The Script

ITAA

INTERNATIONAL TRANSACTIONAL ANALYSIS ASSOCIATION

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Humanitarian Transactional Analyst Passes Away

Harris B. Peck, a psychiatrist and long-time member of the ITAA known for his pioneering work in community and social psychiatry, died of heart failure on 4 September at his home in New Rochelle, New York, at the age of 83.

Dr. Peck has been called "the grandfather of social and community psychiatry" for his groundbreaking work in making mental health services accessible to the urban poor. In 1989 Dr. Peck was honored with the Hedges Capers Humanitarian Award for his social activism and his peace work. He was a member of Physicians for Social Responsibility and founded the Center for Psychosocial Issues in the Nuclear Age, an independent, nonprofit organization of social scientists, mental health professionals, educators, physicians, and clergy who wanted to reduce the possibility of nuclear war.

In addition, Dr. Peck was professor emeritus of psychiatry at Albert Einstein College of Medicine, where he taught from 1957 until he retired in 1997. He also continued his clinical private practice until shortly before his death. An avid sailor, he enjoyed sailing competitively until well into his eighties. He also wrote poetry and self-published a volume of his poems.

Rebecca Trautmann, former editor of the *TAJ*, warmly remembers Harris for his spiritedness in whatever he did, whether it was discussing theory, a clinical puzzle, psychiatry in the military; going sailing; or playing tennis. "He expressed himself with a delightful combination of wit and absolute seriousness. Harris and his wife, Ilka, together formed a major pillar of transactional analysis in the New York City area and will long be remembered for their humanitarian work and their social activism."

Dr. Peck is survived by his wife, a daughter, four sons, and eight grandchildren. Family and friends who wish to honor Harris Peck's memory are encouraged to make donations to Physicians for Social Responsibility/NYC, 500 Riverside Dr., New York, NY 10122.

Executive Coaching in Organizational Conflict

by Suzanne Robinson and Vince Gilpin

The turbulence caused by the massive changes of the last ten years has been unprecedented in all organizations, whether large, small, public, private, family owned, or multinational. Twenty years ago, few senior managers could have imagined the impact changes in technology, knowledge, and information systems would have on their organization's structure, human resource complement, business lines, service delivery, and organizational culture.

It is the shifts in organizational culture that have profoundly impacted the way people relate to each other in organizations. These shifts have resulted in new expectations, attitudes, and behaviors on the part of both organization leaders and members. These days most successful companies and public institutions have a much more participatory leadership, one spread over many more components of the organization. This leads to relationships that have much more interdependence and autonomy. As a result, these organizations are not only surviving but thriving in meeting the challenges of the future. To do so, however, they must also give much more priority to the management of relationships, be they with the leadership, fellow team members at whatever level, direct reports, staff, or clients.

There is much less room in the new organization for destructive, time- and resource-expensive interpersonal conflict. To stay on the leading edge, the much leaner organization of the late nineties simply cannot afford to allow conflicts to go unattended. The costs can be enormous both to the interdependent relationships of the organization and to the bottom line as clients, customers, and valuable staff now have so many more options in the marketplace.

In our experience, resolving conflict in an organization must involve the leadership. It is of paramount importance to the success of an intervention. Even in cases in which the leadership is not directly involved in the conflict, leaders have a role in setting organizational values, creating standards of behavior, and leading the organizational culture. Leaders must be seen to stand for and live out organizational values. The emerging trend is for staff members to take responsibility for their own careers (autonomy and independence), and organizations need to be far more aware that low staff morale resulting from unaddressed conflict will cost them dearly in the loss of good staff. People no longer feel they are "married" to an organization for life, and workers are far more demanding of healthy workplaces than they were in the past. Thus it is incumbent on the leadership group to be part of the solution in

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Roland Johnsson with historian Magdalina Andreevna Bukhal'skaia, who served as excursion guide, in front of one of the ancient churches in the Kyivo-Pechersk monastery, site of the first Christian settlement in Kyiv.

Transactional Analysis Continues to Grow in the Ukraine

by Nadyezhda Ivanovna Spassenko

Transactional analysis continues to expand its circle of acquaintances in the Ukraine. On 1-2 April 1998, Roland Johnsson of the Institutet for Livsterapi in Malmö, Sweden, taught the first TA 101 ever in Sumy, which is the administrative center of Sumy oblast', east of Kviv oblast'. This was only the second TA 101 in Ukrainian history.

Forty-two individuals qualified for their certificates after two days of elegantly organized training. Igor' Nikolaievich Rovenskikh, who participated in the first TA 101 in Pereyaslav-Khmel'nyts'kyi, took on the challenge of initiating and carrying through on this second training. The psychology community in Sumy is active and dedicated, and people there rallied to Igor' Nikolaevich's invitation to help organize the gathering.

Among the participants were more than 15 school psychologists. This was most heartening to me as my personal goal for transactional analysis in the Ukraine is a transactional analysis-trained psychologist in every school in the country before I die.

The classes were held in a medical library housed in a pre-revolutionary building of appealing architectural detail. The library requested a gift from Roland of an autographed copy of one of his books. He gave them a copy of *Transaktionsanalytisk Psykoterapi*, which he wrote in collaboration with his institute colleagues Thomas Ohlsson, who taught the TA 101 in Pereyaslav, and Annika Björk, who will teach the 101s in Luts'k and Rivne, in western Ukraine in October.

Roland took on a task of heroic proportions when he agreed to teach the first TA 101 in

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Research Ranks as Top Priority for the ITAA and EATA

by Marco Sambin

At the Zürich Conference there were two official events that focused attention on research. The first was the joint meeting of the ITAA and EATA governing boards, and the second was the Research Caucus. Both events highlighted the importance of research for the future development and legitimization of transactional analysis and the commitment of the ITAA and EATA to supporting research initiatives.

At the joint meeting of the ITAA Board and EATA Council, research ranked first among the crucial topics chosen as priorities for cooperative effort. The small group that emphasized research as a priority was comprised of the following ten participants: Oddmund Teigen (Norway), Pio Scilligo (Italy), Barbara Classen (Switzerland), Georges Escribano (France), Françoise Tachker-Brun (France), Jesus Cuadra (Spain), Elisabeth Benda-Thaa (Austria), Marco Sambin (Italy), Houdji Wilwertz (Belgium), and Roland Johnsson (Sweden). The concerns about research in transactional analysis expressed by this group can be synthesized as follows:

1. the need to create a list of doctoral theses about transactional analysis
2. the importance of training trainees about research
3. the value of research as a way to maintain contact with other models
4. the need to define and operationalize the main concepts of transactional analysis
5. the need to find an easy way to publish research about transactional analysis
6. the importance of knowing what other transactional analysis colleagues are doing in the area of research
7. we have many fields of research (e.g., clinical or general); transactional analysis has good conceptual tools for a variety of areas.
8. the value of research as a way to develop our heritage via a dynamic (not static) process

These eight points can be summarized as follows:

a) We need know what we have done in

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EDITORIALLY YOURS

by Bill Cornell

Presenting Our Model Professionally

I began writing this column just after arriving home from the MITAC conference in Zürich this past August. Given my family situation, it had been a number of years since I'd been at a transactional analysis conference. It was wonderful as always to see old friends and to meet all sorts of new folks.

The MITAC conference was full of varied and high-quality presentations. Each morning opened with major speeches that were exceptionally well attended. I found most of the speeches quite remarkable—a solid combination of theoretical content and deeply moving personal statements. I hope that some of them, in an abbreviated form, will come to a wider transactional analysis audience in the pages of future *Scripts*.

As an American attending a major transactional analysis conference in Europe, this meeting was a bittersweet experience, and it is this aspect that I wish to address here by focusing on the examination process in Zürich and the struggles throughout Europe for professional credentialing and recognition. Thirty individuals were examined for CTA and 18 for TSTA. This required a massive organizational effort, brilliantly and humorously executed by Alice Stevenson and Adrienne Lee as the TSTA exam supervisors and Uta Höhl and Peter Lüthi as the CTA exam supervisors as well as the voluntary, day-long participation of over 100 certified members to fill the examination boards.

I served on five TSTA theory/ethics and supervision boards. It was a privileged and inspiring experience. My fellow board members were TSTAs from all over the world—people I usually knew by name but most of whom I'd never actually met. We came together from different nations, different cultures, different native tongues, different trainers, different theoretical orientations, examining very different candidates. Our scorings throughout were amazingly consistent. While my personal scorings tended to be a bit more severe than many of my colleagues in the exams, board members were rarely more than a point apart in their scores on the majority of the scales. I find this a remarkable demonstration of the reliability in our training and certification process. This was the first aspect of a bittersweet experience—pride in this process and sadness and frustration with the difficulties of achieving adequate recognition outside of the ITAA and EATA of our credentialing process.

