speaker, Pam Levin-Landheer, is on the far right, standing.

Nurses Network — at the Nurses Network meeting in Snowmass, we decided to establish a permanent network. One purpose for this is to locate other interested nurses so that we can expand the network and share resources. A mailing list has been started and any nurse who is interested in participating may contact Susan Young, 428 Wildwood Rd., Northvale, NJ 07647. One suggestion for how we might operate is to have a panel discussion on how nurses utilize TA in their various areas of practice. This panel could then present at future conferences. Another suggestion is to have network information in the *Script* on a regular basis. Other suggestions? We'd love to hear them. Send them to Susan at the address above.



Kanta (left), one of the village girls who spoke at ITAC V and Anila Dhir (right), one of the leaders of the TA groups the girls attend

New Jersey Network Formed — on June 12, 1982, a group met at Middlesex College to decide what, if anything, ITAA members living in New Jersey needed. They decided to form a network and invited all ITAA members in New Jersey to join them. At a subsequent meeting on July 9, over 30% of the New Jersey members attended a potluck at the home of Gloria Wax and George Imperato.



First meeting of the New Jersey Regional TA Network. Top row, from right: Miriam Gutfeld, CMT; Bob Florian; Gloria Wax, CPTM; Alice Stollman, RM; Marian Arexas, RM. Botton row, from right: Stan Tsigounis, CM; Susan Young, SFM; Fran Lynch, CMT; and Charles McFarren, CMT. The photo was taken by George Imperato, CPTM.

Group and Family Therapy 1982, the prestigious book edited by Marvin Aronsen and Lewis Wolberg, is being dedicated to Eric Berne. The dedication was written by Richard Abell, TM, and its inclusion in the book indicates a continued interest in Eric Berne. According to Dick, both Aronsen and Wolberg like to dedicate each issue of the book to an original and significant contributor to an understanding of the therapeutic process and they consider Eric Berne to be an outstanding example of those qualities in our century. Aronsen and Wolberg are department heads at the Post Graduate Center for Mental Health in New York, which is basically psychoanalytic in orientation and, therefore, dedicating their book to Eric Berne is a very special tribute.

Lost — Please Help Us Find! The registration book from the Connector Room at the Summer Conference in Snowmass is missing. If anyone has any information about what happened to it, please let Karen Alaria know in the ITAA office. Thanks.

The Fifth Annual TA Conference of TASI (TA Society of India) was held in New Delhi, February 17-21, 1982. The theme of the conference was TA and Social Responsibility and the slogan was "Break Free to Reach Out." Presentations included applications of TA to social justice, family justice, industrial justice, justice to the poor, women, low-caste youth, babies, trade unions, sewage workers, etc.

Dr. Abad Ahmad, Dean of the South Delhi University campus, was key-note speaker at the inauguration of ITAC V. The guest of honor was famous young policewoman Kiran Bedi, Deputy Commissioner of the Delhi Traffic Police. She is, for Indian women, a symbol of breaking through the limitations of cultural scripting and widening the range of social responsibility.

One of the special moments at ITAC V was the presentation, in Hindi, by seven village girls. They described the changes they have gone through as a result of the on-going TA groups they attend, led by Anila Dhir, Sushila Samnol and Nirmal Lal. The girls' comments included statements such as, "I could not talk to anyone, but I'm not shy any more — I'm happy;" "I have the courage to go out alone now, which I didn't have before;" "I feel equal to my brothers;" and "Before coming to group, I used to think I was a burden on my family, but now I feel I exist and have my own identity." It was the first time these girls had spoken in public. During the three hours they were at the conference, the men in their village angrily accused the older women there of sending the girls into danger. The argument was ended, however, by the girls' safe return. Not only was the girls' presentation a special moment for those at the conference, but the village women had also scored an important triumph.

The organization of the conference was led by Pauline Yodava, the administrator of ITAC V, along with Mahroukla Vevaina and Sushama Bhootalingam. Pearl Drego was convenor, Feroze Vevaina was responsible for the budget, Aruna Charnalia for the art work and Francis Jayapathy for the program coordination.

Fifth International Conference on TA in Organizations — the seaside resort of Brighton, England was the site for the conference, organized by SFPTM Ron Clements. Participants were all training managers from industrial and commercial organizations and training consultants from independent companies and management colleges.

