

Goulding Social Justice Award Established

by Ruth McClendon

The Robert and Mary Goulding Social Justice Award was established by the ITAA Board of Trustees in 2003 to honor the contributions of Bob and Mary Goulding and other ITAA members who have contributed to others in the world through the application and advancement of redecision theory, therapy, and principles.



Mary and Bob Goulding with their Eric Berne Memorial Scientific Award in 1975

Redecision theory is one of the core concepts within the vast body of knowledge of transactional analysis. In addition, redecision theory has developed its own unique body of knowledge. Bob and Mary Goulding developed redecision theory as an outgrowth of transactional analysis and incorporated key concepts from other important theories. Through their writing, teaching, training, and direct professional work, the Gouldings have made immense contributions to transactional analysis and particularly to the training of therapists who have expertly and ethically applied transactional analysis principles.

The Goulding Social Justice Award is designed to recognize individuals whose focus has been the advancement of humankind through utilizing the core principles of redecision theory in their personal and professional lives. These core principles include: self-determination, personal responsibility, direct action, and affirming relationships.

Nominees will have contributed, in their own way, by any or many of the following activities: disclosing unfairness, challenging injustices, confronting perpetrators, questioning values that support injustice, enabling understanding and respect, encouraging equalitarian values, and facilitating awareness of institutionalized injustices.

It is possible that a nominee for the Goulding Social Justice Award would also qualify for the Hedges Capers Humanitarian Award, which was also established to recognize members who have made significant, enduring contributions to humanity in keeping with the ideals and ethics of the ITAA.

Nominations for the Goulding Social Justice Award should be sent to the ITAA office no later than 1 January 2005.

Working with Family Businesses: Challenges and Rewards

An Interview with Ruth McClendon and Les Kadis

BILL CORNELL: I'm really glad to have the opportunity to do this interview. I read your new book—*Reconciling Relationships and Preserving the Family Business: Tools for Success*—with much interest. You present complex ideas with great clarity. Although I don't do organizational work myself, I could easily relate many of your ideas to my therapy practice. Your detailed case discussion of the Sampson family read rather like a detective story. So, I have a bunch of questions here generated from my reading.

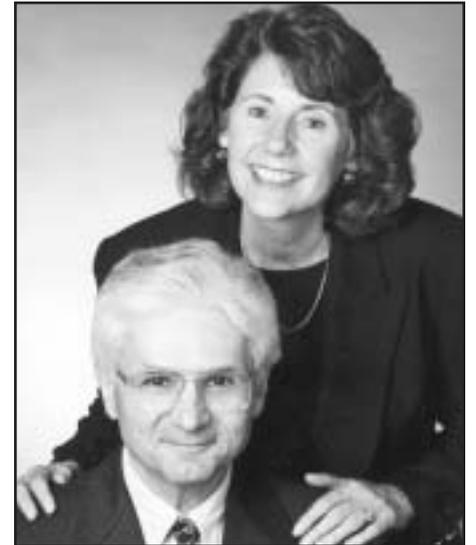
RUTH: First of all, thank you for your thoughtful approach to this interview. As authors we worked very hard to get our ideas across, and it is validating to have someone like you demonstrate you have so carefully considered our work.

BILL: In the opening of your book, you ground your work in the ideas of Berne, the Gouldings, and the family therapist Murray Bowen. Would you say a bit about the shortcomings of your original training models as you worked with families and family businesses in particular? Were there particular issues in working with family businesses that called for a change in your frame of reference?

LES: Our training model essentially came from the Gouldings and Berne, and we incorporated a systemic perspective. It would be inaccurate to say that any of these individual models had shortcomings. In fact, they still form the basis of our thinking. It is just that family businesses are a very different species from either families or organizations, so what we needed were modifications and additions to our thinking. We can offer an example to help readers better understand this point.

Individuation—a core human concern—is made more difficult in family businesses where people live, love, and work together, sometimes for all of their lives. Separation from the family and establishing new core relationships are also more difficult when financial resources, inheritance, self-worth, and importance may be on the line. To help people accomplish these core tasks and also both survive and thrive within the business-owning family, we needed to understand and investigate multiple additional frameworks, some of which were totally unrelated to psychotherapy.

BILL: How does the potential for significant financial gain (or loss) for family members foster or hinder the consulting process? Is this one



Les Kadis and Ruth McClendon

of the primary differences from doing more routine family therapy?

LES: Business is about making money, and family business is about making money and also about relationships, promoting family values, and preserving the business for succeeding generations.

RUTH: The potential for financial gain is sometimes hopelessly intertwined with the perceived value of the individual and the relationship. This, of course, makes our work more difficult and the change process take longer.

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Panel Upholds Value of No-Suicide Decision

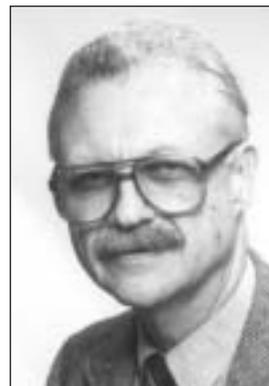
by Robert Drye

When I first became involved in transactional analysis, contracts hooked my Adult, but it was the no-suicide decision that hooked my Child. As a psychiatrist who felt his training in suicide risk evaluation was pretty much useless, this procedure worked for my Little Professor and, fortunately, for my Adult as well. In this article I want to consider the no-suicide decision further as well as report to *Script* readers on the results of the panel I chaired on this topic at the recent meeting of the American Psychiatric Association (APA) in New York.

To begin, let me review the facts: People using the no-suicide decision procedure internationally for some 30 years reported perhaps four fatalities (based on surveys I did in 1995 and again this year). In 50 years of experience in medicine, I know of no other evaluation procedure with such a record. I am completely confident that if we remain open and report any problems with the no-suicide decision, the credibility of this procedure will be maintained and grow, regardless of the theoretical persuasions of our colleagues.

Since I first presented Bob and Mary Goulding's work at the American Psychiatric Association meeting in 1974, I have been puzzled that the no-suicide procedure has not been more widely

"If we can get enough clinicians to try the no-suicide decision procedure, it will sell itself."



used. Dr. Marcia Goin, the APA president whose recall of our paper prompted this year's panel, complimented me on that paper, but as we presented it, it had little impact on psychiatric practice.