I was reminded again, with deep regret, of the decision of the ITAA Board of Trustees many years ago to withdraw from the credentialing and recognition process of the National Board of Health Certifying Organizations, effectively killing the economic and professional viability of transactional analysis certification in the United States in one profoundly short-sighted decision. I now watch with admiration, and some anxiety, as EATA and national associations within Europe struggle to establish professional and governmental legitimacy for the transactional analysis credentialing process. I heard from various members of their frustration in the face of recent setbacks in Sweden and Germany. I watch my Swiss friends and colleagues seek recognition for transactional analysis within the Swiss Association of Psychotherapists. I hope that our European colleagues will have the persistence and fortitude to work for the recognition of the validity of both transactional analysis training and certification processes, a fortitude we lacked at a crucial time in the United States.

As I flew home from Zürich, I reflected on the distinct differences between my transactional analysis training activities in Europe and my training and supervision groups in the United States. When I work in Europe, there is always an element, a consciousness, of preparing for examinations. In Europe, there are many younger practitioners, often still at university, in transactional analysis training. Transactional analysis trainers have established links with universities. Here in the States, I have no one in training for transactional analysis certification, and as an American TSTA, I know my situation is not unique. My supervision groups are filled with experienced psychotherapists and counselors of differing backgrounds learning transactional analysis for its clinical and supervisory clarity.

I see no hope of the ITAA credential, in and of itself, ever again having economic or professional viability in the United States or Canada. I still have great hope that transactional analysis training and supervision can establish itself as a valuable postgraduate training to enhance professional maturation, provide ongoing supervision, and acquire unique skills in a modality that can bridge cognitive/behavioral contracts with those with psychodynamic depth.

To do this, we must, to echo Ted Novey's words in his recent *Script* column, risk "leaving our comfortable, close-knit transactional analysis family and putting ourselves in the hotter seat of general professional scrutiny." I am enthusiastic about the ideas Ted put forth in that column and those being developed by Lucy Freedman and Jackie Levy in the new public relations initiative (though I think the forming of a professional relations initiative is closer to the mark).

I would like to add a couple of additional suggestions to transactional analysis trainers and authors. We must present transactional analysis frequently in non-transactional analysis venues, that is, conferences and journals. I don't think it is adequate to rewrite transactional analysis materials for publication or presentation elsewhere; this maintains too much of a me/you, us/them division. I think it far more effective to write and speak to address issues in contemporary, often controversial, domains of theory, practice, and ethics using transactional analysis rather than writing about transactional analysis per se. Many professional journals now welcome and encourage interdisciplinary dialogue, and the transactional analysis perspective has a great deal to offer in the evolution of contemporary psychotherapy, counseling, and management.



"We do not have to give up our viability as an effective, respectful, clinically integrative modality that can enrich the work of many of our colleagues."

I write quite frequently in non-transactional analysis-based professional journals. Whenever possible, I include a discussion of relevant transactional analysis theory and technique with references in the hope of introducing transactional analysis to a broader professional audience. Whenever I write for the *TAJ*, I send copies of the article to the primary, non-transactional analysis authors and researchers I reference. While I don't always hear back, I have had wonderful responses at times, some of which have evolved into ongoing collegial relationships. I hope that those who don't respond have at least read the article and learned a bit about transactional analysis.

Over and over again I see the impact on professional audiences of basic transactional analysis—the precise analysis of transactions in the here and now, attention to both the overt and transferential vectors of communication, specific strategies for the treatment of differing states of the ego, the theoretically coherent application of both behavioral contracts (the current enforced vogue of managed care) and intrapsychic contracts.

I recently participated on a panel at the United States Association for Body Psychotherapy addressing the relational aspects of body psychotherapies. Joel Ziff, one of the conference organizers and a colleague of Emily Ruppert, presented a paper on that panel that was almost entirely transactional analysis. The audience, many of whom were completely unfamiliar with transactional analysis, soaked it up. I'd like to see Ziff's paper published in both the *TAJ* and a body-oriented journal.

As I was reminded so powerfully in Zürich, our transactional analysis training and supervision procedures are of enormous value in any therapeutic modality. We seem to get trapped in self-images as second-class professionals when we have a training process that is quite unique. Rather than being caught in justifying our existence, we need to be demonstrating our model at professional conferences and writing about it in clinical, social work, counseling, and management journals. Transactional analysis in the United States has lost its viability in the marketplace of insurance reimbursement and continuing education credits. We do not have to give up our viability as an effective, respectful, clinically integrative modality that can enrich the work of many of our colleagues.

One more note from Zürich: I was quite overwhelmed by the many complements and appreciations for *The Script*. It seems that the goals that George, Robin, and I set for *The Script* are being well met. In fact, there have been so many requests for copies of the correspondence about the ego-state theory debate in these pages that we have put them all on disk so that the office can send them out on request via email.

In closing I want to raise an issue that will require considerably more thought and discussion in the months ahead in defining a policy for *The Script*. Recently we have received letters for publication in *The Script* that were written in response to correspondence on the Internet. We cannot publish letters that reply to materials not published in *The Script*, as readers will have no way of knowing what is being discussed. If you are upset by something you read on the Internet, you will need to respond on the Internet. And under no circumstances will I publish any ad hominum attacks. As I have read the flood of material in my email since Zürich, I have been frequently appalled by how some people are writing to and about their colleagues. I wonder if anyone bothers to labor over a second draft before hitting the send key for cyberspace. I am reminded of how I became upset a few years back by an article in the *TAJ* and fired off a furious, accusatory, and (in retrospect) insulting letter. I did not bother to ask myself why I was so upset; I simply fired off my first draft. As a result, I worsened the problem rather than solved it, and I damaged an important personal and professional relationship which has only recently been repaired.

It is important, essential I believe, that we can disagree about ideas and argue forcefully when necessary. But too much of what I am seeing on the Internet amounts to attacks and counterattacks on people rather than discussions of ideas. I hope that people will take the time for self-examination and question their own heat and self-righteousness before attacking colleagues under the guise of challenging ideas.

The Script ITAA

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Recycled Recyclable

JOURNAL ENTRY

by Ted Novey

Something New and Interesting

I found out recently that there is a new transactional analysis discussion group going on the Internet, organized by Willem Lammers in Switzerland. It apparently started after the Zürich conference as a result of a letter that Claude Steiner copied to a number of us. The letter dealt with some of his concerns about current developments in the presentation and use of transactional analysis. The discussion group is called the TA Discussion List. If you want to join the list and enter into the informal discussions, you can ask Willem to put you on by emailing him at http://www.iasag.ch You can also get copies of the 20 or so letters already distributed at http://www.iasag.ch/info

Thanks are due to Willem for organizing and distributing these discussions. The wonders of modern Internet email provides us with rapid exchange of ideas, opinions, and open discussion.

I am not aiming here to focus on the specific content of the interesting discussions on the TA List. You can get that for yourself. However, the words and approaches of the discussants set me to thinking again about how we communicate or attempt to communicate information and meanings around our society.

I have discussed a number of times in these columns and in my editorial letters in the *Transactional Analysis Journal* my approach to theory and changes to theory based on modern positivist science. I have also discussed the differences in these processes based on postmodern and other approaches. It is clear from the responses to my columns and letters that many readers approach these subjects from quite different viewpoints. The discussions on Lammers's TA List also demonstrate wide variations in approaches to transactional analysis theory and rules and processes of theory development.

Claude Steiner speaks for transactional analysis theory and applications as based on the generally accepted standard theory developed primarily by Berne and his followers in the first ten years of its development. This is also the theory that comprises the knowledge that we require trainees to know in certifying examinations. The generally accepted theory has grown steadily through the years, as generated by authors for the *Transactional Analysis Journal* and other books and publications. It has generally grown in a disciplined way as controlled by the reviewers and editors of the journal.

What especially interests me is to read how the different discussants on the TA List support this standard "scientific" approach to theory building and how many support mild or extreme variations on the standard theory. Some want to build onto the basic theory. Some want to be free to generate theory as they see fit without regard to any rules for theory development. Indeed, they experience any rules of theory development as a violation of their rights to think and write as they please.



"It complicates matters if each person can invent his or her own theoretical language at will and there are no rules about how to use or expand the language of theory."