Ron says, "Each year I honestly say, 'This has been the best conference so far.' 1982 was no exception, and I feel confident that, with the high level of knowledge and participation from the people who attended, the standard will continue to be high in future years."

Workshops by Jon and Laurie Weiss, Abe Wagner, Val Garfield and Steve Karpman emphasized helping organizational users of TA to improve their effectiveness in their companies.

Of course, the conference was not all work. By the end of the week, most of the group had tried (if not mastered) the intricacies of Greek dancing in a local restaurant and enjoyed the customary plate smashing that accompanied the music! Others tempted fortune in the hotel casino (and won) and one very bold Scandinavian soul even braved the blustery Brighton weather to swim in the chill waters of the English Channel.

Ron is already working on next year's conference, which will take place June 7-10, 1983 at an, as yet, unspecified site. If you want more information, contact him at 29 Paxton Gardens, Woking, Surrey, England GU21 5TS.

Richard P. Tapley, PhD, CM, of Downers Grove, Illinois died on July 25, 1982 of a malignant brain tumor. He was 46. Condolences may be sent to his wife, Carol Tapley, at 625 72nd Court, Downers Grove, IL 60515.

Newly Elected Officers for TASI (TA Society of India) — congratulations to the new officers of TASI: Pearl Drego, President; Lekha D. Jothi, Vice-president (Training Standards), Francis Jayapathy, Vice-president (Ethics); and Pradip Bhattacharya and Candida Kanathil, members of the Board of Trustees.



Kiran Bedi, (left) famous young policewoman in India, enjoys being guest of honor at ITAC V. With her are Kavita Ratra (center) and Rita Kaul (right).

World Integration Committee



The first formal meeting of the World Integration Committee will be held during the 1983 Winter Congress in Oaxtepec, Mexico. The Committee is being convened by Vincent Lenhardt, President of the European TA Association (EATA). It is an informal committee which welcomes any TA practitioner or representative of a local, national, or continental TA association (whether or not they are a member of ITAA) who is interested in TA worldwide.

The membership of this committee should be at least 50% non-US. It will promote the exchange of information on activities, problems and their solutions, needs pertaining to organizational structure,, and how to be connected to local, national, continental and international associations in the future.

US members of ITAA and its committees are, of course, welcome. The initiative for establishing this committee was taken after receiving a positive response from ITAA President Norman L. James, PhD, and chairpersons of various relevant ITAA committees (International Relations, Membership, and Long Range Planning). The ultimate goal of this committee is to help ITAA, in a cooperative way, to figure out and make decisions about how to become a really international organization.

If you cannot be with us in person at Winter Congress, you are invited to send a letter, which will be read during our meeting. Inform us of any relevant issues in an open way and also give specific answers to the following questions:

1. Who are you? Give name, titles, organization, numbers of people involved, activities related to TA, etc.
2. What are your goals for TA and what problems do you face in implementing these goals? How could we or others help you?
3. How do you see the future of ITAA and your part in it?

Please send your letter to Vincent Lenhardt or give it to someone who will attend the meeting.

Other interested persons who were at the conference in Snowmass are listed below. (This is an open list for information only.)

Vincent M. Lenhardt, Chairperson/Convenor of WIC, 159 Rue Blomet, 75015 Paris, France. Phone: 33-1-533-9163.
Rock Kozo Rokkaku, MD, 3-17-4, Namikicho, Kokobunjishi, Tokyo 185, Japan. Phone: 0423-24-3157.
Roberto T. Shinyashiki, Rua Alves Guimarares 655, Sao Paulo, Brasil. Phone: 011-883-4289.
Gaby Ferreira, MA, Uorbanzacio da Portela, Dote 77 17 1 Esq., 2685 SACAVEM, Portugal. Phone: 252-4391.
Rosa R. Krausz, Caixa Postal 21.132, Sao Paulo, S.P., Brasil. Phone: 011-240-7652.
Michiko Fukazawa, MSW, St. Narianna University Hospital, Dept. of Social Service, 2095 Sugoh Miyamae-Ku, Kawasaki-shi, Kanagawa-Ken, Japan 213. Phone: 044-977-8111, Ext. 6466-67.
Roberto Fontaine, MD, Apartado 60028, Caracus 1050, Venezuela. Phone: 58-2-9862328.
Jonathon Wagner, 921 N. Rockhill Rd., St. Louis, MO. USA, 63119. Phone: 314-962-0099.
Gloria Noriega, Instituto Privado de Analisis Transaccional, Agrarismo #21, Col. Escandon, Mexico 11800 D.F., Mexico.
Emilio Said, Instituto Privado de A.T., Agrarismo #21, Col. Escandon, Mexico 11800, D.F., Mexico
Muriel James, EdD, PO Box 356, Lafayette, CA 94549. Phone: 415-283-6383.
Ted Novey, PhD, 815 Indian Rd., Glenview, IL 60025. Phone: 312-729-5133.
Carlo Moiso, MD, Via San Paolo, Alla Regola 28, 00186, Roma, Italy.
Lucy Freedman, 802 Forest Glen Rd., Silver Spring, MD, 20901. Phone: 301-593-5543.