However, modifications of the no-suicide decision procedure—usually called contracts and often no-harm contracts—have been fairly widely used. The essential difference between no-suicide decisions and no-harm contracts, as I understand descriptions by both patients and colleagues, is procedural. In the Gouldings' procedure, the patient is asked to make a test statement: "No matter what happens, I will not kill myself, accidentally or on purpose." The patient

then reports how he or she feels about the statement. Note that no contract is asked for, and any modifications—such as "I'll make a contract"—or qualifications of the "no matter what" are examined further at the feeling level.

If (as some hospitals now require) patients are told, "You must agree not to kill yourself to be admitted," the contract involves both parties. The Gouldings' procedure is subtitled "patient monitoring of risk" because it places the patient in a responsible, powerful position, which the no-harm contract just described does not and the more familiar "I won't let you go home unless..." certainly does not. The answer to the question, "How do you know the patient isn't just lying to get out of there?" is, of course, primarily the extremely low fatality rate that results with the use of the no-suicide decision. The question "Why don't they lie?" may be partially answered by the respect for the patient that is essential to the procedure.

At the APA presentation this past spring in New York, Dr. Robert Simon—who introduced himself as opposed to no-harm contracts (and who had contributed to doubts expressed in the recent APA practice guidelines)—clearly grasped the procedural difference. He called our no-suicide decision method "a careful clinical evaluation" as opposed to the "lazy" use of no-harm contracts by some of his colleagues, which led to serious suicidal behavior and successful lawsuits against hospitals. I am suggesting that for our use, as well as our teaching, that we be clear about the difference between the no-suicide decision procedure and obtaining contracts,

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No-Suicide Decision

continued from page 1

whether we are particularly influenced by the Gouldings' redecision model or not.

My presentation at the APA conference would not have been possible without the many comments and suggestions I received from many ITAA friends. Before going into some of the clinical and theoretical issues they raised, I wish to acknowledge them here: Valerie Redman, Izumi Kadamoto, Diane Montagu, Ian Stewart, Ann Tracy, Anna Kohlhaas-Reith, Denton Roberts, Mary Goulding, Steve Karpman, Rita Justice, Jessica Leong, Jonathon Wagner, Robin Maslen, Helena Hargaden, Tony White, Jan Hennig, Charles Vorkoper, Linda Gregory, Elaine Childs-Gowell, Valerie Batts, Joann Anderson, Jim Allen, Fanita English, Theresa DeVries, George Flink, Rebecca Warren, Jack Dusay, Richard Erskine, and Claude Steiner. In a more scholarly paper I would specify who among them said what, but in this brief article I will focus just on the main themes they raised.

Readers should recall that the stimulus for my arranging the APA panel on the no-suicide decision was the potential loss of this procedure for evaluation in risky situations. Its use in ongoing therapy was not my primary concern. There was broad agreement among my communicants about the value of using the procedure for risk evaluation and not as an automatic structuring either for administrative purposes or for closing possible escape hatches. They reminded me of Berne's triad of permission, protection, and potency. It may be necessary to say "Don't!" to get the attention of the patient's frightened, despairing Child, after which the procedure

itself provides protection from persecuting Parent, contaminated Adult, and confused Adapted Child. By making a no-suicide decision, even for a short time, the patient empowers himself or herself to provide protection and permission to live.

Although "promises" should be regarded with care, for some patients—and I suspect in some cultures—the sense of having promised the therapist *and* themselves provides important direction. In a group or family setting, the entire procedure is a learning experience not only for the primary patient, but also for others in the group who may be dealing with self-destructive tendencies. An important hallmark that a decision, not just a contract, has been made is a sense of relief in the patient, with energy freed up for dealing with the serious problems he or she is facing. In any event, the statistics are convincing to me (see below on convincing others).

The discussants at the APA panel and the transactional analysts who emailed me raised some important cautions. In addition to requiring sobriety, patients with manic-depressive or other psychoses or major medical illness may not have an Adult ego state readily available. For the same reason, patients on antidepressant medication should be checked closely using the no-suicide decision when their medications are changed. Psychologically, patients with a strong "I'm OK, You're Not OK" position may activate Rebellious Child, particularly if contracts are required and/or if the evaluator is careless about exploring a possible experience of being controlled. And, of course, patients who have been dealing with "I'm Not OK, You're Not OK" despair will need help, sometimes immediately, with this issue. (I suspect this is why no-harm contracts often leave the patient with a sense of abandonment.) An automatic use of no-suicide decisions with patients who present with first- or second-degree impasses may even be experienced as an instruction to become suicidal! Therefore, it is important for therapists to find out what escape hatches are important to the individual before rushing in to close them. Of course, in the emergency situations I am mainly concerned with here, suicide is explicit, and the frequent combination of suicide and murder is certainly important to keep in mind as well.

The question of when, developmentally, a patient has enough Adult to make a trustworthy decision was not settled either by the panel or the discussants there or in my email. With adolescents, establishing empathy may need to come first so that something besides Rebellious Child is available. Dr. Cynthia Pfeffer, who works mostly with grieving children, doubted that younger children have the requisite Adult ego state capacity immediately available, and they may thus require considerable parenting first. My own experience with adolescents, although it is limited, suggests that the no-suicide decision is reliable with them, although more data is needed.

My speculation about why the procedure has not been used more relates to the question of why transactional analysis, particularly in the United States, did not take more extensive hold. In the 1950s, psychoanalysis was the basic system in clinical practice; even briefer therapies were often "psychoanalytically oriented." Full psychoanalytic training and society membership was jealously guarded; even Eric Berne gave up eventually, although he did not give up his opinion about the value of psychoanalysis in certain situations.

In contrast, with transactional analysis, training was wide open for anyone who wanted to be a helper. Understandably, there was competition (in the Schiffian sense) rather than collaboration between transactional analysts and psychoanalysts. For example, although I was a full member of the American Psychoanalytic Association, I had to be checked out before I could join the San Francisco Society because of my association with transactional analysis. Transactional analysis people were equally disrespectful to the analytic community, not to mention getting bogged down in the 1960s with our own "schools."

TRANSACTIONAL ANALYSIS CONFERENCES WORLDWIDE

OCTOBER 13-17, 2004: Calgary, Canada. Americas Transactional Analysis Association (ATAA) Conference. Contact: Lorna Johnston, 25 Somme Blvd., SW, Calgary, Alberta, Canada T2T 6K7; +1 403 243 4208 (phone); +1 403 243 4209 (fax); email: lornajohnston@shaw.ca .