As a therapist, I know the importance of careful listening and validation of each person's approach to nature and life. I am used to hearing widely varying ways of problem solving, self-care, personal expression, and so on. My concern is that clients with whom I work find effective modes of living that help them meet their personal goals and needs.

As a scientist—wanting to have a theory available that can help me to sort out all of the various reactions and life problems that clients present—I value having a common language with which I can exchange ideas and understanding with other transactional analysts. I also want to know how to translate the language of transactional analysis into the equivalent languages of other theories of human life. It complicates matters if each person can invent his or her own theoretical language at will and there are no rules about how to use or expand the language of theory.

For example, what would the TA Discussion List be like if each person submitted comments in a different language? Unless we all knew all of the languages, the result would be chaotic, frustrating, and meaningless. So, Willem assumes that everyone will write in English, which seems to be a somewhat universally understood language. Does he have the right to do this? Is he imposing rigid rules on the rest of the discussants?

So it is with theory building and in particular with the building of transactional analysis theory. I do not refer here to any particular approach to change of transactional analysis theory or practice. I have come up against this problem a number of times in my term of office as editor of the *Transactional Analysis Journal*. Most people value and accept the structure of modern scientific growth and development and are willing to accept the judgment of their peers as to how to fit their ideas into an orderly growth of the theory. Others strongly resent any attempt to have them play by the rules and may even deny that there are any useful rules.

Who is right? Who is wrong? Who knows? Progress comes in many forms. What is most important is that we never give up our search for more knowledge and understanding and that we keep on attempting to communicate and to contact each other.

EXAMINERS NEEDED FOR INDIA EXAM

ITAA and EATA members who may be traveling to India in 1999 are urged to consider coordinating their trips so that they can serve as examiners for the CTA exams that will be held in Coimbatore on 6 February 1999. If you can help, please contact P. K. Saru, 22-a Crs Layout, Ramanathapuram, 641045, Coimbatore, India; phone: 042-231-4552; fax: 91-422-301104; email: modcom/coimbatore@dartmail.dartnet.com

ZÜRICH EXAM NEWS

The organization of COC-BOC exams in Zürich was a real challenge: with 30 CTA and 18 TSTA candidates, the main problem was finding enough examiners. But due to the efficiency and energy of Georg Pelz, supervising examiner, the help of Adrienne Lee and Alice Stevenson as TSTA exam supervisors and Uta Höhl and Peter Lüthi as CTA exam supervisors, and the 51 TSTAs and 69 PTSTAs and CTAs from all over the world who served as examiners, all the candidates were examined on 10-11 August.

I want to express my deep thanks to those who gave of their competency and time taken away from their holidays to make this exam session a success. And congratulations to the successful candidates, who will now go on the list for future exam boards!

Isabelle Crespelle, Chair of EATA COC

(The list of new TSTAs and CTAs as well as the names of all examiners were published in the September-October 1998 *Script*.)

OUTREACH NEWS

by Lucy Freedman

Telling the World about Transactional Analysis

We are pleased to report that the ITAA is gaining momentum in its effort to establish ongoing public relations to bring transactional analysis to more people.

With the help of Jackie Levy, who is the PR consultant to the ITAA, we are now poised to advance transactional analysis around the globe through media and Internet exposure.

The goal of transactional analysis public relations (TA PR) is to promote the usefulness and applicability of transactional analysis in many fields. We want to encourage people interested in transactional analysis to participate in conferences, join transactional analysis organizations, subscribe to transactional analysis publications, buy transactional analysis books and videos, and become vital members of the community of people whose lives are improved through using transactional analysis.

Promotional activities include:

- educating the media about transactional analysis
- placing articles for publication in the professional and popular press
- developing effective promotional materials, advertising strategies, and publicity for transactional analysis events and products
- working to ensure that conference offerings appeal to the audiences the ITAA wants to attract

TA PR Task Force: To make the TA PR effort work, we are forming a resource pool of people to serve as advisors in their geographical regions and areas of specialization. If you would like to be an advisor or press contact person, or can offer your feedback and ideas, or know someone who is passionate about getting the transactional analysis message out, please let us know via the email or phone contact information below.

Publication of Articles: Robin Fryer will be working with authors of *TAJ* articles to shape them for submission to scholarly and professional publications. ITAA's PR advisor, Jackie Levy, is looking for people and ideas to use in articles for the public press. Let us know if you are interested in sharing your particular handy hints.

Getting the Story Out: To assist in promoting transactional analysis, we are developing an attractive printed piece that tells the story—in words and pictures—of how transactional analysis has grown over the past four decades and touched lives around the world. This piece can be mailed or handed out wherever there are people potentially interested in learning more about transactional analysis. You can help us with this piece by sharing stories of how transactional analysis has made a difference for you or for people with whom you have worked. We know that you have situations weekly—can we get you to sit down and tell them to us? We want to include a section on interesting and effective applications of transactional analysis. Did you know transactional analysis is used in the selection process for astronauts? Send us your stories.



"We are now poised to advance transactional analysis around the globe through media and Internet exposure."

Via the Web: Another vehicle being explored is the greater use of the World Wide Web and the Internet to stimulate interest in transactional analysis and to create a true worldwide community of transactional analysts. If you have an interest in electronic conversations about transactional analysis (no technical expertise required), we want to hear from you.

Quick Survey: You can also help us by answering the following questions, *especially* if you are a person who reads *The Script* but doesn't necessarily appear in it, uses transactional analysis but doesn't necessarily go to conferences, or . . . can otherwise shed new light on our ability to communicate the value of transactional analysis to people everywhere.

Tell us:

1. Where and how do you use transactional analysis?
2. What materials and/or training and/or credits would you like the ITAA to provide?
3. What professional publications do you read?
4. What professional web sites do you visit?
5. What are the hot topics in your field?
6. Why is transactional analysis attractive to you?

Send your answers and any suggestions you have to levycom@gte.net. You can reach Jackie Levy by phone at 808-826-1770. Look for the results of this survey in an upcoming Outreach News.

If you are interested in serving as a resource advisor for an area or a specialization, please email me directly at lucy@syntx.com or fax me at 408-353-2497, day or night.

And—you'll be hearing more as we reach out!

ITAA News

ITAA Board Minutes from the Zürich Meeting

The following is a summary of the ITAA Board of Trustees meeting, which took place on 10 August 1998 in Zürich, Switzerland.

New Board Members: Carlo Moiso (France) and Isabelle Crespelle (Italy) were elected to serve second three-year terms, 1999-2001. Fritz Mautsch (Germany) was appointed to fill the unexpired portion (rest of 1998 and 1999) of Roy Salole's term. (See September-October *Script* for more on the new trustees.)

President's Report: George Kohlrieser cited the three most important issues facing the ITAA today: membership, public relations, and conferences.

EATA/ITAA Cooperation: The ITAA Board and EATA Council met in a historical joint meeting (see September-October *Script*) and agreed that the ITAA and EATA presidents will sit in on each other's council/board meetings as nonvoting members. A new Task Force for International Cooperation between ITAA and EATA was appointed which will meet at each conference to ensure that the conference and publications committees of each association collaborate for appropriate liaison.

Conferences: The board heard many motions related to the 1999 conferences in Maui and San Francisco. The 2000 conference in Halifax, Nova Scotia, will have as its theme "Connecting in the New Millennium." In 2001 the ITAA conference will be held in Sydney, Australia. This meeting will be ITAA-sponsored and organized rather than jointly sponsored by ITAA and EATA. After consultation with EATA Council members, it was decided to postpone the next Major International TA Conference (MITAC) until 2002 and possibly to hold it in San Francisco. In addition, the MITAC concept will be studied further. The board resolved that future themes of transactional analysis conferences should have the primary purpose of promoting current theory, research, and practice in transactional analysis (rather than showcasing other theories).

Fund Distribution: Due to personal reasons, the committee work has not been completed, and Scholarship and Eric Berne Fund grants have been delayed.

Ethics Committee: A new chair is needed for this committee, and volunteers are welcome to apply.

TAJnet: A new electronic journal is being developed by Editor Alan Jacobs, with technical consultation by Krysia Jacobs (see September-October *Script*).

Membership: Chair Edie Bogusky announced that the theme for 1999 will be "Coming Home to Transactional Analysis." The ITAA had 401 members fail to renew their membership as of 30 June 1998. We are actively pursuing these former members. In addition, the board rescinded the institutional and organizational membership categories because they were never implemented. Finally, the board voted to discontinue the TA 101 course requirement for Regular Membership because (1) some professionals feel it is demeaning to join as an Associate Member, which a nonvoting category, and (2) there are few TA 101 courses offered and so the requirement is an obstacle to membership. Members will still be required to take the TA 101 prior to entering training toward certification.

