the SCRIPT

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Supervision as Transformation

by Karen Pratt



Supervision is the foundation of ethical and grounded professional practice. I think that we in the TA world are sometimes far ahead of other human relations professionals in knowing how important this is. However, as a coach supervisor in South Africa, I still experience resistance to supervision. It is now mandated by the professional coaching body in SA and yet some people remain unconvinced. They continue to see it as a Critical Parent role with someone "checking up on them." In fact, as we know, it is much more than that.

Newton (2012) skillfully captured the three aspects of supervision in her supervision triangle. Management and ethical considerations are only one part of the triangle, with support and development being the other two. Personally, I have particularly valued the developmental aspect in the supervision I have received over the years.

Development and learning: But what makes these powerful and transformational rather than just gaining new ideas? In preparing to train coach supervisors, I read an interesting book called *The Art of Changing the Brain* by James Zull (2002). As a biologist, he linked his knowledge of how the brain works with David Kolb's learning cycle, which I found really exciting (see figure 1.)

30% Discount on Donated Supervision Until 31 March 2016

Sign up now to take advantage of a 30% discount in the rates for supervision from some of ITAA's most experienced supervisors. This offer ends 31 March 2016. The donated supervision project was created to provide an exchange of professional expertise between ITAA members, thereby tapping into the professional wisdom within the ITAA as well as creating a new income stream for the association. We are a community of learners at differing levels of expertise, and it is important that we keep talking with each other. This project opens up a new way for that to happen and for our organization to become an active learning community. Experienced TA supervisors are donating their time to provide supervision at various levels and in all TA fields, with the income going to the ITAA. Click here to sign up or visit here for additional details.