Research Notes

Evaluation of Hospital TA Program

Matti Gershenfeld, EdD, CM, is serving as a consultant to Haverford State Hospital, a large institution in suburban Philadelphia. She will be participating in a program designed to improve the quality of interaction between supervisors and subordinates, as well as among staff members and to improve the quality of work life in the hospital. She and her co-workers also hope to improve the quality of patient care.

To achieve these goals, there will be a 35 hour TA/organizational development program conducted at the hospital during the next two years. Each of the 600 staff will be required to participate in the program. In addition, follow-up activities are planned.

The question they will be asking is, "What change occurs among staff and between staff and patients in the hospital as a result of the TA training?"

While the Research and Evaluation Department of the Hospital is designing measures for evaluation, Matti would like to know if there have been other large-scale hospital TA programs and, if so, if it would be possible to see the research/evaluation instruments used and/or the analysis of the training done. She indicates that it would be very helpful to hear the experience of other institutions.

If you have information on this, please contact Matti Gershenfeld, EdD, Pepper and Winter Roads, Rydal, PA 19046. Phone: 215-884-5964.

Learning Styles and Brain Dominance Related to Client Protectiveness

In 1981, a mini-study was conducted on "How Learning Styles and Brain Dominance of Therapists and Clients Figure in the Degree of Client Protectiveness." Presently, a proposal is in progress to expand on this study. A psychiatric hospital, in the Chicago area, has stated interest in the project. Therapists and patients will take a learning style and brain dominance test. Therapists will identify patients whom they believe exhibit a "high degree" of protection (resistance).

I am seeking information on the following:

1. Anyone who has done work in this area.
2. A clear definition of protection (resistance).
3. Criteria for "highly protective" (resistive) clients.

This is a personal research project and funds are limited. I would appreciate any information fellow therapists are willing to share. Contact: Jean A. O'Connor, M.A., 215 N. Arlington Hts. Rd., Arlington Hts., Il. 60004. Phone: 312/577-9547.

ITAA-EATA
1984 Summer Conference
Villars, Switzerland

In the Alps



Gourmet Food

June 24 — July 1 Club Mediterrannee

ITAA-EATA Summer Conference Registration

I would like to register now to promote the success of the ITAA—EATA Conference. Therefore, I am sending in this early payment to reserve my place at Villars, Switzerland. I understand that this entitles me to low rates which are guaranteed only through August 7, 1983. Please find my check enclosed.
Single fee includes conference registration and room and board.
_____ $400 until August 7, 1983. (Guaranteed)
_____ $425 from August 8, 1983-December 31, 1983. (Subject to change based on current exchange rates)
_____ $450 after January 1, 1984 (subject to change based on current exchange rates)
Please print or type:

_____
Name
_____
Address
_____ _____
Phone



Information and Instructions for Proposals

Presentations of papers, panels and workshops begin Thursday, August 4 at 9am and will continue through Saturday. Workshops and panels will be 2 or 3 hours in duration; paper presentations will be 50 minutes.

If you wish to make a presentation that is longer than 3 hours, or is in two parts on two days, please indicate your preference and the committee will consider all requests.

Presentations in any language are welcome. If you are submitting a proposal for a presentation in a language other than English, please submit abstracts both in English and in the language of the presentation.

A program proposal includes the following items:

1. **The completed identification form.** If making more than one proposal, a separate form is required for each proposal.
2. **A 300-word abstract** of the presentation to be reviewed by the committee. Please do not include your name in this abstract.
3. **A 100-word abstract** of the presentation, which will be printed in the program book.

If any of these three items is not included, your proposal will be returned to you by the review committee. All proposals are reviewed by the review sub-committee of the Program Committee in a blind review process.