Training and Certification: Gordon Hewitt reported that the Transactional Analysis Certification Council (TACC), a joint body of T&C and EATA, approved its constitution. During the TACC joint meetings, representatives from the T&C and EATA examined our processes and agreed we could cooperate on almost all areas.

Written Exam: the Board of Certification approved eliminating the 38-question written exam and adopting the European-style case-study exam. Now there is no difference between the European and ITAA exam processes.

Training Manual: The long-awaited *Transactional Analysis Training Manual* (Revised) is now complete. We are awaiting final printing for distribution in November.

Protection of the ITAA Logo: The board delegated responsibility of trademark protection in Europe to EATA, which agreed to assume this responsibility and cost.

Finances: Treasurer Denton Roberts reported to the board that the ITAA ended 1997 with a surplus of $122,062 due to the high return on investments in the stock market, where the bulk of the proceeds of the Burr House sale are stored. He pointed out that for 20 years the ITAA's net worth was declining, but for the first time we are picking up. In 1998 we have budgeted for a ($4405) deficit. In 1999 we have budgeted for a deficit of ($51,543). The bulk of that, $50,000, consists of funds taken from reserves to be devoted to a public relations outreach effort.

Significantly, each fiscal year the ITAA relies heavily on investment proceeds for operational capital. In 1997 ITAA used $88,000 in investments; plans for 1998 and 1999 are to use $88,000 per year. Another variable in budgeting is conference income. In 1998 the ITAA did not sponsor a conference and therefore received no conference income. In 1999 the ITAA will host two conferences, and the budget shows an increase of $80,000 in expenses, with corresponding income.

The fund balance of our total ITAA assets as of 31 March 1998 is $1,765,920, an increase of $200,000 over this time last year, largely due to high performance of investments. In addition, the Eric Berne Fund has $149,969 and the Scholarship Grant Fund has $210,308. The board authorized the appointment of a new Ways and Means Committee to look at resources.

New Video: Funds were authorized to film a new educational video with George Kohlrieser teaching "Conflict Resolution: Putting Transactional Analysis Into Action."

Dues Increase: The Finance Committee has recommended that dues be increased slightly each year to avoid large increases in any one year. The proposal for 1999 is approximately 2% (see page below).

Development Division: The new Public Relations Task Force has been in operation for four months now. The board approved a steering committee, under Lucy Freedman, to prioritize options and directions for public relations and, in principle, the expenditure of $50,000 on PR projects.

Research & Innovation Report: see page 1.

Long-Time Members Honored

We are pleased to congratulate the following members, who in 1998 celebrate either ten or 25 years as members of this association. Congratulations to them and to the many other members who celebrated their 10- or 25-year anniversaries in years past.

Ten-Year Anniversary in 1998
Wayne R. Anderson
Frances M. Bledsoe
Steve Cottrell
Peggy Davies
Mike Dillon
Susan Ellis
Peggy J. Hawkins
Maria A. Howard
Fausto S. Izcaray
Izumi Kimura
Alan R. Knutson
Judith Krulewitz
Purayanur Kunhunni
Marco Mazzetti
Mariko Miura
Peggy M. Nelson
Trudi Newton
Namiko Nihashi
Kazuko Noma
Gerd Pischetsrieder
Adrienne Ross
Mario C. Salvador
Alan Salyers
Felix T. Smith.
Ruri Takemae
Moideenkutty Unnikammu
P. S. Viswanathan
Deirdre Wise

Twenty-Five Year Anniversary in 1998
Judith A. Ackerman
John R. Atherton
Sidney Berkowitz
Flo Bilelo
Frances Bonds-White
E. Braithwaite
Wayne Carpenter
Richard Carter
Valerie Nash Chang
David M. Connell
Judy Culp
Carolyn Rich Curtis
D. W. Cusack
Francis J. Dale
Karen J. Davis
Virginia S. Deal
Harold Dibner
Nancy Domeyer
Howard J. Douglass
Robert C. Drye
Elizabeth Dunn
Katherine Dusay
Richard G. Erskine
David Fenstermaker
Elizabeth B. Fielding
Josephine Grieve
Joan M. Hall
Jane Hardwick
Doris A. Helmering
Robert Hempel
L. Joan Hodes
Ray Holdren
Charles William Holland
C. R. Jackson
Craig E. Johnson
Lisa Henri Jane Julian
Blair Justice
Rita Justice
Taibi Kahler
Lucie King
David M. Kline
Mary La Mar
Lisa K. Ladd-Kidder
David A. Landy
Charles Leach
Douglas K. Leroy
Fullerton W. Luedde
Shirley J. Mackenzie
Betty A. Magran
Virginia S. Malone
William F. Martz
Marilyn R. Marx
Ruth McClendon
Reba McGear
Bob McWilliams
Sherry Melchiorre
Arlene Moore
Ellen Jean Morris
Carol Mundy
Frances S. Newby
Tom Nissley
Anne E. Olmstead
Carol Ormiston
Jack Parr
Jerrold D. Paul
Robert T. Payne, III
Denton L. Roberts
Robert L. Robinson
Meredith Rupe
Sheryn T. Scott
Amos Selavan
Evan M. Sherrard
Kenneth Starbuck
George Steinfeld
Oswald Summerton
Phyllis E. Sweet
Sylvia Thorne
Charles Vorkoper
Richard G. Waggener
John S. Waldo
Kay Waldo
Becky C. Warren
Carlos A. Welch
Katharine Wilson
David L. Workman
Dorothy D. Workman
Marilyn J. Zalcman

Membership Benefits Offset Small Dues Increase

As year end approaches, our thoughts tend to focus on where we have been and where we are going. It is appropriate, then, that this is the time when we renew our ITAA membership.

This past year has seen an upsurge of interest in the development of transactional analysis theory as demonstrated by energetic exchanges taking place in *The Script*, the *Journal*, and on the Internet. There is also an increased commitment within the ITAA to substantiating our model through good research, presenting it professionally to colleagues in other disciplines, and reaching across geographical and cultural boundaries to include in the worldwide transactional analysis community all those who are interesting in this unique perspective. By renewing your membership now, you both support and benefit from these developments.

There are, of course, other benefits of membership as well: *The Script*, the *Transactional Analysis Journal*, the Membership Directory, inclusion (for CTAs) on the information lists for those seeking experienced transactional analysis practitioners, conferences, international contacts, and a code of ethics and professional practice guidelines,

To avoid large dues increases in any one year, the board has decided to have smaller increases each year to cover the normal rise in the cost of living. Thus, the dues for 1999 are as follows: Associate Member $ 80, Regular Member $100, Certified Member $140, and Teaching Member $240.

As before, the TAlent system applies, allowing members in economically disadvantaged regions of the world discounts of 25-50% on the basic rate. Members of EATA are also afforded special rates. For details, contact the ITAA office.

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William Cornell, Editor

Gather at the Maui Gathering

Greet old friends; meet new friends. Revisit familiar transactional analysis theory; explore new transactional analysis theory. Celebrate using transactional analysis an old way; challenge yourself to try out new ways. All of these opportunities and more are waiting for you at the 23-24 January preconference Gathering sponsored by USATAA.

You can make this a vigorous experience or an easygoing time because the program design includes many options. We will determine parts of the agenda on Saturday morning in response to your requests. You may offer a presentation or request a group to share ideas about your topic.

Natalie Garber Tyler, who lives in Hawaii, will lead a group on "The Aloha Spirit, Poetry, Growing Older." There will be a chance to explore the hot-potato concept on personal, social, and political levels. Fanita English recently won an Eric Berne Memorial Award for the hot-potato theory. Elaine Childs-Gowell will conduct some of her "Good Grief Rituals" for anyone who wants them.

The Gathering also honors our need to play, explore, create, enjoy beauty, take photographs, and connect with others.

The Gathering will be held at the conference hotel, the Aston Wailea. We will start on Saturday morning and close before the ITAA conference opening event on Sunday evening.

If you have any questions about the Gathering, fax me at 612 473-1840 or use my e-mail, jiconsults@aol.com. (Note: My e-mail address in the ITAA directory is incorrect.)

See you in Hawaii!

Jean Illsley Clarke

P.S. People who will be taking exams or examining on Sunday may sign up for Saturday only. This will be a great sendoff to exam day. All others sign up for both days, Saturday and Sunday.