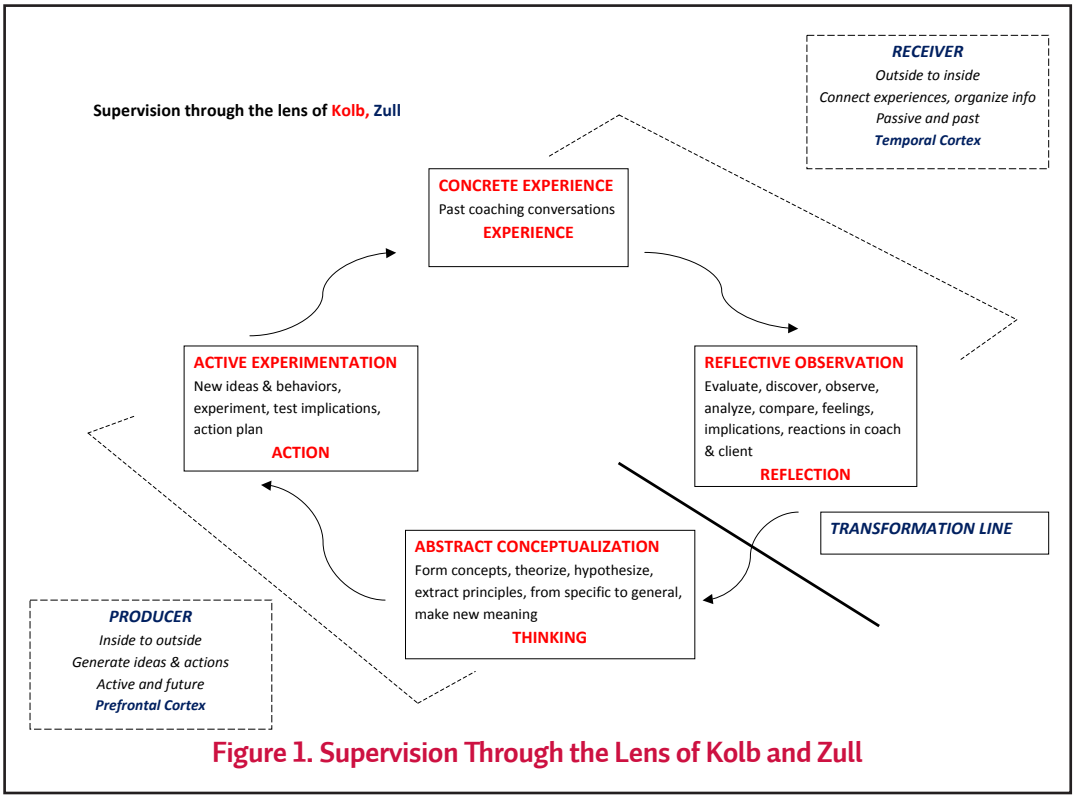

Figure 1. Supervision Through the Lens of Kolb and Zull

Zull divides what happens as we move through the learning cycle into two parts. The first two stages of the learning cycle include having a new experience (concrete experience) and then reflecting on it (reflective observation). He describes these as occurring in the temporal cortex. They involve an outside-to-inside process by which we connect a new experience with past experiences and begin to organize and sort information. It is passive and essentially in the past, and he refers to it as *receiver*.

In contrast, when we shift to the next two stages of the learning cycle, where we begin to conceptualize (abstract conceptualization) and make new meaning that supports new ideas (active experimentation), Zull describes this as crossing the transformation line. This occurs in a different part of the brain: the prefrontal cortex (PFC). This involves an inside-to-outside process whereby we begin to generate new ideas and actions based on our theorizing, extracting of principles, forming new concepts, shifting from a specific experience to the general, and making new meaning. It is now active and future focused, and Zull refers to it as *producer*.

As supervisors, I believe that we need to be always curious as to what will invite a supervisee to cross the transformation line. Maybe it is more comfortable just to talk about and think about an experience, but for transformational change to occur, we need to create the conditions for crossing that line! Thinking within the cocreative school of transactional analysis, as supervisors we mindfully demonstrate empathic transactions with supervisees (Tudor, 2011). There is an openness to being authentically present and changed by the relationship. How much richer this is than a supervisor being merely a watchdog!

If you already know the value of supervision or are a new trainee discovering its riches, I encourage you to take the opportunity afforded by ITAA's donated supervision project (see details on page 1) and the 30% discount available until 31 March 2016.

Karen Pratt, TAA (E), PSTA, is a personal coach and supervisor in South Africa; email: info@tamatters.co.za .

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New Articles of Incorporation for the ITAA

by Bill Holloway

On 21 January 2016, the office of the California Secretary of State approved a restatement of the Articles of Incorporation (AoI) of the International Transactional Analysis Association. The two articles most relevant for members are:

Article 2. "This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person...."

Article 3. "The specific purpose of this corporation shall be to promote awareness and understanding of Transactional Analysis, a psychology of human behavior, communication, and problem solving, designed to enhance the life of individuals, groups, organizations, and communities and to carry on other charitable and educational activities associated with this goal as allowed by law."

Although most members may not have occasion or interest in reading the official articles of incorporation, they comprise the basic charter that establishes the ITAA as a legal entity in California and the United States. Perhaps some history is relevant here.

In 2012, the ITAA Board of Trustees (BOT) initiated a comprehensive rewrite of the organization's bylaws. One of the first things considered was the association's purpose. It turned out there was a discrepancy between the purpose statement in the bylaws and the one in the articles of incorporation. According to legal counsel, they must be the same, which meant that a revision was needed. The purpose statement in the articles was established when the San Francisco Social Psychiatry Seminars (SFSPS) was incorporated as an educational entity by Eric Berne and others in March 1960. The original purpose of the SFSPS read: "For the specific and primary purpose of the study of mental illness and psychiatric or emotional disorders." This was not changed when the SFSPS changed its name to the International Transactional Analysis Association in 1965.

"It turned out there was a discrepancy between the purpose statement in the bylaws and the one in the articles of incorporation. According to legal counsel, they must be the same, which meant that a revision was needed."

The members of the BOT began deliberations among themselves and also consulted with our legal adviser. Finally, in early 2015, they agreed on the language for a new purpose statement to be submitted to members for a vote. In June 2015, a majority of ITAA voting members approved the new statement as it is written in Article 3 above.

Historically, two other significant events are relevant for understanding our articles of incorporation. First, in 1962 the US Internal Revenue Service (IRS) approved the SFSPS as a charitable nonprofit entity. That was significant because the ITAA could then receive donations and the donor could claim the value of the donation to reduce personal tax liability. Simultaneously, the IRS established a rule that if the ITAA were to terminate its activities at any point, its assets had to be distributed to a similar entity.