Deadline: proposals must be received at the ITAA office by January 24, 1983.



Call for Proposals
Twenty-First Annual ITAA Summer Conference

Oakland, California **August 3-6, 1983**

"Reaching Out — The Us Generation"

We especially welcome presentations emphasizing collaboration and cooperation — TA with other areas, special fields with clinical fields, people with people, etc. All proposals are welcome.

Identification Form

Deadline: proposals must be received at ITAA by January 24, 1983. Please print or type.

NAME _____ Highest Academic _____
(As you want it to appear on the program) Degree Attained

ADDRESS _____
STREET CITY STATE ZIP

PHONE _____ Category of ITAA Membership _____

Organizational Affiliation (for program) _____

I want to present a: (check one or more)
- paper ☐
- panel ☐
- workshop ☐
- film ☐

Entitled: _____

What room specifications, if any, do you require for this presentation? (size, soundproofing, floor covering, etc.)
_____

All papers are 50 minutes. If workshop or panel, I prefer a 2 hour _____ or 3 hour _____ block of time.

Circle any or all appropriate categories: Theory, Treatment, Relationships, Education, Business/OD, Religion, Social Issues, Training, Research, Program for Youth, Program for Families, Non-English

(Specify which language) _____

Number of Participants: Unlimited _____ Limited to _____

This presentation is for TA (circle one): Beginners, advanced, highly skilled

Co-presenters (if any, give names, addresses and highest academic degree attained.) YOU ARE RESPONSIBLE FOR CONTACTING CO-PRESENTERS AND INSURING THEIR ATTENDANCE OR REPLACEMENT.

_____

_____

On two separate sheets, enclose a 300-word abstract describing your presentation for review by the selection committee, and a 100-word abstract which will be printed in the program book, if accepted.

I understand that, if this proposal is accepted, I am committing myself to participation in the 1983 Summer Conference and that a cancellation on my part is a discount of the Program Committee and to those who register to attend my presentation.

Signature _____

For Regular Members and Non-Members Submitting Workshops

(with the exception of those who presented at the 1981 or 1982 Summer Conferences)

The following statement must be completed and signed by an Advanced Member and returned with your program proposal.

Name of Submitter _____

Name and Membership Status of Endorser _____

I have known the above-named submitter since (year) _____. I have read his/her proposal for the 1983 Summer Conference, and I believe he/she is capable of conducting the workshop as described and providing adequate protection for participants.

Signature of Advanced Member _____ Date _____

Boyd & Boyd Institute Programs

Quarterly Training Sessions (3 days, Friday to Sunday):
In Norman, Oklahoma. Sessions involve didactic teaching and audio and video tape supervision. Fee: $200 per quarter. CM and PTM credit given.

Summer Residential Workshop in Snowmass, Colorado:
Week-long intensive, didactic, and experiential training workshops in Restructuring Psychotherapy. Opportunities for professional supervision, personal growth, play, and relaxation in beautiful Colorado. Fee: $350, room and board not included.

Switzerland: One-Week Workshop on Play, Intimacy, and Restructuring Theories.
Summer, 1984, adjacent to ITAA/EATA Summer Conference. Contact office for dates and fee.

Laura W. Boyd, PH.D. and Harry S. Boyd, Ph.D., F.A.G.P.A. are Clinical Teaching Members of ITAA.

For further information, dates, and fee structures, contact:

Boyd & Boyd Institute Programs
4502 Northridge Road
Norman, Oklahoma 73069

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LOS ANGELES, CALIFORNIA 90064
(213) 473-4463

TOM WILSON, M.D., C.P.T.M.
I am a psychiatrist certified by the American Board of Psychiatry and Neurology. I am currently an Assistant Professor at USC and have lectured and taught courses for USC, UCLA and the Los Angeles Group Psychotherapy Society. I am President of the Medical Staff at the Westwood Hospital in West Los Angeles.

Co-Director ROBIN HEIBER, M.A., L.C.S.W., R.M.
I am a Licensed Clinical Social Worker and a Regular Member of ITAA. I have had experience treating individuals and families as well as working with groups. I have assisted with workshops for the Los Angeles Group Psychotherapy Society and UCLA Medical Center.