Maui Travel Tip

For good prices on airline fares to Maui for the 24-28 January 1999 ITAA Conference and USATAA Gathering, email linda@travelsecrets.com or visit www:travelsecrets.com

Transactional Analysis 1999: Tools for Living in Times of Change

San Francisco * 18-22 August



36th Annual ITAA Conference * Preconference Institutes: 16-18 August

Program Schedule consists of 60 workshops with over 100 international presenters. Monday: institutes. Tuesday: institutes, TA 101. Wednesday: institutes, TA 101: Wednesday evening opening event and keynote speech. Thursday, Friday, Saturday: general session followed by workshops each day. Saturday evening: banquet. Sunday: closing brunch (tentative).

CEUs: The ITAA is an approved provider for continuing education units from the Board of Behavioral Sciences and the National Board of Certified Counselors. Application for APA credit is pending.

Hotel: Renaissance Parc Fifty Five Hotel, 55 Cyril Magnin St., San Francisco, CA 94102 (mid-town near Union Square and major public transportation lines). For reservations: call toll free at 1-800-650-7272, or 415-392-8000; fax 415-421-5993. Conference rate: $150/night, single or double (plus 14% room tax). Reservations deadline: 15 July.

Register Now and save $50. The special early-bird fee of $245 is valid only until 31 December 1998. Early-bird fee is fully refundable as long as cancellation is received in writing by 1 May 1999. Register by mail: ITAA 1999 Conference, 450 Pacific Ave., Suite 250, San Francisco, CA 94133, USA; by phone: 415-989-5640; by fax: 415-989-9343; or by email: lillian@itaa-net.org

RESEARCH

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terms of research in the past.

b) We must develop ways of knowing and exchanging information about research in process (publications, Internet, training).

c) We need to reflect on the aims of research: relations with other models, kinds of research, assessment of results, continuous revitalizing of our body of knowledge.

The Zürich Research Caucus, which drew about 20 participants, was led by Oddmund Teigen (Norway), Pio Scilligo (Italy), and Michael Krull (Germany). Given the poor showing for similar events in the past, both the number of people who came and the quality of their presentations were remarkable.

Oddmund Teigen highlighted the necessity of connections between research and practice, offered information about the EATA Research Task Force, and described a research project on the development of supervisory skills (a monumental questionnaire to be answered by professionals from several models, including transactional analysis).

Anne Tracy (France) expressed her concern about how data collected by transactional analysis researchers can have implications for the whole transactional analysis community.

Susanna Temple (United Kingdom) presented a research project about ego states as a tool to describe what happens between teacher and pupil.

Pio Scilligo (Italy) referred to several research projects he and his collaborators are pursuing. In one, they are examining the psychotherapy process with the aim of studying transactional analysis concepts. They are interested in the therapeutic alliance vis-a-vis the ego states of the patient and the therapist, in a questionnaire on injunctions, in defining ego states using a connessionistic model (focus on process rather than on structure), in trainee change during and after training, in ego states and psychotherapy results, and in ego states and personality disorders.

Michael Krull (Germany) gave an overview of a DGTA research project, the focus of which is the legal recognition of transactional analysis in Germany, the lack of research on the effectiveness of transactional analysis, and competition in the psychotherapy market. He briefly described the history of the project, which began in 1995 and involves 60 transactional analysts, 50 patients, and an advisory board of 5 university professors.

In my opinion, the Zürich MITAC was a significative meeting during which people with an interest in research could show their commitment to this subject and renew this way of belonging to transactional analysis. In future *Scripts* I hope to present in more detail some of the research reported on in Zürich.

In addition, we began to create a group of advisers who will report on research. EATA

EXAM CALENDAR

Exam	Exam Adm.	Exam Date	Location	App. Deadline
CTA Oral	BOC	Nov. 19, 1998	Queenstown, New Zealand	Aug. 19, 1998
	COC	Nov. 21, 1998	Neustadt, Germany	Aug. 21, 1998*
	BOC	Jan 24, 1999	Maui, Hawaii, USA	Oct. 24, 1998
	BOC	Feb. 1999	Coimbatore, India	Nov. 1998
	COC	July 15, 1999	Rome, Italy	April 15, 1999*
	BOC	Aug. 18, 1999	San Francisco, CA, USA	May 18, 1999
	COC	Nov. 5, 1999	Lyon, France	Aug. 5, 1999*
	COC	Nov. 20, 1999	Neustadt, Germany	Aug. 22, 1999*
	COC	July 13, 2000	Paris, France	April 13, 2000*
	BOC	Aug. 9, 2000	Halifax, Nova Scotia	May 9, 2000
	COC	Nov. 5, 2000	Belguim	Aug. 5, 2000*
	COC	Nov. 18, 2000	Germany	Aug. 18, 2000*
TSTA Oral	BOC	Jan 24, 1999	Maui, Hawaii, USA	Oct. 24, 1998
	COC	July 15, 1999	Rome, Italy	April 15, 1999*
	BOC	Aug. 18, 1999	San Francisco, CA, USA	May 18, 1999
	COC	July 13, 2000	Paris, France	April 13, 2000*
	BOC	Aug. 9, 2000	Halifax, Nova Scotia	May 9, 2000
CTA Written (Essay)	All Regions (Non-Europe)	Your choice	To be submitted to Regional Exam Coordinator after payment of $50 recording fee to T & C Council	Your choice
Training Endorse. Workshops	TSC	Jan 25-27, 1999	Maui, Hawaii, USA	Sept. 25, 1998
	TSC	Feb. 1-2, 1999	Port Antonio, Jamaica	Oct. 1, 1998
	PTSC (COC)	July 12-14, 1999	Rome, Italy	March 12, 1999
	TSC	August 1999	San Francisco, USA	April 1999
	TSC	Aug. 15-17, 2000	Halifax, Nova Scotia	April 15, 2000

* If COC CTA exam candidates are also doing the COC written case study, this must be submitted no later than six months ahead of the oral exam date. Full details and application papers can be obtained from the COC Language Group Coordinators.

Please Note: Exams are subject to availability of examiners. To be an examiner for an ITAA/BOC exam, examiners must be at least a CTA for a CTA exam or a TSTA for a TSTA exam and currently hold membership in the ITAA or EATA at the appropriate level.

To make arrangements to take a BOC exam, contact the T&C Council,450 Pacific Ave., Ste. 250, San Francisco, CA 94133-4640, USA. **To arrange to take a COC exam,** contact your EATA Language Coordinator. Check with the EATA office or the *EATA Newsletter* for the name of the appropriate Language Group Coordinator. **TSC Training Endorsement Workshop fee:** $395 payable in US dollars to T&C Council, c/o the T & C Council office, 450 Pacific Ave., Ste. 250, San Francisco, CA 94133-4640, USA. **COC Training Endorsement Workshop:** to take a COC TEW, contact the European TEW Coordinator, c/o the EATA office.

Members' Forum

On Ego States and Roles

Dear *Script:*

As a follow-up to my letter (August 1998 *Script*) regarding Berne's concept of ego states and how important it is to be able to make ego state distinctions as he did rather than aim for an integrated Adult, I remembered a one-page article I wrote in 1970 (*Transactional Analysis Bulletin,* Vol. 9, No. 35, July 1970).

The article is titled "Distinguishing Between Role and Ego State," and I quote from it here:

"In teaching TA the writer notes that new students often confuse role and ego state. I now stress the distinction, with examples.

"For instance, I am in a parent role when I teach, which is appropriate to the situation and to the contract. But at various moments I might be in any one of three ego states. Similarly, the student in class is in a child role, but he might be in an Adult or Parent ego state.

"By emphasizing the distinction between role and ego state I can demonstrate how the Adult ego state can maintain the executive through accurate assessment of the *present* situation. . . .

"Let's take a situational example: My daughter is driving me to the hospital to xray my sprained ankle. In life, my role with her is parent, her's child. (Of course, within that our respective ego states vary, appropriately or not.) In the above situation, however, my daughter is in the parent role, and I am in the child role: She carries the responsibility for driving, helping me out of the car, etc. Neither of us needs a Parent ego state. If we both recognize with our respective Adults that the situation called for a shift of roles, then, while driving through the countryside, we can also enjoy pleasurable Child-Child transactions between us."