The other event occurred in the 1980s, when there was a major change in the California Corporations Code. Because it had been estab-

lished that the ITAA was a charitable nonprofit entity, the Office of the Secretary of State reassigned the ITAA to the category of a nonprofit public benefit corporation, which remains its status today. In the early 1970s, with the surge of interest in transactional analysis and the establishment of a certifying process, many professionals who joined the ITAA believed it was a professional society. In fact, often the business of the association was conducted in a manner that was more consistent with a professional society than a charity. Therefore, it became crucial to clearly establish the nature of the ITAA because failure to so do would jeopardize continued annual approval by the US Internal Revenue Service.

In his article in the January 2016 issue of *The Script*, ITAA President C. Suriyaprakash questioned, "How far do we proactively engage with society to minimize the circumstances that cause suffering?" Our revised purpose statement makes it clear that we are permitted to act, but any action needs to involve the interests of all members. The BOT thus needs to know what the members want to have happen to fulfill our purpose. Please let us hear from you.

For members who would like to read the entire Articles of Incorporation, they are shown here and are also posted on our website at here .

Bill Holloway, MD, TSTA, is BOT regional representative for the Latin American region. He can be reached at whhbrazil@gmail.com .

Articles of Incorporation of the International Transactional Analysis Association

1. The name of the corporation is the International Transactional Analysis Association.
2. This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes. This corporation elects to be governed by all of the provisions of the Nonprofit Corporation Law of 1980 not otherwise applicable to it under Part 5 of Division 2.
3. The specific purpose of this corporation shall be to promote awareness and understanding of Transactional Analysis, a psychology of human behavior, communication, and problem solving, designed to enhance the life of individuals, groups, organizations, and communities and to carry on other charitable and educational activities associated with this goal as allowed by law.
4. This corporation is organized exclusively for charitable and educational purposes, within the meaning of Internal Revenue Code §501(c)(3) or the corresponding provision of any future United States internal revenue law. Despite any other provision in these articles, the corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that do not further the purposes of this corporation, and the corporation shall not carry on any other activities not permitted to be carried on by (a) a corporation exempt from federal income tax under Internal Revenue Code §501(c)(3) or the corresponding provision of any future United States internal revenue law, or (b) a corporation, contributions to which are deductible under Internal Revenue Code §170(c)(2) or the corresponding provision of any future United States internal revenue law.
5. Tax-exempt status

   (a) No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and this corporation shall not participate or intervene in (including publishing or distributing statements) any political campaign on behalf of (or in opposition to) any candidate for public office.

   (b) All corporate property is irrevocably dedicated to the purposes set forth in Article 4 above. No part of the net earnings of this corporation shall inure to the benefit of any of its directors, trustees, officers, or members, or to individuals.

   (c) On the winding up and dissolution of this corporation, after paying or adequately providing for the debts, obligations, and liabilities of the corporation, the remaining assets of this corporation shall be distributed to an organization (or organizations) organized and operated exclusively for charitable or educational purposes, if the organization has established its tax-exempt status under Internal Revenue Code §501(c)(3) (or corresponding provisions of any future federal Internal Revenue Code law).

Call for ITAA Board Nominations

The following position is open for nominations. Deadline: 31 May 2016.

Regional Trustee (nomination and election only by members of the region):

- European region (2017-2019)

Nominations require the name and consent signature of the nominee (it may be yourself), the name of the person making the nomination, and the name of the person seconding the nomination. To be eligible for nomination, trustees may not have already served two consecutive terms of office in any position on the board. Position statements (charters) that describe the function and selection criteria for each of the officer positions are available from ITAA Secretary Mandy Lacy at mandy@lacyconsulting.net . Nominees are encouraged to read and understand these before accepting nomination.

Send nominations to ITAA Nominations Chair Sumithra Sharatkumar at sumithrask@gmail.com .

If you have not already submitted a Consent to Use of Electronic Transmissions so that you are eligible to vote electronically in case of a ballot, we urge you to do so immediately by visiting here .

SAATA CONFERENCE 2016
Freedom Within

South Asian Transactional Analysis Conference

Hosted by
Ain o Salish Kendra (ASK)

2-4 September 2016
Dhaka, Bangladesh

IBOC examinations:
1 September 2016

The annual ITAA Board of Trustees meeting and annual general meetings of the ITAA and the SAATA will occur in conjunction with the conference.