The West Los Angeles Group Therapy Institute has been in operation since October 1974. Our focus is on training professionals to work with psychosis, especially schizophrenia, and other severe emotional disorders. The faculty works as a team and has been trained in reparenting and regressive techniques. Facilities of a widely known private psychiatric hospital are available for the purposes of training. The West Los Angeles Group Therapy Institute training program includes 101 courses and training towards ITAA CM membership. We also individualize programs for out-of-town trainees interested in psychosis and wishing to spend three days or more in intensive training with us. If you are interested, contact us at the above address.

1982 MIDWEST TA CONFERENCE

October 20-24, 1982

Holiday Inn Hotel and Resort
I-65 and US 30
Merrillville, Indiana
(1 hour from Chicago)

CONTROL POWER
VS
COOPERATION AND HARMONY

Special Guest: Claude Steiner
Keynote Speaker

Day-long Invitational Workshops:
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Michael Brown
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Additional Workshops and Papers Each Day

For Information Contact:
John C. Doyle
100 Washington Avenue
Evansville, Indiana 47713
(812) 424-2735

Examinees Passed

Teaching Members — May 28, 1982 in Bahia, Brasil; August 4, 1982 in Snowmass, Colorado.
Bernardo Aguilera Ballesteros, SFTM, Caracas, Venezuela
Valerie Batts, PhD, CTM, Daly City, California
Eliano Bello, PhD, CTM, Caracas, Venezuela
Luis Belmonte, MD, CTM, Caracas, Venezuela
Claudette Hastie-Beahrs, MSW, CTM, Portland, Oregon

Certified Members — May 2, 1982 in Unley, South Australia; May 28, 1982 in Bahia, Brasil; July 4, 1982 in Wellingen, West Germany; August 4, 1982 in Snowmass, Colorado
Brenda B. Bary, PhD, CM, Haverford, Pennsylvania
Judy Z. Barr, MS, CM, Norwalk, Connecticut
Gillian Bennett, MA, MSW, CM, Syracuse, New York
Helena Bremberg, CM, Katrineholm, Sweden
Patricia D. Brown, MA, CM, Wallingford, Vermont
Dominique Chalvin, SFM, Paris, France
Petruska Clarkson, PhD, CM, London, England
Winfried Damlowski, Dipl. Paed., SFM, Berlin, West Germany
Janet T. Dybdal, MA, CM, Great Falls, Montana
Edith Eller, CM, Mainz, West Germany
Francoise Everaerts-Ectors, CM, Genese, Belgium
Maria Fernandes, CM, Lisbon, Portugal
Toni Fuchs, Dr. Phil., CM, Basel, West Germany
Lizete T. Herzog, CM, Porto Alegre, Brasil
Agnes Janssens-Bourgeois, CM, Brussels, Belgium
Gunter Jursch, CM, Munchen, West Germany
Holger Leinhos, CM, Michelstadt, West Germany
Marie-Luise Metz, CM, Muhtal, West Germany
Nelly Micholt, SFM, Leuven, Belgium
Jim Musgrave, Jr., SFM, Rio de Janeiro, Brasil
Rosette A. Poletti, EdD, RN, CM, Geneve, Switzerland
Peter Robinson, BS, SFM, Aberseen, Scotland
Laura Root, BS, SFM, Salt Lake City, Utah
Ingrid Wandel, CM, Konstanz, West Germany
John Warren, ThDip, CM, Adelaide, South Australia

101 Instructors
Mimi Yanet Aceti, Caracas, Venezuela
Sonja Lastra Alvarez, Caracas, Venezuela
Otto Altofer, MA, Burlingame, California

Classified Advertising

TRAINING IN BEAUTIFUL HAWAII, JUNE 20-24, 1983 — In Makaha, Oahu (an hour's ride from Honolulu), right on the ocean. Ron Ching, CPTM, will train with both professionals and non-professionals. Tuition: $500 includes meals and lodging. Send $75 deposit (refundable to April 15) to Ron Ching, 5290 Kalanianaole Hwy, Honolulu, HI 96821. (808)373-4593.



Cancun, Mexico

January 23-27, 1983

Following Winter Congress

MURIEL JAMES AND MARY GOULDING

In their first workshop together

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New themes, new theory, and new techniques. Fee: $400. Attendance limited so send $100 deposit early to M. James, Box 356, Lafayette CA 94549.