NOVEMBER 11-14, 2004: Wellington, New Zealand. 17th Annual Australasian Transactional Analysis Conference. Contact: Conference Committee, PO Box 15148, Wellington, New Zealand; australasianta2004@paradise.net.nz

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JULY 7-10, 2005: Edinburgh, Scotland. World TA Conference sponsored by ITAA/EATA/ITA. Contact: Richard Reynolds, exec@ita.org.uk

How we might relate to contemporary psychoanalysis is the theme for an upcoming issue of the *Transactional Analysis Journal*, and I will probably submit something for that. In the meantime, now that organized psychoanalysis is no longer so dominant—and is also considerably more open—I hope that we in the transactional analysis community will have learned to relate to analysts and other mental health providers from a "You're OK" position (even if their 66-page

guideline seems unnecessarily complicated). If we can get enough clinicians to try the no-suicide decision procedure, it will sell itself.

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ITAA The Script

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Scripting in Family Business Planning

by Richard J. Stapleton with
Deborah C. Stapleton and
Meredith A. Tomlinson

A fundamental part of script theory (Allen & Allen, 1988; Berne, 1972; Gioia & Poole, 1984; Lord & Kernan, 1987; Steiner, 1974) is that people create their own destiny to some extent by what they decide when exposed to various messages as children about themselves and what they should do. The script messages plus what the individual decides about them gradually create a life script with choreographed lines, stages, and scenery. People try to find situations that enable them to act out the life script that was partially laid down for them by their parents and others and that was partially created by themselves through their decision making at various ages. With regard to family businesses, Stapleton and Murkison (1990) found that entrepreneurs often create ideas for businesses years before they actually start a business, sometimes at very early ages (as early as 8 years old).

Part of the impetus for the research described here was to see if it was possible using business research methods to determine if script theory applied to the scripting of families in small businesses. Assuming people in general make up their minds about such things as what type of person to marry, how many children to have, and who will be there at the time of death (Berne, 1972), it seems logical that they might also make up their minds at early ages about including spouses and children in family businesses. In other words, we wanted to know if entrepreneurs and small business owners plan to marry certain types of people who will be suitable as partners in small businesses and if they plan to produce children who will work in and perhaps inherit the family business (Cates & Sussman, 1992; Clarke & Dawson, 1998; Cohn, 1990; Doherty, 1997; Lea, 1991; Rawls, 1999; Walsh, 1994/1995).

Methodology and Findings

We hypothesized that entrepreneurs plan to marry someone who will make a good partner in business, produce children who will work in the family business, and will their business and wealth to their children on an equal share basis. We hypothesized that the tendency to do this might vary depending on the gender of the small business owner and on whether he or she started or inherited the business.

To test this hypothesis, we created a 61-question questionnaire designed to answer these and related questions. We mailed 3,000 questionnaires to family business owners throughout the United States in 2000 using a list purchased from a company that produces and markets mailing lists (Dunhill Lists). Our 3,000 names were randomly selected from a list that contained 2 million small business owners.

We received 150 anonymous responses back. Most were from businesses that were relatively well-established, which suggests that family planning issues may be more important to such businesses. The low response rate may have been due to the questionnaire's length or the nature of the questions. In addition, although respondents were offered copies of the responses, only 80 requested them. It may be that most small business owners simply do not want to think about complex family business issues.

Earlier analyses of the data (Stapleton & Stapleton, 2002) did not confirm our hypotheses. No statistical differences were found between gender or generational categories using chi-square analysis. Basically, we found that most of the business owners did not plan their families to any discernible degree either in terms of finding a particular type of person to marry, producing children to work in the business, or

planning to will their businesses and wealth. It appeared that most of the respondents left the family part of family business planning more or less to chance.

However, we later applied a different statistical technique—factor analysis—to the data to see if any new insights might be gleaned from the questionnaire. The main purposes of factor analysis (Johnson & Wichern, 1999) are the summarization and reduction of data. Factor analysis is based on the assumption that there may be latent factors that account for the correlation among groups of observed variables. The variables in one of these groups may be highly correlated with each other but have relatively lower correlations with variables in other groups. Thus, it may be the case that a group represents some underlying, and perhaps unobservable, factor that is responsible for the correlation of the observed variables.

The factor analysis was conducted by Meredith Tomlinson, who had recently finished her doctorate in statistics. Using the SAS statistical package, she found 21 different factors, many of which did not show much influence on the variability of the data. This article focuses on factors that have correlations greater than .4 with at least four questions, indicating a stronger degree of influence on the overall data. By considering the amount of variation explained by the factors, we eliminated all but nine factors, and of these only the first five were highly correlated (correlation > .4) with at least four questions. We therefore eliminated all factors except the first five.

“The impetus for this research was to see if it was possible using business research methods to determine if script theory applied to the scripting of families in small businesses.”

While many possible propositions might be induced from the factor analysis, the following are the most plausible and unassailable. The correlations in some of the factors indicated that the larger and older the business, the more important and complex are the decisions about how to include children and grandchildren, although it is less crucial that children and grandchildren work in these businesses. On the other hand, in less established and younger businesses, the contributions of children are generally more crucial since the typical start-up business is starved for cash and has a low probability of surviving. In these businesses there are more pressures on owners to ask or require their children to work in the business. Consequently, there is a high probability a business script will be imposed on children in such families, and the case can be made that these children will earn an inheritance.

Implications for Transactional Analysis

We asked respondents if they agreed that they knew from an early age what type of person they wanted to marry, and 37 agreed, 41 were not sure, and 63 disagreed. We asked respondents if they agreed they knew from the beginning how many children they wanted to have, and 36 agreed, 41 were not sure, and 74 disagreed. This indicates most people in family businesses are either not scripted at a young age regarding the type of spouse to marry and how many children to have or most are unaware of the scripting.