For more information:
www.askbd.org/ask/

TA Conferences Worldwide

1-3 April 2016:
Hinkley, Leicestershire, UK. UKATA National Conference. Contact: rachel@ytainstitute.co.uk

25-29 May 2016:
Kochi, Kerala, India. Institute for Counselling and Transactional Analysis (ICTA) 43rd TA Conference. Contact: K A Sebastian at sebastianka99@gmail.com

11 June 2016:
Edinburgh, Scotland. International Association of Relational Transactional Analysis Conference. Contact: www.relationalta.com .

7-9 July 2016:
Geneva, Switzerland. EATA 40th Anniversary Congress. Contact: www.eatanews.org

2-4 September 2016:
Dhaka, Bangladesh. South Asian Association of Transactional Analysts Conference Contact: www.askbd.org/ask/

Important Reminders for Members...

- Please check your entry in our database to ensure your address is correct. Log on to itaaworld.org to access your account. We will be mailing out the next *TAJ* to those entitled to receive a hard copy, and the correct address is critical to you receiving it.
- Please add the email admin@itaaworld.org to your address book so that ITAA emails to you do not end up in your spam or junk folder and you miss out on important messages.
- When paying your ITAA membership dues, please click on the "ITAA Membership Join or Renew" link and not the "Donate" button. Click on the "Donate" button only for making a donation to the Eric Berne Fund, the Scholarship Fund, or the TAlent fund. If you have any questions, contact Ken Fogleman at ken@itaa-net.org .
- If you have forgotten your password to itaaworld.org, go to Member Login and click on the "Reset/Forgot Password" tab. Once you get your new password, you can reset it to something you will remember.
- If you have received a TA certificate from a group other than the IBOC in the last few years, please email a copy of it to iboc@itaaworld.org. We would like to be sure our files are up to date.
- For full information about IBOC and COC exams, check the ITAA website here

Journey Toward a TA Library

by V. Ambica Rameshachari

Sheryn Scott is the source of a great event for our community: the establishment of our own library of books on transactional analysis. We haven't met her yet, but we feel her soulfully as a result of her generous donation of nearly 250 books to us here in a community and country so far away.

The first step in the journey toward our library occurred when Sheryn contacted *Script* Managing Editor Robin Fryer to ask if she knew anyone who might be interested in a large number of TA books that Sheryn no longer needed. Robin referred her to Suriya, who contacted Nethaji in Hosur, India. Nethaji presented the idea to our study circle, we brainstormed ideas for how to make it possible, and eventually contacted Sheryn directly in the Los Angeles area of California.

Emails flew intrastate, interstate, and globally. Strategies evolved. Expenses were accommodated. When we discussed in detail what Sheryn was interested in donating, we discovered that there were more than 250 books, many of them no longer available. The entire group felt highly responsible and motivated to make whatever efforts were necessary to bring the treasure to India. Sheryn began packing up the



Inauguration of new TA library (from left): T. Vijayalakshmi, R. Elangovan, M. Mohammed Yusuf, G. Saraswathy, V. Ambica Rameshachari, C. Anitha, C. Suriyaprakash, I. A. Mohanraj, J. Jayalakshmi, R. Hemalatha, G. E. Babu Nethaji, B. Prabha, R. Sangeetha, S. Arshiya Meher, S. Rajavel Pandian, and Baby R. Mahanth Venkat
(Other members who could not make it that day and so are not shown in the photo: C. Ramachandran, C. Chandra Choodeshwaran, N. Nagaraj, S. Ramesh, and P. Vaidegi)



I. A. Mohanraj unveils the library while B. Prabha looks on with pride

books and preparing the shipment while Nethaji dealt with many different authorities during the transit.

Finally the books arrived, and we felt as if we had a newborn child entering our lives. A name for the library, the safety of the volumes, and a structure for maintaining the library became priorities. Two library coordinators, Prabha and Rajvel, began working on the tasks. Nethaji, Viji, Rams, Jaya, Ambi, Anitha, Nagraj, Yusuf, and Hema helped support the librarians by making photocopies, wrapping and arranging the books, and sheltering them with a rack.