Calendar

January 19-21, 1983 ITAA Winter Congress, Oaxtepec, Mexico
August 3-6, 1983 ITAA Summer Conference, Oakland, California

	Exam Date	Location	Application Deadline
CM/SFM Oral Exams	October, 1982 October 20, 1982 November 7, 1982 January 19, 1983 April 13, 1983 July 3, 1983 August, 1983 November 13, 1983	Adelaide, South Australia Merrillville, Indiana Brussels, Belgium Oaxtepec, Mexico Raleigh, North Carolina Rome, Italy Oakland, California Paris, France	July 1, 1982 August 20, 1982 August 9, 1982 October 29, 1982 January 13, 1983 April 4, 1983 May, 1983 August 15, 1983
TM Exams	January 19, 1983 August, 1983	Oaxtepec, Mexico Oakland, California	October 29, 1982 May, 1983
PTM Contract Workshop	January 23-25, 1983	Oaxtepec, Mexico	October 29, 1982 ($100 deposit)

All fees are due on or before the deadline for applying for an exam. All exam fees are non-refundable but will be kept as credit in your account if at least 30 days notice is given for cancellations. Otherwise, fee is forfeited. Fees: $75 written exam. $100 oral exam. $30 contract filing fees.

Professional Practices Guidelines Revised

The following guidelines, prepared and revised by the Professional Practices Committee and approved by the Board of Trustees, represent official policy for professional practice on the part of the members of ITAA.

I. **Advertising Policy**

A. For RM's with contracts, the terms "In Clinical Training" or "In Special Fields Training" may be used on printed material. The terms "Clinical Candidate," "Special Fields Candidate," "Clinical Member Trainee," "Special Fields Member Trainee" are not to be used.

B. The words "Transactional Analysis Groups," "Transactional Analysis Treatment," and other words of similar meaning shall not be used unless the provider of services is a certified Transactional Analyst.

C. Membership designations on printed material (brochures, etc.) are to be written out rather than abbreviated with initials; e.g., "Regular Member" instead of "RM," "Clinical Member" instead of "CM," "Special Fields Member" instead of "SFM," etc.

D. The terms "Clinical Member," "Special Fields Member," "Clinical Provisional Teaching Member," "Special Fields Provisional Teaching Member," "Clinical Teaching Member," "Special Fields Teaching Member" are to be used by members only when they have reached that particular advanced status.

E. Only Provisional Teaching Members and Teaching Members can offer training for certification in ITAA.

F. Statements implying endorsement or approval by a particular trainer shall not be made without written permission from that trainer; the use of a trainer's name to enhance one's status is not considered professional behavior.

G. Association with someone in another membership category may not be used on printed material to imply one's own certification in that category.

H. Advertising produced by RM's under contract must be checked with sponsors and sponsors must adhere to ITAA policy.

I. Members are not to produce ads which make claims such as "This can change your life." The major message is to be one of protecting and safeguarding the needs of the consumer rather than exploiting him/her.

J. ITAA endorses individuals, not products. Therefore, announcements regarding products (i.e., books, tapes, t-shirts, etc.) should be kept separate from announcements concerning teaching and training and statements about one's membership status.

K. The words "Transactional Analysis" may not be integrated into any statement which suggests that the ITAA has granted an individual or organization special privilege or exclusive application of Transactional Analysis.

II. **Trademark Policy**

The Logo — the logo of the three stacked circles is the trademark of the International Transactional Analysis Association. The logo indicates certified membership in the ITAA. Only certified members (CM, SFM and above) may use the logo on stationery, business cards, brochures, etc.

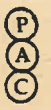
A. All three circles are to be of the same diameter and vertically stacked.

Example:



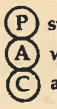
B. When the circles include print they shall contain only the capital letters P,A,C (reading from top to bottom) or the words Parent, Adult, Child (reading from top to bottom).

Example:



C. No other words starting with PAC shall be shown as extending from the circle.

Example:



D. The three circles, when emphasized, shall not be combined with other symbols that imply a religious, political, philosophical or other bias.

Example:



III. **Recommended Guidelines for Professional Etiquette**

The following are offered as recommendations rather than policy statements.

A. Members are not to denounce or degrade other members publicly or privately.

B. Trainers are not to accept training contracts with trainees who are under contract with another trainer until a letter of release has been received from the previous trainer.