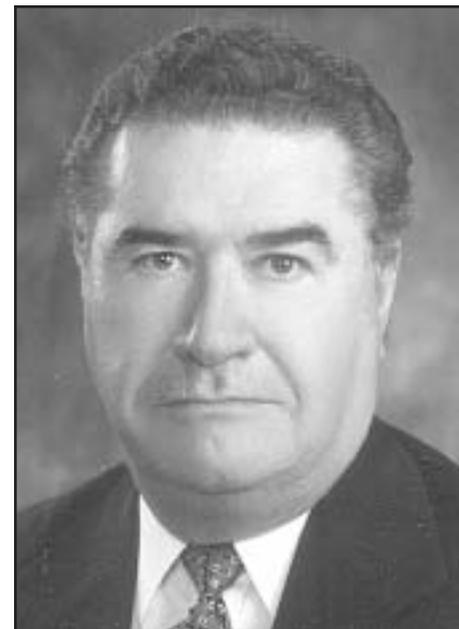
We asked respondents if they agreed that the family business should be willed to the next of kin on an equal-share basis, and 32 agreed, 22 were not sure, 96 disagreed. We asked them if

they agreed that children are entitled to an equal share of the family estate merely because of being brought into this world by parents with no choice in the matter, and 41 agreed, 11 were not sure, and 97 disagreed. This suggests that, at least in terms of their businesses, most family business owners do not unconditionally love and stroke their children equally.

From our research, we concluded that the business script imposed on children in family businesses may depend as much on the circumstances of the business—such as the age, size, profitability, and generations in existence of the business—as it does on family scripts that have been in the family for generations.

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	2003	2002
Current Assets		
Cash and cash equivalents	\$ 67,905	\$ 84,150
Accounts receivable	14,606	1,910
Note receivable	2,688	4,548
Investments	1,022,497	1,016,128
Inventory	3,273	1,781
Prepaid expenses	5,623	14,779
Total current assets	<u>1,116,592</u>	<u>1,123,296</u>
Property and equipment, less accumulated depreciation	<u>1,870</u>	<u>4,164</u>
Total Assets	<u>\$ 1,118,462</u>	<u>\$ 1,127,460</u>
LIABILITIES AND NET ASSETS		
	2003	2002
Liabilities		
Accounts payable	\$ 18,726	\$ 20,469
Accrued vacation	8,304	9,654
Deferred membership	65,611	59,737
Total Liabilities	<u>92,641</u>	<u>89,860</u>
Net Assets		
Unrestricted		
Board designated	\$ 215,887	\$ 196,466
Undesignated	678,764	726,098
Total unrestricted net assets	<u>894,651</u>	<u>922,564</u>
Temporarily restricted	<u>131,170</u>	<u>115,036</u>
Total Net Assets	<u>1,025,821</u>	<u>1,037,600</u>
Total Liabilities and Net Assets	<u>\$ 1,118,462</u>	<u>\$ 1,127,460</u>

Upcoming TA/Theme Issues

“TRANSACTIONAL ANALYSIS & PSYCHOANALYSIS”

Guest Editor: Helena Hargaden

Deadline for manuscripts:

1 October 2004



“TRANSACTIONAL ANALYSIS & ORGANIZATIONS”

Guest Editor: Sari van Poelje

Deadline for manuscripts:

1 April 2005



Please follow the instructions to authors on the inside front cover of any recent issue of the *TAJ*. Email manuscripts to *TAJ* Managing Editor, Robin Fryer, MSW, at robinfryer@aol.com or send to her at 1700 Ganges Avenue, El Cerrito, CA 94530-1938, USA.

Long-Time Members Honored

Below are the names of those members who have completed 10, 25, or 30 years of membership in the ITAA. As president I thank them on behalf of us all for their loyalty to this organization. It is only through the continued support of our members—and especially our long-term members—that we can move confidently into the future. I therefore salute these people as supporters and as holders of the history and wisdom of our organization.

—James R. Allen, ITAA President

30 YEARS OF MEMBERSHIP

Patricia Allen	Helen Markov
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Masashige Kumonjo	Jose Francisco Zurita
Isabel Lopez-Arias	Diaz
Ethelle Lord	

MEMBERS' FORUM

More Responses to Kellett

Dear Editor:

As Mervyn Hine cannot make further response to Paul Kellett, and as Mervyn and I always had much common understanding of the issues around reality, positivism, and objectivity, I want to add a short comment about Kellett's last letter in the May-June 2004 *Script*.

I will not comment on most of the letter as I am unable to understand much of Kellett's language. I do have some experience with ideas such as those he discusses because when I was editor of the *Transactional Analysis Journal*, we did a special issue on transactional analysis and constructivism. At that time I had the chance to carry on discussions with Bruce Loria and the other writers for that issue. There were some parts of that writing that were also not comprehensible to me, and we worked together successfully to reach a common understanding. Thus I know that part of this controversy is a question of language and the way each of us uses language.

My understanding of Kellett's letter was derailed in his second paragraph. Of course, we can agree that there is no absolute time, unless we want to define zero time as the moment of creation of the universe or some other stopwatch zero. So time, like distance and velocity, is a relative measure. That it follows from this that there is no absolute reality is not a logical step, in my mind. However, this is all irrelevant, as when scientists talk about reality they actually mean "reality by consensus"—the description of some object or effect, mental or otherwise, on which many observers can agree. So, arguing about whether some reality exists or not is irrelevant.

The question is more clearly stated as the differences between realism and positivism. Positivism says that we only know about what we can observe and/or measure. The idea of something being real comes down to a shorthand way of speaking about this collection of knowledge. Many specialists in various fields of work become so familiar with their observations and data that they tend to talk as if the data have a reality of their own. Many people call this "reifying." For example, in transactional analysis we talk about the Child ego state as if it were a thing instead of a shorthand way of describing a series of observable behaviors, thoughts, and feelings. It is a convenient way of talking among experts provided we remember that we are referring to a set of data that describes something.

So, collections of observations or reality by consensus I can understand. Absolute reality, absolute time, absolute objectivity are figments of our imagination. Forget absolute, just like "always" and "never." I would be very interested in reading an edited version of Kellett's letter written from this point of view. I would like to understand what he wants to tell us.

If you want a clear discussion of this, I refer you to a book that Mervyn referred me to a long time ago: *The Meaning of Quantum Mechanics* by Jim Baggott. I especially recommend Chapter 3, "What Does It Mean?" In it Baggott explains what is meant by positivism versus realism in clear, simple, nonmathematical language, understandable to my Child. Put into this kind of a context, the seeming conflicts between modern science and the various forms of postmodern theory disappear easily with some clarification of definitions and language.