Then we wanted to choose a name for our one-of-a-kind library in Hosur. The group, along with Suriya and Mohan, unanimously decided to honor the woman behind this great deed, so we named it the "Sheryn T. Scott Hosur TA Library." On the sign we created for the book rack, we added the words "Read, Rejoice, Return."

We wanted to plan an official inauguration for the library that would involve everyone in our group. After sorting out difficulties in the dates and the availability of key people, we finally had our grand inauguration during a TA 101 on 29 November 2015 at Sri Krishna Palace, Hosur. It was the third TA 101 in Hosur, and we planned the ceremony for the second day.

At the ceremony we had the lights of the lamp lit for guests and well wishers. There were showers of love from the children, books as return gifts, cake, hearts filled, and smiles of pride on our faces. The library inauguration was like any other traditional naming ceremony.

For me, there were several moving coincidences connected with the celebration. The library inauguration was held on my wedding anniversary, and my husband attended the TA 101 for the first time. Somehow this information reached the entire group, and there was a beautiful celebration of those events as well as the birthdays of two other members of our group. Our feelings blossomed when we received a red rose representing love from each of our group. My joys knew no bounds, and it was like a mini wedding reception. We were very happy to renew our marriage relationship in front of our TA family.

As we traveled this journey to our library, we learned more about our benefactor. Sheryn is director of clinical training (PsyD) and professor in the Department of Graduate Psychology at Azuza Pacific University. Many of the dissertations that she has chaired have focused on clinical interventions and posttraumatic stress disorder. She is also chair of the Training Committee of the National Council of Schools of Professional Psychology, the representative for the Federal Education Advocacy Campus and Training for the Department of Graduate Psychology, and cochair of the Southern California Association of Psychology Training Programs. She was formerly the chair of the General Board for Division II (Education and Training) of the California Psychological Association and continues to serve on that board. Sheryn has also been active in the ITAA in many ways over the years, including as a member of the ITAA Board of Trustees, vice president of operations, chair of various committees, and staff liaison.

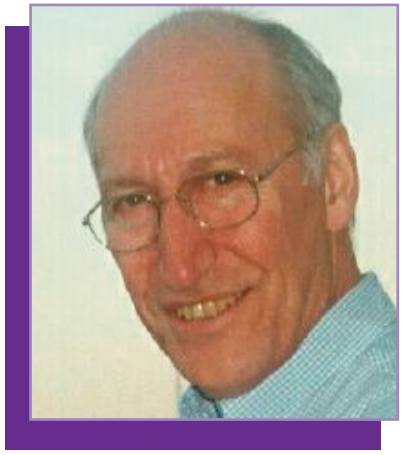


Sheryn Scott

We are forever grateful to Sheryn for her amazing and generous gift. Thank you, Sheryn, for our very own TA library!

V. Ambica, BTech (Chem), MBA (Prod.), has worked as a finance manager in the automobile manufacturing industry for the past 15 years . She entered the TA family in June 2013 and is pursing her certificate in advanced basic counseling skills and a master's degree in applied psychology. She lives with her family in Hosur, Tamilnadu, India, and can be reached at ambicachari@gmail.com .

"How Can We Live and Work Together When We Are So Different?"



by Arnaud Saint Girons

On 30 October 2015 in Paris, FRéGAT (Association FRancophone pour l'Evolution des Groupes par l'Analyse Transactionnelle), the French-language association for the evolution of groups through transactional analysis, held its seventh meeting.

Many lectures, lasting about 15 minutes each, were offered by non-TA specialists during the day-long session. These speakers were chosen for their ability to address the day's topic—"How Can We Live and Work Together When We Are So Different?"—from different points of view and were from various French-speaking countries. This was enriching because of their relevant and powerful take on the day's theme, which required opening up our TA frame of reference to other views. The invited speakers and their talks included:

- Laurent Bibard on "Everyone Sees Things Their Own Way": Laurent, a philosopher and economist, discussed various aspects of frame of reference and the difficulty of seeing from another's point of view.
- Bichara Khader on "The Mediterranean: Too Wide for Similarity, Too Narrow for Separation": Bichara, a European diplomat of Palestinian origin, talked about the complex political situation around the Mediterranean, where at least six wars are going on at the same time.
- Lama Denis Rinpoché on "Experience Brings Together, Concepts Divide": Lama Denys, the leader of a Buddhist community, introduced mindfulness meditation as a way to develop one's OKness in the here and now.
- Jean-Marc Sauret on "The Stakes of a New Social Bond": Jean-Marc is a sociologist who advocates for developing a new form of social bonding.
- Brigitte Terraza on "A Metropolis in a State (Bordeaux)": Brigitte, vice president of Bordeaux Metropole and Mayor, presented on the complex aspects of developing a public structure.
- Sigrid Monnier on "Living in the Same Project, the Same Neighborhood: An Idea as Old as Cities Yet Still Under Construction": Sigrid, director of a social housing office, described how her organization is trying to use housing to foster peaceful living together.
- Jean-Michel Longneaux on "When Living Together Imposes Inevitable Loss": Jean-Michel, a philosopher, demonstrated that differences are seldom easily accepted and require a grieving process.

In addition to these talks, 15 workshops were organized, five of them with transactional analysts who cited TA concepts and emphasized concrete links between TA and the day's theme. These presentations included:

- "Exchanges and communication" with Agnès Le Guernic
- "OKness" with Gilles Pellerin
- "On Laughter and the Use of Humor" with Véronique Sichem
- "The Frame of Reference" with Jacques Moreau
- "The Possibilities Offered by Our Double Nature: The Animus and Anima of Jung. Being Double Can Enable Us to Understand Each Other Since We Are Half Like Him/Her" with Pascale Théobald



Discussions during FRéGAT gathering

These workshops were also extremely profitable for participants thanks to dynamic leaders who organized their presentations well. Some 75 people attended the event from Belgium, Switzerland, and France. Many are regulars and enjoy gathering routinely with the FRéGAT group. The day was rich in information and efficiently structured.

Jacques Moreau, who presided over the day, concluded by inviting us to reflect on this: "How does everything I have heard influence me now and how will it influence me in the future in living and working alongside people who have some real and some not so real differences from me?"

The theme of the day was especially relevant not only because it has links to the theme of the July 2016 EATA Conference ("Identity, Integration, Discrimination") in Geneva but also because the massive migration movement toward Europe is causing tension in many areas as are terrorist attacks such as the one in Paris last November.

FRéGAT is a francophone nonprofit association (France, Belgium, Switzerland, Canada, etc.) of about 40 members founded by 12 TSTAs and PTSTAs in 2011. It is presently managed and operated by two TSTAs: Jacques Moreau, president, and Véronique Sichem, vice president. They are supported by a volunteer team of people who organize activities. The association was founded on the idea that transactional analysis is a powerful approach that can usefully contribute as a theory and practice to the course of our world, including the meaning and relationship between individuals and groups and the analysis of social facts. FréGAT focuses on:



Jacques Moreau and Véronique Sichem at 2015 FRéGAT meeting

- Promoting TA group applications to the general public and professional organizations (companies, institutions, groups, etc.)
- Fostering research and publications
- Organizing promotional and scientific events for the dissemination and development of transactional analysis
- Extending the identity of the organizational field in the TA world
- Enriching the analysis of social realities and interventions in the organizational field with TA

FRéGAT organizes two yearly events, one for members only and the other open to the general public. It welcomes practitioners from all fields who wish to enrich their experience of groups. For more information: www.fregat.eu .

Arnaud Saint Girons, PTSTA (E), is a scientist (physics, mathematics) who teaches teenagers in a private school in Switzerland and provides support to teens with learning difficulties. He previously worked internationally primarily in research and development. He can be reached at asg@helvemail.net . *Our thanks, also, to Véronique Sichem and Laurie Hawkes for their assistance with this article.*

The United Kingdom Association for Transactional Analysis (UKATA) will hold its 2016 conference from 1-3 April in Hinckley, Leicestershire. The theme, "What Do We Do After We Say Hello, Bonjour, Salam, Hola, Shalom, Namaste, Marhaban? Exploring Culture, Diversity & Difference in the 21st Century" will be considered during 3 days of workshops, events, and networking. The conference generally attracts up to 250 delegates from all fields of TA, including psychotherapists, counselors, organizational consultants, educators, and coaches. There will be events for beginners up to advanced practitioners across all fields. Keynoters include Keri Phillips, Mark Widdowson, and Leilani Mitchell. There will be a laughter workshop for all attendees, a CPD program Friday morning, a connections group, a bookshop, a Friday reception where the UKATA medal winners will be announced along with research grant and research essay winners, and a Saturday reception celebrating new CTAs and TSTAs. For details: www.uktaconference.wordpress.com .