Berne would not have published the article in what was "his" *Bulletin* at the time had he not agreed with its premise. Obviously, it is not possible to distinguish between role and ego state if ego state distinctions are not clearly defined in the first place. Yet the ability to distinguish between the role being taken on by someone at a given moment and his or her ego state is of crucial importance in all areas of communication. Alain Crespelle has done some significant work in this regard (see his article in the July 1998 *TAJ*). And this, also, depends on adequate distinctions among ego states.

Fanita English,
San Francisco, California, USA

Tests on Ego States

Dear Friends:

I am interested in obtaining information about tests that establish the transactional analysis ego-state model, especially anything that can be accessed through the Internet. I can be reached via email at rlozynski@varico.com

Rafel Lozynski, Poland

Steiner and Erskine/Trautmann Dialogue Continues

Dear Editor:

Respecting Trautmann and Erskine's plea that I had misunderstood their theory in my original letter to *The Script* (May-June 1998), I gladly reread Berne's *Transactional Analysis in Psychotherapy* and painstakingly read the two articles they recommended plus their article on motivational theory in the April 1998 *TAJ*.

I found that Trautmann and Erskine use a considerable amount of ink trying to bolster their theory, based on arcane quotes from Berne's early writings, when he was still struggling with psychoanalytic concepts at the dawn of the development of transactional analysis theory.

Regarding "integrated" Adult, Trautmann said in her keynote address in Zürich that Trautmann and Erskine have never used the term integrated adult, only "integrating" adult. Very well, integrating adult, quite a different concept but still one I think misreads Berne's intentions. The quotes used (Berne, 1961) in the last part of the book ("Frontiers of Transactional Analysis") are from a chapter called "Finer Structures of the Personality," in which Berne analyzes each ego state in turn and points out that the Adult ego state contains influences from the Parent and Child that need to be integrated into the "ideal" Adult. Nowhere does he suggest that the ideal person should integrate the Parent and Child into one Adult ego state. So if this is to be called an "integrating" Adult, so be it, as long as we also keep a healthy functioning Child and Parent.

Again on the score of the integrating Adult, the following exchange from the January 1988 *TAJ* is confusing to me:

Erskine: "I hope your Parent is not growing but is really shrinking, and I hope that your Child is not growing but that it's really shrinking to the point that it is integrated within your Adult."

Goulding: "I don't understand that at all. . . . I do a lot of nurturing with my Parent ego state. You may think it is my Adult."

Erskine: "I hope it is Adult!"

Trautmann, Erskine, and the members of the Professional Development Seminar of the Institute for Integrative Psychotherapy are free to decide based on readings, discussion, therapeutic findings, and even research that the healthy human being has an Adult flanked by shrunken Parent and Child, but it is a mind-bending stretch for me to consider that this is what Berne intended. Even more mind boggling is the notion that it is I—who heard Berne speak about these matters week after week for a decade and a half—rather than they who misinterpret Berne.

Thus, I strongly question Trautmann and Erskine's interpretation of Berne's "original conceptualization of ego states." In my opinion, they are modifying the theory at the root, based on a misreading of the roots; thus "radical rewriting."

Trautmann and Erskine quote Berne (1961): "The ultimate aim of transactional analysis is structural readjustment and reintegration" (p. 224). This is the first sentence of the chapter (again in the Frontiers section) on regression analysis, a subject still tied to psychoanalytic theory, which once written about, was abandoned. Even so, if you read to the end of the paragraph you will see that Berne calls for "definition of ego boundaries . . . hegemony of the Adult through social control . . . reclamation of the Child . . . and emendation or replacement of the Parent." He may in this chapter be calling for hegemony of the Adult and social control (a view he later neglected if not abandoned as well), but he clearly means to maintain the two other ego states in the process of readjustment and reintegration.

Yes, there is something that can be called transactional analysis dogma or canon defined by Webster as "something held as an established tenet." I am sorry to say that I don't recognize much that I consider an established transactional analysis tenet in what I have seen and heard of integrative psychotherapy so far. And no, I don't think that what Trautmann and Erskine offer is evolution, but rather revolution, a quiet one, attuned and sensitive, but at the root, systematic and multipronged, redefining ego-state theory, transactional (versus transference) theory, motivational theory, and even theory of method. I consider revolution to be justified only within a system that has become so oppressive or unworkable that it needs to be given up and replaced by a new one. I see no signs of that need in transactional analysis today. On the contrary, in my opinion Berne's theory has yet to achieve full recognition and use as he developed it, and I and many others with whom I have spoken since the beginning of this controversy are not ready to give up its central tenets.

As I expressed personally to Richard in an open discussion in the atrium of Irchel University in Zürich in August, I wish Erskine and Trautmann to take their autonomous place in the marketplace of ideas, let transactional analysis be transactional analysis, and let up on the relentless revision of it at least insofar as, with their ubiquitous participation in keynotes, *TAJ* articles, and reception of awards, they are crowding out others with differing ideas. That, of course, is as much their responsibility as it is the responsibility of members who fail to provide resistance and counterpoint to their point of view. Let this be a beginning to such a shift of interest and emphasis.

Claude Steiner, Berkeley, California, USA

Dear Claude;

I have reread your article "Transactional Analysis in the Information Age" (Steiner, 1997) in response to your request in Zürich. I found it interesting in that it conveys much about how you conceptualize psychotherapy and what you value.

I agree with many of the concepts in your article, such as:

- communication and information as a part of psychotherapy;
- the necessity of dialogue in psychotherapy;
- that Berne's concept of hungers forms the basis of a transactional analysis theory of motivation;
- that lies constitute a major problem of human psychological dysfunction; and
- that a major task of psychotherapy is to detoxify lies.

I was left with some questions, though. For instance, what kind of information do you see the psychotherapist imparting to the client? Is such communication only feedback of our observations or confrontations of the lies of childhood? In your article do you mean to imply (p. 16) that information-based problem solving is sufficient psychotherapy? I imagine, although you did not write about it in this article, that you recognize other core conditions in psychotherapy as well. For me, the central component of information exchange includes the client's self-discovery via the therapist's phenomenological inquiry and an involvement that includes listening, acknowledgment, validation, and normalization. I have found that through such dialogue people change: They reorganize affect, script beliefs, fantasy, and behavior. The result is that they process information differently.

Contrary to what you say in your article (p. 16), I think that cognitive understanding of previously unaware psychological processes and functions (insight) and emotional awareness and expression (catharsis) are as central to psychological growth as the therapist providing explanations or information. Each of these facets—information, insight, and catharsis—is part of facilitating script cure. Several other core elements immediately come to mind—such as choice, self-definition, and a contactful therapeutic relationship—as also important. These therapeutic transactions facilitate decontamination of the Adult ego and provide for a deconfusion of Child ego states, one of Eric Berne's therapeutic goals.

I agree with your idea that stimulus hunger is an important source of motivation. Where does Berne's idea of structure hunger fit into your conceptualization of motivation? I see structure hunger, along with stimulus and relationship hunger, as the basis of a transactional analysis theory of motivation (Erskine, 1997, 1998). Your concept of stroke hunger, in my reading of your article, seems like what Berne (1963, 1964, 1966) would describe as the combination of stimulus and relationship hunger. I see the desire for information as an aspect of structure hunger. These three hungers—stimulus, structure, and relationship—are in dynamic balance. A deficit in one area produces an overemphasis in another (see "The Therapeutic Relationship: Integrating Motivation and Personality Theories," April 1998 *TAJ*, pp. 132-141).

The way you define the "three 'ego states'—the Child, the Adult, or the Parent" is confusing: "three different information-processing entities that operate with different rules (emotional, rational, and prejudiced) at different levels of meaning (biological, social and existential)" (p. 17).

As I understand the first half of your definition, you use P-A-C to refer to divisions of the mind, "different information-processing entities." This is one of the models of ego states that we teach in our transactional analysis courses and describe in the article "Ego State Analysis: A Comparative View" (Trautmann & Erskine, April 1981 *TAJ*). The second half, "different levels of meaning (biological, social and existential)" seems unrelated to the first. I cannot understand your idea. What is a biological meaning of a Parent ego state, for instance, or the social meaning of Child ego states? Berne (1961) insisted on a correlated four-part diagnosis of ego states—phenomenological, historical, biological, and social—to determine which ego state was cathected (pp. 74-76). You seem to ignore this important element in understanding ego states. Your definition of P-A-C does not account for the phenomenological and historical evaluation.