C. Members are not to solicit trainees or clients from other members.

D. Members are to maintain clear, aboveboard contracts with their clients and fellow members.

Non-US Members Needed for Professional Practices Committee

The Professional Practices Committee is seeking non-US ITAA members to serve on the committee. We need people from various world regions to help develop policies and procedures responsive to non-US situations, and to be available to help people in these regions resolve questions or problems on Professional Practices issues involving ITAA members. If you would like more information, or are interested in becoming a committee member, please write Harry D. Corsover, PhD, Chairperson, Professional Practices Committee, 109 Mayapple Rd., Stamford, CT 06903 and/or attend the next committee meeting at the Winter Congress in Oaxtepec Mexico. (See the program for date, time and location of meeting).

1983 Winter Congress
Oaxtepec, Mexico

Pre-Congress: January 16-18
Congress: January 19-21

Oaxtepec is a magnificent conference center owned by the Mexican federal government, about an hour's drive from Mexico City. A large, beautiful resort, it is the oldest in Mexico, and is located at the spot where Montezuma, Emperor of the Aztecs, went for sulphur bath therapy. The grounds spread over a hundred hectares of tree gardens. Natural beauty includes a lake for boating, a river with sulphur waters, 17 swimming pools, four diving pools, a small market, an athletic field and a track. In January, the temperature is about 22 degrees C. (78 degrees F.) and the climate is dry.

Nearby is the small town of Oaxtepec, the Hot Springs at Cuartla, the Axtec ruins at Cuernevaca (72k) and Taxco, the silver city (110k), with its colonial architecture and metal smiths.

Transportation to Oaxtepec can be included in the cost of the congress and will be provided from the center, SNPHCE, at Ezequiez Montes #19, Mexico, 1, DF. Specific information about this will be provided when you register.

The first three days of the Congress will be devoted to business meetings (Board and Committees), Institutes and other pre-congress events. The last three days will be the internationally blended Congress program.

We are excited about this Congress and you are warmly invited by both ALAT and ITAA to join us for a very special week.

Tom Nissley and Rosanne Lawson-Andersen
Co-chairpersons, Program Committee

Major Address: Claude Steiner, PhD

Opening Session:

Norman L. James, PhD, ITAA President; Alberto Luis Rocha Tavares, MD, ALAT President; Vincent Lenhardt, PhD, EATA President; Augustin Servin de la Mora.

Additional Presenters:

Jesse Accioly
Ellyn Bader
Graham Barnes
Martha Beato
Liladee Bellinger
Illiana Bello
Luis Belmonte
Ana de Borbon
Laura and Harry Boyd
Leonard Campos
Maria Elena Carbonelli
Francisco del Casale
Valerie Chang
Jean Illsley Clarke
Alberto Jorge Close
William Cornell
Therezinha da Costa
Roberto Crema
Robert Drye
Eliana Betacourt Dumet
Fanita English
Richard Erskine
Cecilia Foyta
Jorge Foyta
Lucy Freedman
Dina Frutuoso
Enrique Garcia
Felipe Garcia
Barbara Hibner Gonzalez
Mary Goulding
Elaine Childs-Gowell
Les Kadis
Roberto Kertesz
Alan Jacobs
John James
Muriel James
Lois Johnson
Rita and Blair Justice
Rosanne Lawson-Andersen
Ruth McClendon
Charles McFarren
John McNeel
Carlo Moiso
Dixie and Frank Morris
Tom Nissley
Gloria Noriega
Marco Antonio de Oliveira
Hugo Ramirez Ospina
Rolando Paredes
Jugo Ramirez
Octavio Rivas
Denton Roberts
Emilio Said
Shea Schiff
Eileen Scholl
Ma. Eugenia Sierra
Roberto Shinyashiki
Juan Jose Tapia
George Thomson
Rebecca Trautmann
Nelson Villoria
Abe Wagner
Laurie and Jon Weiss
Antonio Wilson
Marilyn Zalcman
Marjory and Ed Zerin

ITAA Winter Congress Registration Form

Please return to ITAA, 1772 Vallejo St., San Francisco, California 94123 by December 20, 1982.

Name _____

Address _____

Phone

Membership (check one or both if applicable) ITAA _____ **ALAT** _____

Pre-Congress (January 16-18)

Room and Board — $95/person _____

Institute — $50/person _____

Congress (January 19-21)

Room and Board:

Two persons in room or cabana — $110/person _____

Three persons in cabana — $90/person _____

Congress Registration

With transportation provided — $135/person _____

You arrange your own transportation — $120/person _____