Bill Cornell and Laurie Hawkes at the Paris launch of Bill's new book in French

Bill Cornell has a new book out, in French, entitled *Une vie pour être soi* [It Takes a Life to Become Oneself]; it was published in September 2015 by the French publisher Payot. The book was written in response to a challenge from Payot editor Gaëlle Fontaine, who suggested that Bill write in an intimate way about what the psychotherapist feels, imagines, thinks, and worries about when working with patients. The book involved close teamwork between Bill, Gaëlle, and translators Tina Bezzola and Patrick Bailleau, who managed to capture Bill's voice and not just his words in French. On 23 October 2015, there was a book launch attended by around 60 people at the Librairie des Orgues, a bookshop in Paris. It was organized by ETG6, an association of students in TA that was formed to give TA trainees a distinct position during the long period of training when they are no longer beginners but not yet certified. With Laurie Hawkes translating, Bill talked about how the book was written in a very personal voice to speak to the heart of psychotherapists, not just their minds, in an almost "ruthless" way about what they do in their work with patients: "The work we do is so privileged, the way people invite us into their lives, the depth of their struggles, the uncertainty of what they are engaging in....It is an extraordinary thing that we do." Bill explained how he was first attracted to transactional analysis after reading an article by Eric Berne about his approach to supervision. In it Berne showed profound respect for the intelligence and capacity of the patient to participate in his or her treatment. After the presentation, the exchange was warm and deep with those in attendance, who were full of curiosity about this kind of writing. The presentation and conversation were followed by cocktails organized by the student association. The husband of Berna-dette Py, one of the students, agreed to video the event (he works professionally in the video business), and the edited tape is now available online here . (Our thanks to Anny Lelièvre du Broeuille and Laurie Hawkes for writing up this event for *The Script*.)



Bill Cornell signing books at Librairie des Orgues

Michael Reddy



Dr. Michael Reddy died on 25 November 2015 while on holiday with his family in the Caribbean. He was 82 years old. Michael was originally a Jesuit priest, a clinical and counseling psychologist, and the first TA Teaching Member (now TSTA) in the United Kingdom. He trained in the United States, primarily with Bob and Mary Goulding, and inspired and developed transactional analysis training in the UK.

It was Michael Reddy who formed a steering group with Margaret Turpin, Alan Byron, John Allaway, and others to found the Institute of Transactional Analysis (ITA, now UKATA) in 1974. He was its first chair. As one of the founder members and a member of the first ITA Council, I was inspired by his leadership and grounded commitment. I remember those meetings in North London where, with laconic good humor and sharp perception, he was able to see the issues clearly and outline options for us. His inspirational vision and calm presence motivated us to ensure that TA accreditation and training would flourish. He took this vision beyond the UK to Europe as a whole and worked to establish transactional analysis there, helping to found the European TA Association (EATA) in 1976 and becoming its first president. The success of these organizations today owes much to the determination, vision, and high standards of Michael Reddy.

I remember the TA training workshops that he ran in London with such people as Ken Mellor, George Thomson, and Jacqui Schiff and Shea Schiff in the 1970s and 1980s and the way he sometimes stood behind someone, put his hands firmly on his or her shoulders, and spoke the words that the part underneath was not saying. What insight and wisdom he had!

Michael Reddy eventually focused on organizational work, became a leading figure in the development of counseling in the workplace, and made a huge contribution to the employee assistance program (EAP) field in the UK and elsewhere. He was the founder of ICAS, which became a highly esteemed and successful international EAP and wellness organization with over 400 employees around the world. Later, keen to move beyond individual employee support to addressing toxic management and cultural issues, he developed a human capital management audit so that businesses could gain a systemic view of their people as both their biggest risk and asset. It was these two key concerns—the employee and the work environment—that he was engaged with until his passing. His last published pieces are available for download on his blog: www.thewatchmanpublishing.com .