Your definition of ego states is different from the one Eric Berne (1961) articulated in *Transactional Analysis in Psychotherapy*. It is Berne's 1961 concept of states of the ego that we find most useful as a theoretical metaphor in psychotherapy with clients who have experienced severe physical or sexual trauma, prolonged humiliation and emotional abuse, and/or cumulative neglect. These clients are not presenting issues only of "problem solving," but rather, psychodynamics involving a schizoid process, a splitting of one's self off from knowing one's own experience through disavowal of affect, denial of events, desensitization of the body, and dissociation of self. Each of these defensive, contact-interrupting processes represent, according to Berne's 1961 theory, a fragmenting of the ego into separate states: Child ego states that are relics of childhood emotions, conclusions, reactions, and psychological organizations fixated in time; Parent ego states that are the introjection of aspects of the personality of significant others in the child's life; and the intrapsychic conflict of the

- *continued on page 7*

EXECUTIVE COACHING

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the resolution of conflict.

Healthy conflict is good for organizations because it challenges people to be creative and accountable. Healthy conflict requires objectivity and sound judgment. It motivates the individual to find solutions to pressing challenges, and it allows for rewards and celebrations when problems are solved. It does not involve others unnecessarily, and when viewed by others, it is not threatening or upsetting. Rather, it is stimulating and exciting, as it creates new ideas and a wealth of new options.

The dynamics of destructive conflict are well described in game theory. In organizations, gamey transactions originate between two or more individuals and then others join the game by taking sides and acting loyal to one or another party. Adversarial groups begin to form, and the organization suffers. Conflict in organizations often appears as tension between groups of people, but on close examination it can generally be traced to conflict between key individuals. When the conflict between these key individuals is not addressed, their staffs act out the conflict, thus impacting and involving a much wider group of people.

What happens between the two major players is usually reflected and acted out lower down in the organization in the way their staffs interact with each other. In some cases there is acting out of the conflict by the key individuals' superiors, who are often enabling (within or outside of awareness) and become part of the game.

We generally work with the most senior managers in an organization who have the authority and commitment to address the conflict and generate equitable solutions. Often these senior people have conflicts with their peers or internal conflicts of their own that immobilize them in the area of interpersonal relationships. The challenge then becomes assisting them in becoming aware of the role that they have played in the situation and in deciding to make necessary changes. If the organization has well-established values that the leadership espouses, these can be a valuable aid in motivating the individual to change. When the leadership emphasizes mutual respect as a value in the healthy, successful organization, the individual is far more motivated to improve in the areas of managing successful relationships.

We have found executive coaching to be particularly effective in helping key individuals through their impasses so that they can address negative conflicts at their level and model conflict-free behavior for their subordinates and others in the organization. Effective executive coaching helps to resolve conflicts between the organizational units responsible to the executives being coached. We find that when both the intrapsychic impasse and the interpersonal conflicts are resolved, the secondary acting out in the organizational environment is relatively easy to address. Failure to deal with these issues with key individuals leads to reemergence of the conflictual situation.





"In organizations, gamey transactions originate between two or more individuals and then others join the game by taking sides."

A recent successful intervention illustrates the point. Sarah and Bob are senior executives who were called in to manage two large groups of employees involved in creating new approaches and policies for a national organization. Previously, the total unit of over 3000 employees was led by one senior executive, but the demands were such that it was decided to split the responsibilities. Before long, Sarah and Bob were at odds with each other, and the staff became divided into two camps, resulting in lower productivity and plummeting morale. Important staff left the organization, and the situation was identified by the CEO as a crisis that had to be resolved.

On interviewing the two senior executives, it became apparent that they were competing with and had developed a negative attitude toward one another. Sarah had a long history of ambivalent relationships with men who eventually left her after she had pushed them away. She was bright and hardworking, with years of experience in the area. Her CEO placed her in her current position to develop her and was convinced that she could work through the conflict and learn some important things about herself and her leadership role.

Bob, on the other hand, was a seasoned manager who also had unresolved issues with women as his peers. His underlying problem was that he was threatened by strong women and would move into controlling behaviors to protect his perceived threatened autonomy.

Sarah and Bob had moved into heavy competitive games of "Now I've Got You" with each other, and their senior staff had fallen into acting out the conflict among themselves and with each executive's staff. The CEO had unwittingly played into the situation by not confronting it at the onset and by rescuing Sarah when Bob harshly confronted her inappropriately in front of staff.

The intervention we designed had several parts. The first was to work with each individual on his or her individual issues. For Sarah, the issue of her relationship with her father and with a particularly abusive brother was addressed and resolved. In Bob's case, his early experiences of neglect resulting from a punitive boarding school situation were addressed and not fully resolved. However, the work did help him change his behavior when he was in what he perceived to be threatening situations.

The second part of the intervention consisted of bringing Bob and Sarah together and giving them feedback we had gathered from their staffs. Each, as a result of his or her individual work, was able to recognize that his or her individual behavior toward the other had created problems with and within the staff. This allowed them to begin exploring their working relationship and to create changes that made both of them more comfortable with each other and more effective in their relationships with their own senior staff and with the other's staff. It became possible and important that they work together as coleaders of the entire group.

To complete the intervention, work was done with Sarah and her management group and with Bob and his management group, and then both groups were put together to work out differences in the new, expanded management team that they now colead. By sharing power and leadership between themselves and with their joint management team, they were able to restore and enhance the cohesion of the large workforce that they managed. The CEO also received coaching in how to set limits and address conflict between executives as it emerges.

In this example, it is clear that both the intrapsychic conflicts of each of the senior executives and the resulting organizational conflicts needed to be addressed. One without the other might have temporarily resolved the situation on the surface. The key was to address both.

Suzanne Robinson, MSW, CSW, TSTA, and Vince Gilpin, PhD, CSW, TSTA, have been practicing together for almost 20 years. They are well known for their unique approach to working with organizations in the areas of team building, conflict resolution, and skill development for managers and professionals, in addition to their well-established practice in individual, couple, family, and group counseling. Vince has just completed his PhD at Smith College School for Social Work and Suzanne has survived it!

MEMBERS' FORUM

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influence of the Parent ego states on the Child ego states.

Much of this intrapsychic conflict occurs outside of awareness and the integrating function of an Adult ego. It is the task of an integrative psychotherapy to bring Child and Parent ego-state dynamics to full awareness and to facilitate reorganization of psychological processes. This involves the discriminative, assimilative, and integrative capacities of an Adult ego. This is not an "integrated Adult" (we don't believe there is such a thing), but a continually integrating, neopsychic entity—an Adult ego.

In your article you describe how straight communication, information, and contracts are the antidote to toxic lies, powerlessness, and covert transactions. I presume that these ideas are an important personal statement of what you value in the practice of transactional analysis. I applaud these values. My writings and those coauthored with Rebecca Trautmann and others, are also quite autobiographical in that I endeavor to describe what I value, how I search for theoretical metaphors to help understand human distress, and how I transact therapeutically in both individual and group psychotherapy. Throughout the therapeutic dialogue I strive to provide the client with security and to inquire in a way that facilitates the client's self-discovery of affect, experiences, interruptions to contact, decisions, or beliefs—the foundation for lasting change.

In your critique of our work, you say there is something that "can be called transactional analysis dogma or canon." The transactional analysis that we all know is a continually evolving, creative understanding of human functioning. The process of theory development occurs through many stages: discussions in seminars and training programs; presentations in conference workshops; refereed publications in the *Transactional Analysis Journal;* collegial debates and further reading followed by more questioning, experimenting, and synthesis.

Basic transactional analysis theory, core tenets, canon, or whatever we call it, has been established over a 25-year period (with support for continued development) by a large number of experienced and dedicated transactional analysts. There is no need to discount or supplement the countless hours of ongoing work of the ITAA Training and Standards Committee (since 1974), the Board of Certification (1982-1987), the Training and Certification Council (since 1987), the Eric Berne Memorial Scientific Award Committee (1971-1993), and the Eric Berne Memorial Award Committee (since 1994), the Raymond Hostie Award Committee (EATA), or any of the parallel committees of EATA and their counterparts on other continents. Each of these groups, with a high degree of mutual respect for each other's perspectives, has contributed to cooperatively defining the ever-evolving canon, tenets, and standards of transactional analysis.

These core tenets, canons, and standards "provide basic guidelines for training in transactional analysis and preparation for competency-based certifying examinations." They are the result of "the consensus of transactional analysis practitioners and trainers from around the world who represent different theoretical orientations, areas of expertise and interest, and geographic locations" (*Training and Certification Manual*).