It can be fun and useful to discuss these things carefully and nonpolemically, but it cannot be done in a few words. And like all resolutions of differences between people, it takes the time and energy to want to come to common understandings where possible.

Ted Novey, Glenview, Illinois, USA

REFERENCE

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Dear Editor:

I am responding to Paul Kellett's letter in the May-June issue of *The Script*. While I find myself mainly in accord with Paul's conclusions, I get there from a preconstructionist's position. (Yes, Paul, there was thinking prior to the current wave of constructivism.)

From my experience with Paul on an Internet forum, I know he is well-read and thoughtful. Unfortunately, I do not have a copy of his original article in the January-February *Script*. I do know that we read much of the same neuroscience and come to different conclusions. Although that is a good support for his constructivist view, for me it is an indication that one or both of us is not clear about reality.

It sounds like the stage is set. But the difference is more nuanced. Mervyn Hine's concept of reality always challenged me to dig deeper, to understand my love/hate relationship with the materialism and reductionism of science in the twentieth century. I'm sorry I never thanked Mervyn for what I see as growth that was pushed by my respect for his thinking.

Paul is clear in his position that reality is relative, and what reality we have is constructed by artful (my word, to cast doubt) people who use persuasion to create a consensual reality.

Mervyn's challenge was fueled by my holding to the Christian scientific position that there is one God and one ultimate reality. Most of us—scientists too—hold this view of a magical One. Mainly, it is held out of awareness. The different rules for material, micro, and macro reality are seen as flaws that science must overcome. The differences certainly did not arise in the process theology (Whitehead process philosophy) that I learned in graduate school. Of course, I'm so old that quantum physics was just creeping out of the physics department when I was in school. The differences did not arise even in my study of Teilhard de Chardin's theory of complexification.

I began changing my view of science about 15 years ago when, in a monthly seminar on science and spirituality, my friend Dr. Wheeler (who has degrees in both aeronautical engineering and psychology) asked me, "Why does there have to be just one set of laws for science?" We know the most about material science: the building of bombs and bridges. But as material science is reduced to micro elements that have no substance, a new set of laws are needed to understand and explain reality. *The Field*, by Lynne McTaggart (2001/2002), provides an imaginative view of this science, including knowledge at a distance. When material gets to be the size of the universe, the predictability of material science needs chaos theory and perhaps an understanding of that invisible force called gravity. For me, reality is an interaction, a continuing process, of at least these three realities.

I, for one, do not think the problem is the existence of reality. Philip Slater (1977), who gave the keynote address when the ITAA met in Montreal many years ago, addressed this problem in *The Wayward Gate*. By weaving a story about a mythical kingdom into his text about the perceptive abilities of various living beings, he made clear that the problem of reality is located in the ego and the perceptual limitations each species has. Reality exists. I agree with Mervyn that our task is to continue to push our limits of perception in order to discover that which humans can know and use. As a philosophy, constructivism side steps this central and unfolding discovery.

It was, however, Paul's ending paragraph that prompted me to write this response. In supporting constructionist philosophy he writes, "The assumption that there is one universal reality, and that a particular 'objective' view of this reality is 'true,' leads to the discounting, pathologizing, and ultimately alienation of other realities and individuals as false and not OK" (p. 6). I beg to differ. The issues of language, meanings, and reality have been dealt with for generations. One example that influenced me shortly after it was published in 1956 is *Existence* by Rollo May and his colleagues (May, Angel, & Ellenberger, 1956/1994). As a discussion of existential analysis with a section on phenomenon, it is very much in the tradition of transactional analysis without the dubious position that reality is a construction. I wish it were; then I'd create a personal reality that omitted the multiple sclerosis from which I suffer, as some constructivists have suggested to me.

Constructivism is a useful reminder to therapists about the long history of human storytelling to explain the known and the unknown. In its soft form, it avoids reality and the search for predictability. In the hard form presented by Kellett, it denies reality and turns everything into belief systems.

Jonathon Wagner, St. Louis, Missouri, USA

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Dear Editor:

The latest issues of *The Script* have made me daring, even reckless. What is there to lose?

About the time that I was first introduced to transactional analysis—Tom Harris's "OK-OK"—I also read *Dianetics* by L. Ron Hubbard. I answered a questionnaire that was included in the book and have been receiving their mailings all these years, probably every week recently. I haven't answered any of them, even though there are some interesting spots. But Harris hooked me, and I attended four months of inspiration at the Gouldings' Western Institute (the first two with one marriage partner and the latter with my present partner). Dianetics grew into Scientology and is now growing in Japan. We all know how transactional analysis is doing.

What I instinctively don't like about Scientology is its religious claims. Hubbard discovered the road to salvation and eternal life—all by himself! I can't even swallow what Paul did with Jesus, although I continue to be a Methodist minister. But Eric Berne had some great ideas, and with a bunch of his peers, he developed transactional analysis. It is still growing, like it should, with one present-day developer even suggesting that assuming that we might look for and find the cause of contamination would result in contamination, in a relativistic world! Wow! What music!

But what I am writing about is that there may be something here that some daring explorer in the transactional analysis world could dirty her hands with by using what they have to get what we are after. (At 83, I'm not going to start that development, although Mary Goulding might!) In Scientology they use a religious artifact called the "e-meter," which is two cans connected to a sensitive ammeter. The person with the problem

holds the two cans in his or her hands, and the auditor asks questions and watches the e-meter as the person answers, noting the way the needle jumps and what it's jumping at. Hubbard called them "engrams," and they "blow them away" until the person's "reactive mind" has been gotten rid of and the individual has gone up the Grade Chart until he or she is pronounced "Clear." After that they work on the clear and run him up the Operating Thetan Levels until... well, I don't really know, but maybe until his money runs out.

In transactional analysis we try to find the childhood decisions that block and screw up the person's thinking using questions, listening to answers, watching body language, following feelings that the counsellee has not allowed himself or herself to experience for 20, 30, 50 years. With two-chair work, dreams, and all the rest—and a very big helping of *luck* (unless you are one of the four doing the demonstration at the end of the conference)—you may help the counsellee on to another step toward rededication. Call it "engrams," call it "childhood decisions"—we've got to follow the feelings in the Child that lead us to the situation that stopped this person. Call it a "lie detector," call it an "e-meter" (an awful lot of "medicines" are "poisons" used in good and controlled ways), it seems to me that if the counsellee was holding those cans and the counsellor was keeping one eye on that meter, it would be a lot easier to get where you were aiming at. Just another tool or methodology that could cut the time wasted in counseling down to a reasonable length.