Michael was always well liked, highly respected, and admired. All the organizations that he helped to found were dedicated to excellence and integrity, and, I think, all the individuals he inspired hold his calm, grounded presence as solid bedrock for growth and the courage to change. Michael will be sadly missed and always honored for his generous contribution to the development of transactional analysis in Europe. He leaves a wife, Mercedes, a son and a daughter, and two grandchildren.

Adrienne Lee, TSTA
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Remembering Michael Reddy

Reflecting on the origins of the European Association for Transactional Analysis (EATA), Michael Reddy wrote this in the June 1984 *EATA Newsletter*: "EATA began in a bar. At any rate, I like to think it did. To be precise, it was the bar of the Club Mediterranée in Villars [Switzerland] in the summer of 1975. At least I think it was. There were three of us drinking in there—Arnold van Westering, Konstanz Robertson-Rose and myself. I think it was me anyway." As was evident at that first European TA conference, which had been arranged by the ITAA, there were many Europeans already into TA by 1975. Michael remembered from his bar stool: "Then, all of a sudden, we discovered: there are probably a couple of hundred of us: and seventy or so are already gathered in the Yoga Room of the Club Mediterranée to seriously discuss the founding of EATA."

I was one of those 70 or so, a newly graduated psychologist from Sweden as well as a fresh graduate of Ted Novey's TA 101 at Villars. In the fall of 1975, I went with my friend and colleague Roland Johnsson to train with Bob and Mary Goulding. Meeting them, and later many others, as well as the two first European Teaching and Supervising Transactional Analysts (Giesela Kottwitz and Michael Reddy), inspired the career in TA that I am still living. When the first EATA Council was formed in 1976, with Michael as the natural chairperson, I became the first Swedish delegate. He was also my supervisor until I passed my TSTA exam in 1984.

Three aspects of Michael's leadership style impressed me profoundly: Late and crisp decision making, constant and humorous process awareness, and his "can-of-worms" technique to curb unruly discussions.

The first council members knew how to talk—in many languages and on any topic. All of us wanted to have our say in shaping EATA. If a meeting lasted for 3 days, Michael let us talk for 2½. Nothing was settled, and chaos, if not panic, was near. Then, on the last afternoon, when everyone was exhausted, Michael brought everything together with crystal-clear logic and suggested obvious resolutions that were quickly agreed on. In the end, we all got our individual recognition needs met, and collectively we managed to build a foundation strong enough to hold what is today the world's largest TA organization.

Michael was a real transactional analyst, aware of what was going on as it happened, and he knew how to use humor in bull's-eye transactions. Once Roland and I went to Michael's hotel room door as he was preparing for an important meeting. We were a bit anxious about disturbing him, but to our surprise, he was preparing by playing solitaire. I asked if he was winning. He looked at me with surprise and said, "Of course, why else would I play?"

In council meetings, when our Little Professor ego states became too magnanimous with world-improving but irrelevant observations, Michael would kindly say, "Well, let's not open that can of worms right now." When he supervised the first TA 101 that Roland and I taught in Sweden, his feedback was short and precise: "You guys are so nice you could get away with murder." So much for the importance of process relative to content. When we once asked him to reduce his fee because he had arrived a day later than we had contracted for, he said no because he had not been responsible for the flight delay. We thus learned to value our own time as teachers.

Eventually Michael outgrew EATA. Too many rules changing too fast and too often for his liking. At least that's what he told me. I heard that he was successful in building his own counseling organization and had switched from clinical psychology to management development and industrial consultation. He didn't leave us without guidance, however. His 1987 book *The Manager's Guide to Counselling at Work* is still one of the best non-TA TA books written.

In 2002 he returned to Sweden as he traveled around to look up old TA friends, and my wife and I were happy to see him. I later drove him to the train station, where we found a long line at the ticket machine. We had to run down the stairs to the platform, and seriously out of breath as he just made it before the train doors closed, Michael smiled and managed to gasp, "Another victory!" And then he was gone.

EATA remains. At least I think it does. I hope so. Michael's EATA legacy has an important role to play also in our troubled times. That I know.

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