These well-defined core tenets of transactional analysis pay tribute to Eric Berne's theory while providing the flexibility for others to develop Berne's unfinished or unexamined theories, challenge the concepts with new evidence, integrate other concepts that are theoretically validating and/or enhancing, and provide a basic foundation on which to expand with new and challenging theory. Metaphorically, transactional analysis canon is like an earthquake-proof expansion bridge: solid, well-grounded, yet highly flexible, able to withstand extreme movement in many directions.

Thank you again for your thorough reading of my articles and for engaging in this exchange of ideas.

Richard Erskine, New York, New York, USA

DEADLINE APPROACHING FOR BERNE AWARD NOMINATIONS

Remember to send in your nominations for the 1999 Eric Berne Memorial Award by 1 January 1999. See the September-October *Script* or contact the ITAA office for details.

CLASSIFIED ADVERTISING

Fanita English, MSW, and Ingrid Kepler-May, MFCC, continue running an open-ended transactional analysis treatment group in San Francisco on Tuesdays, 7:30-9pm. Space currently available. Modest fee. Call Fanita at 415-777-1504.

Give the Gift of Transactional Analysis This Season!

Remember friends, family, and colleagues with special gifts:

Videos: by Claude Steiner, Fanita English, Jack Dusay, Steve Karpman, Vann Joines, Muriel James, and the Gouldings

Books: volumes of selected articles by Muriel James and Richard Erskine, selected articles on organizations by Steinert & Van Poelje

Associate Membership: includes Script, TAJ, Directory, other benefits ($80)

For details contact the ITAA office or see the ITAA Web site at: www.itaa-net.org

Keeping In Touch



Jan Grant, TSTA (education) (mid-left with pendant) with group of 15 professional and lay participants of a TA 101 course she gave recently on the Gold Coast in Queensland, Australia. To her knowledge, this is the first TA 101 given there. Next to her is Pauline Smith, whom she supervised for this event.

Region III—Europe

Elizabeth Cleary, RM, of Dublin, Ireland, has developed a web site for TAI (Transactional Analysis Ireland). It has information about meetings and events as well as the history and governance of TAI. The Internet address is: http://indigo.ie/~liztai/tai_home.htm

Fanita English writes that after the Zürich conference she did two workshops in Germany, one in Milan, Italy, for the Centro di Psicologia e Analisi Transazionale, and another in Torino for Dolores Munari-Poda, TSTA. "Dolores is an experienced child therapist who is also editor of a series of books under the label 'Controcanto.' At Dolores's request, I authorized the translation into Italian of material I had written in other languages. The result is entitled *Essere Terapeuta* [To Be a Therapist] (Edizioni "La Vita Felice," Milano, 1998), with translation by Simona Munari and an introduction by Dolores. The book combines selected excerpts from some of my *TAJ* articles and the chapter "What Shall I Do Tomorrow?" with excerpts from one of my French books and three of my German books, with connecting comments by Dolores. This volume presents in a coherent sequence material written over many years in three different languages in such a way that it can be read by both lay and professional readers." The book appeared in September, just in time for a book signing party after Fanita's Milan workshop.

Region V—United States

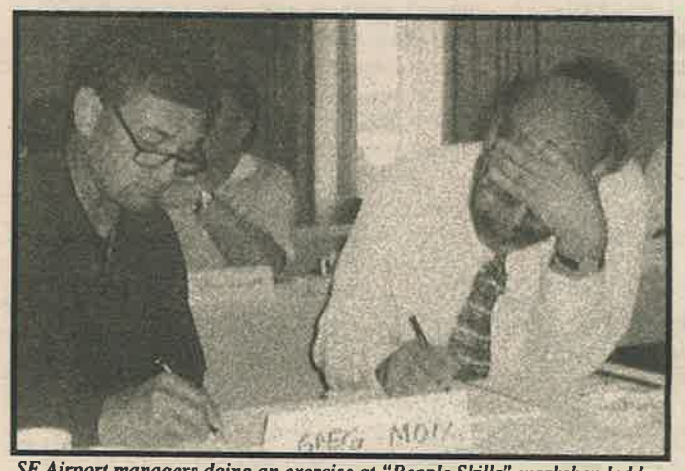
Sam Lloyd, RM, and **Tina Berthelot,** AM, have been doing training for managers of the San Francisco Airport Commission. The first group of managers participated in a two-day program called, "People Skills: Effective Interpersonal Dynamics" 1-2 July 1998. The training includes some basic transactional analysis concepts (ego states, transactions, symbiosis, the drama triangle, and strokes) plus some skill building in listening, assertiveness, rapport skills, and confronting problem behavior. Sam writes, "They loved it! We will be doing more groups and several of the managers have already requested that we do some training for the people who report to them."



Sam Lloyd



Tina Berthelot



SF Airport managers doing an exercise at "People Skills" workshop led by Sam Lloyd and Tina Berthelot

ARTICLES STILL SOUGHT FOR *TAJ* ON "VIOLENCE"

The planned April 1999 issue of the *TAJ* on "Violence," guest edited by Emily Ruppert, has been postponed until April 2000. Members who have something to say about the prevention, assuaging, or helping with recovery from violence are urged to submit manuscripts as soon as possible and no later than ***1 June 1999.***

UKRAINE

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the history of Kyiv on 3-4 April with only a night's sleep on the train for relaxation between the two events. In Kyiv the classes were held at the oldest university in the country—the Taras Grigorievich Shevchenko National University of Kyiv, established 162 years ago. Among the participants, most of whom are practicing psychologists, teachers, counselors, and psychiatrists, were eight members of the university psychology club. The psychology clubs in the country's universities are in contact with one another, so the hope is that word about transactional analysis training will spread through this avenue as well.

Twenty-nine people received their certificates in Kyiv, bring the number of persons to participate in a TA 101 in the Ukraine to 97. Although our teachers have so far not charged us tuition for the 101s, experience has shown that it still costs at least $1100 to offer one TA 101 in the Ukraine and at least $1400 to offer two back-to-back if the teachers come from abroad.

Negotiations are now underway to present a sixth 101 in the Donets'k oblast' in late 1998 or early 1999, and we anticipate a seventh in Poltava in the near future. With every 101 the excitement grows, and the organization of a TA 202 becomes more necessary. Efforts continue to find the funds to make a TA 202 in the Ukraine possible.



Participants in Sumy TA 101 with teacher Roland Johnsson seated fourth from right. Primary organizer of the event, Igor' Nikolaievich Rovenskikh, is first on the left standing.

Integrative Psychotherapy Two Workshops—Summer 1999

Richard Erskine, PhD, and Rebecca L. Trautmann, RN, MSW

Five-Day Workshop: Wednesday July 21 through Sunday July 25, 1999
Ten-Day Workshop: Friday July 30 through Sunday August 8, 1999

These residential workshops will focus on the theory and clinical practice of Integrative Psychotherapy. Various methods of working within the therapeutic relationship will be taught and demonstrated and may include contact, inquiry, affective attunement, involvement, and modes of empathy in individual and group psychotherapy.

The workshops are for mental health professionals who want to apply theory in clinical practice and to enhance their effectiveness through identifying aspects of contact interruption, life script, and countertransference. There will be opportunities for case consultation. We will teach, demonstrate, and elaborate on the concepts in *Theories and Methods of an Integrative Transactional Analysis* by Richard Erskine (1997, San Francisco: TA Press, ISBN 0-89489-004-2). A transaction-by-transaction description of the theories applied in clinical practice can be found in *Integrative Psychotherapy in Action* by Richard G. Erskine and Janet Moursund (1997, Highland, NY: Gestalt Journal Press, ISBN 0-989266-32-6).

Five-Day Workshop: $1150 for tuition, room, meals. Reservation Fee: $350 nonrefundable
Ten-Day Workshop: $2300 for tuition, room, meals. Reservation Fee: $500 nonrefundable
Both Workshops (full 15 days): $3300 ($150 discount). Reservation Fee: $650 nonrefundable.

Location: Kent, Connecticut (near New York City)
at the Old Chestnut Inn, with spacious grounds, gardens, and swimming

For information and to register call or write the Institute for Integrative Psychotherapy,
500 East 85th St., New York, NY, 10028, USA; 212-734-5291 (phone);
212-879-6618 (fax); email: trautmannerskine@compuserve.com

The Institute for Integrative Psychotherapy is approved by the American Psychological Association to offer continuing education for psychologists, by the National Board of Certified Counselors for counselors, and by the American Board of Examiners in Pastoral Counseling for pastoral counselors. Clinical social work CE credits are available in some states. The Institute for Integrative Psychotherapy maintains responsibility for the programs.