So Paul Kellett in his *Script* article and letter allowed himself to bring the world of physical dynamics to bear on transactional analysis. Why not steal the cans and ammeter to speed up our healing work? Has anybody tried it? If so, I give you permission to Come on Out!

A last comment: The Scientologists think that psychotherapy is the work of the devil. And when I once screwed up my courage and asked Bob Goulding what he thought of Dianetics, his answer was, "Never heard of it." It was clearly a crossed transaction.

Bob McWilliams, Hiroshima, Japan

Make Sure Your Payment to ITAA is Properly Credited!

We have recently received several bank transfers without any identifying information that would allow us to credit them to the correct person for the correct reason. When making bank transfers into the ITAA bank account, please make sure to include your full name, the ITAA account number (obtain from Ken Fogelman at the ITAA office), and what the payment is for (membership dues, books or videos, etc.). In addition, please email or fax the ITAA office with the same information (your full name, the amount you transferred, account number, reason for payment) in case it is not included with the information forwarded to us from the bank. Send questions to Ken Fogelman at ken@itaa-net.org.

The Maverick Philosophy of Eric Berne

by Leonard P. Campos

To understand Eric Berne's influence on my life and therapy practice, we have to go back to the decades of the 1960s and 1970s. I first heard of Berne back in 1959 at Michigan State University when John Hurley briefly mentioned him as the originator in California of a new model of personality and therapy called "transactional analysis." But after John put up the PAC circles on the blackboard, I concluded that transactional analysis was mostly a cognitive "head trip" and did not take it too seriously. It wasn't until I met Bob and Mary Goulding almost a decade later, at a 1968 weekend marathon, that I became convinced of the potency of transactional analysis. They definitively convinced me of TA's efficacy for changing lives when it is integrated with gestalt and behavioral methods.

"Eric believed that most inmates in our prison system were prime examples of many ordinary people living out negative life scripts that could be changed with therapeutic intervention."

What I couldn't realize in the late 1950s was that the conformist cultural structure of the time was breaking up, especially after some important US Supreme Court decisions that supported the rights of children and adolescents over arbitrary and abusive parental controls. The emergence of transactional analysis in the 1960s would be syntonic with the revolutionary spirit of the time. It was a time of the civil rights, feminist, gay rights, radical psychiatry, and "make peace, not war" movements in the United States. Caught up in this cultural ferment, I was naturally attracted to the maverick philosophy of game-free autonomy that Eric was promoting. His dissection of group and organizational authority in his 1963 masterpiece, *The Structure and Dynamics of Organizations and Groups*, was a great example of his erudite way of granting us permission to "question authority," especially arbitrary, irrational authority. Milgram (1974) would later show how ordinary, normal people—in their blind, passive obedience to authority—can, in fact, inflict severe, harmful electric shocks to others.

Back in 1968, Paul McCormick, Tom Frazier, I, and others were applying transactional analysis with good results (see McCormick, 1973) to the treatment of juvenile offenders at the OH Close School for Boys in Stockton, California. In tune with the times, and unlike our current punitive climate, that was a time when the criminal justice system still believed in the efficacy of treatment (then called "rehabilitation") over punishment. When Eric heard about our work, he invited Paul and me to do a presentation at the San Francisco Social Psychiatry Seminars. Eric esteemed our work highly, not only because it was part of a scientific project, but because he believed that most inmates in our prison system were prime examples of many ordinary people living out negative life scripts that could be changed with therapeutic intervention.

At the seminar he was very complimentary, and I was touched by his support and confidence in me. I experienced what I call a potent "permission-moment" after we had finished our presentation. Paul and I were discussing with him our plan to publish a transactional analysis handbook for adolescents that we would sell to other therapists. I was not confident that it would sell and suggested a small trial number of copies. Picking up on

my limiting money script, Eric turned to me, looked me squarely in the eye, and said something to the effect that it was okay for me to make a lot more money by publishing many more copies.

Eric was very serious about attracting scientifically oriented individuals around him, and it appeared to me as if he were always wearing the crest of his euhemerus, Hippocrates. At my Teaching Member oral examination I expected him to question me only about my expertise in transactional analysis. Instead, he took me by surprise with his question, "What is a goiter and what clinical syndrome is it symptomatic of?" He wanted to make sure I was familiar with physical syndromes as well as psychological disorders. Also, since clinical depression may be a symptom of a thyroid disorder, he wanted to make sure I was familiar with the principles of psychosomatic medicine.

I liked the Little Kid in Eric, who seemed in many of his writings to be poking fun at the establishment in a good-natured way. I remember, however, when I attended a party at his Carmel house, I noticed him trying hard to have fun but never really loosening up his self-control. To me he seemed to be ever-observant, as if his Little Professor were taking notes at the party for his next book. Yet, despite his stiffness, he was friendly toward me. And I always enjoyed him immensely when he spoke, especially when he gave his last paper, with the put-on title, "Away from a Theory of the Impact of Interpersonal Interaction on Non-verbal Participation" (Berne, 1971). I think I liked him because he had an inner smart-aleck Little Kid with which I could identify. In this "give them hell" speech, he covered many of the appealing elements of transactional analysis that attracted so many of us to him: the difference between real change or "cure" versus

"making progress;" the importance of having the how-to or skill of curing others; our ability to change our behavior without first having to explain it; measuring change by results and actions taken, not by using big words or bright ideas; assisting clients to be real by giving up their cop-outs and games; and making it OK to enjoy the process of personal change.

Despite Eric's star status, he was not adverse to seeking help from his colleagues when he needed it. He once called me at my office in Stockton from San Francisco, sometime in early 1970, because he was distressed by a paranoid woman, a neighbor who kept hounding him and accusing him of trying to read her mind and being out to harm her. She apparently was leaving notes in his mailbox, and he was at his wit's end as to how to deal with her. He wanted some tips on how to handle the situation. We shared some ideas about how to treat paranoia, and he respectfully thanked me for my help.

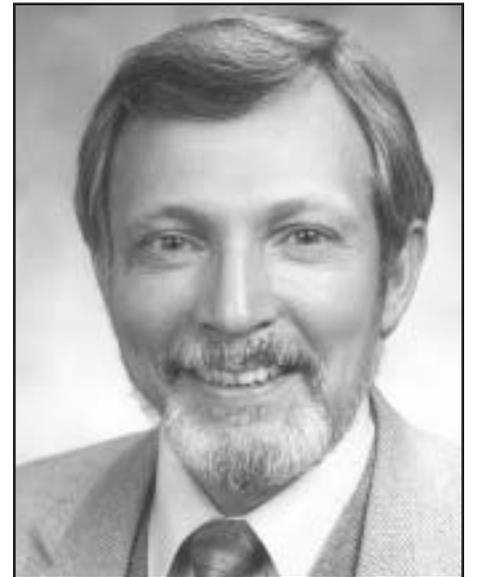
On the 34th anniversary of your death, Dr. Eric Berne, I dedicate this poem to you:

How the world has changed
With you gone from us
Once, our primal leader,
Now our dear Euhemerus.

You shook up the Establishment
And broke up games of Old
Declared our OKness as self-evident
You were a Wizard, and oh, so bold.

You freed the Oppressed Child from tyranny
And made the world a better place
You showed us game-free autonomy
To help us gain a state of grace.

In a world with so little Permission,
With so many still yearning to be free



We shall miss your Grand Vision
Of what a great world this could be.

How the world has changed
With you gone from us
Once, our primal leader,
Now our dear Euhemerus.

Leonard Campos can be reached at 1606 Oakview Drive, Roseville, CA 95661, USA; email: lcampos@ulink.net.

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NEW DVD RELEASE FROM THE ITAA

Observation of Bernean Group Therapy

Featuring Carlo Moiso, MD, and
Isabelle Crespelle, MA

In French with English Subtitles

In this 2-hour DVD, psychiatrist Carlo Moiso facilitates a group therapy session using the therapeutic principles developed by Eric Berne. A group of therapists in training quietly observes the session while communicating in writing with cofacilitator Isabelle Crespelle. The therapy sessions are alternated with discussions between the facilitators and the therapists in training about the

work taking place and the choices made during the sessions. During these exchanges, the clients observe and listen. The DVD was created during a 2-day training session that took place in Paris in November 2003.

Carlo Moiso, MD, is a Teaching and Supervising Transactional Analyst (TSTA) with a private practice in Rome, Italy. In 1987 he received the Eric Berne Memorial Scientific Award for his work on ego states and transference. Isabelle Crespelle, MA, is a Teaching and Supervising Transactional Analyst (TSTA) and psychologist who has a private practice and runs a training institute with seven other TSTAs in Paris, France. She represents the European Association for Transactional Analysis (EATA) and the European Association of Psychotherapy (EAP).

Ce DVD de deux heures est une expérience de thérapie de groupe Bernean avec une observation par des thérapeutes en formation. Le psychologue, Carlo Moiso, anime un groupe de psychothérapie de 8 personnes pendant qu'un groupe de thérapeutes en formation observe silencieusement tout en communiquant par écrit avec l'animatrice, Isabelle Crespelle. Les séquences de thérapie alternent avec des séquences d'échanges sur le travail effectué, les options choisies etc., entre Carlo, Isabelle et les observateurs pendant que les clients écoutent ce qui est dit. Ce DVD est un montage d'un groupe qui a duré 2 jours et s'est déroulé à Paris en novembre 2003.

Carlo Moiso est médecin, enseignant et superviseur en Analyse Transactionnelle (TSTA), en pratique privée à Rome (Italie). Il a reçu le prix Eric Berne en 1987 pour son travail sur le transfert et les états du moi. Isabelle Crespelle est psychologue, enseignante et superviseur en AT (TSTA); elle a une pratique privée ainsi qu'une école de formation de psychothérapeutes avec 7 autres TSTA à Paris.

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Family Businesses

continued from page 1

LES: Elyn Bader and Pete Pearson have written about the hostile-dependent relationship. Access to money becomes a key vehicle for the hostile/power part of the dynamic. The dependent part is that money creates golden handcuffs that keep family members tied in.

BILL: I was delighted to see the inclusion in your book of Berne's group dynamics diagrams, which I still find invaluable. Do you use these diagrams overtly with clients/family groups or more as diagnostic tools?

RUTH: We don't use the group dynamics diagrams overtly, but they are very much in our minds as we consider the power dynamics and the role relationships in family businesses. Family business is a lot about boundaries, and for us Eric's group diagram is still one of the best ways of organizing our thinking.

BILL: In your chapter on oppression, there seems to be a significant change in the tone of your writing, from fairly upbeat and positive to more blunt and cautious and darker. How do you understand the frequency of oppression in family businesses? I have a client in therapy who is the youngest son in a family business. I see him in individual therapy. He struggles to maintain his loyalty to his family and to establish some acknowledged authority in the business while achieving some emotional independence from the family system. Your chapter captured his struggle brilliantly. His family has hired numerous consultants over the years and defeated them all. Do you think families that create businesses are more predisposed to patterns of power and oppression?

LES: Oppression is a major problem for family firms, regardless of how benign and loving the family is. We are concerned not only with the overt and abusive use of power, but also with the more subtle experiences of loss of power. For example, an heir (or heirs) apparent is waiting in the wings to take over the reins (or reigns, depending on your perspective). The person(s) is competent for the job and has been promised the role, but the current head of the company will not let go and turn over management and/or ownership. This is not oppression in the conventional sense, but the heir apparent nonetheless experiences it as such.

RUTH: Oppression is a built-in part of the structure of family business. This is the problem.

When individual identity and value, family relationships, power, and money all converge, there is enormous potential for coercion and abuse, regardless of intent.

BILL: I was struck by your emphasis on shame. There are several author-therapists in Pittsburgh who have written extensively on shame, so it's a theme that interests me. Do you see shame operating as a more powerful dynamic than guilt, anxiety, or other primary affects? And if so, why?

"In family business, shame is a particularly prominent issue because it often arises when our sense of self is challenged, when our incompetence—real or imagined—is exposed."

RUTH: Yes, we see shame as a more powerful dynamic than guilt, regardless of the context. In family business, shame is a particularly prominent issue because it often arises when our sense of self is challenged, when our incompetence—real or imagined—is exposed. If I feel shame in my family, I can go to my work or my friendship network to recover. In family firms these networks are often one and the same. In that way, building resilience is a core concern for members of a business-owning family.

BILL: Would you say more about how you address shaming in the family system? Can you speculate as to why shame is more powerful and/or frequent than guilt or anxiety?

LES: Bill, your question addresses an important aspect of our understanding of human behavior. We wrote an article about this some years ago (Kadis & McClendon, 1995) in which we discussed how shame as an affect is distinct from shaming, which is both a behavior and a transaction. Shame is what we feel when our perceived flaws are exposed, and it may operate independent of the other person; in contrast, shaming is a behavior meant to hurt or control. Shame affect is much more powerful than guilt because it is a preprogrammed, almost hard-wired, response that is associated with several neurophysiological consequences, such as facial flush, a momentary stoppage of thought, and a sense of doom, as if the floor is dropping out from under us. In our view, addressing shame in a family requires a systems approach that includes all three stages of our model. In family

business, the experience of shame is one of the things that results in wounds. We developed the reconciliation model to address these wounds.

BILL: Your case examples clearly reflect that this is hard work! Your results are often modest, not happily-ever-after. I admired that as I read; it felt very realistic. Is consulting to family businesses harder than ordinary family therapy and/or harder than consulting to ordinary businesses? What are the differences you experience?

RUTH: For us, consulting to family firms is more complex and also more exciting than doing family therapy or business consultation. In family therapy, families bring in a problem they want help solving. Family businesses typically take a different initial focus. They frequently want help in transferring the business to the next generation and in getting family members ready to assume power and stewardship. In working toward this succession, we always find typical family and individual therapy concerns. These must be either worked out in the consultation format or be referred out for therapy. Business or organizational consulting presents an entirely different context. The common history of people in an organization is much shorter than in a family or family business. As a result, the personal wounds are not as deep, the triggers are more apparent, the solution more direct, and the outside-of-the-business resources much greater.

BILL: With family businesses, my impression is that your use of contracts is more directive, educational, structuring, coaching, and confronting than we ordinarily see in transactional analysis. Is this an accurate impression? How do you understand the function of contracts in this context?

RUTH: You're correct. As family business consultants, we are more directive, and we see education as an essential part of our job. And in that mode, we structure and coach more than we do in ordinary family therapy. That is not surprising when you consider the task at hand. We have a group of people—each with different levels of interest and involvement in the business—trying to form a team so they can work together to preserve a major asset for themselves and future generations. To accomplish this they need to have governance structures, conflict management structures, estate planning, family employment policies, and a host of other structures and skills. Our job is to help them figure out what they need and to develop the agreements/plans (e.g., contracts) that will frame the work so they can reach their goals.

BILL: You write, "When someone is unwilling or unable, they simply should not be placed in a position of power." This is a remarkably direct statement. How do you carry this position out as a consultant?

LES: As you concluded, we are much more direct in working with family firms than we are in working with families in therapy. That, again, is part of how we view our job. We have seen many family firms in which the parent—usually the father—designates or scripts the first-born son to be heir apparent. Obviously, this has little to do with the wants or skills of that child and can be very detrimental to the course of the business. Such situations require directness to save the business and help the family members thrive.

RUTH: Actually, an important part of that statement is missing from your quote. We wrote, "Whenever a family member is obviously unwilling to change and he or she has little capacity for self-criticism and compassion for others, he or she should simply not be permitted to occupy a position of power in the family business, either at the present time or in the future" (p. 218). Good leadership requires willingness to change the self, the capacity for self-criticism, and compassion for others.

BILL: The full sentence is significantly different and provides a rich definition of leadership. Maybe we should send it to the White House!

On another track, the South African reconciliation model has had a powerful influence on your

work. How did you come across the model and how do you see its relevance to your consulting?

LES: Our connection to the South African model involves a little bit of serendipity. We spent some time teaching in South Africa and became aware of the model about the same time we were struggling with the question of how to handle old wounds in a consultation format. We had also run into many instances in which other conflict resolution strategies—such as negotiation and mediation—had failed miserably.

BILL: You don't seem to go for "cure" but for an acknowledgment of difficulty and acceptance that some damage cannot be reversed, but you do promote—insist on—change. This strikes me as a subtle but significant change in focus. Would you elaborate on this?

LES: The goal of our reconciliation work (as with the South African model) is to create personal understanding and workplace trust so that people can continue to work together even though there are significant old wounds. As part of the reconciliation process, we help people learn to stay in the present and work with one another rather than focusing on and being governed by past hurts. It is, in part, a matter of learning to manage oneself.

BILL: "Apology, forgiveness, gratitude"—not words you see often in organizational and business development. You use them in ways that are not idealistic or romantic but instead quite practical. How has this understanding emerged in your work?

"Oppression is a major problem for family firms, regardless of how benign and loving the family is."

RUTH: Coming from a couple and family therapy background, this is not a surprise. Partners often ask only that the other person hear how what he or she did hurt them and acknowledge the pain. In this sense, the apology is part of the acknowledgment, and the forgiveness is part of the letting go.

BILL: It's clear that your work with family businesses has become a central part of your professional life. As I read this book, I had the impression that this work has provided unique satisfactions, including learning about the dynamics of your own family business/consulting firm. I'd like to conclude the interview by asking you to talk a little more about your own personal satisfactions in doing this work.

LES: Yes, we are always learning about ourselves as we work with both our therapy and business clients. And, you are also correct, we do get special satisfactions in our consulting work. One of these is that we often get to work together and learn from and about each other. Another source of satisfaction has to do with creativity. The structure of therapy is more or less rigid, but in our consulting work we experiment not only with the structure, but also with strategies and techniques. Actually, that experimentation led to our developing the reconciliation model. After working in therapy for 40 years, we are learning a whole new vocabulary and a new way of seeing the world. Finally, our two oldest daughters have successfully started their own business together. This is all very exciting.

BILL: Thanks for this chance to talk, Ruth and Les. It's been a pleasure.

Ruth McClendon, MSW, and Les Kadis, MD, are long-time ITAA members, and Ruth is a past president of the organization. They can be reached at the Carmel Institute for Family Business, PO Box S, PMB 3572, Carmel, CA 93921-0589, USA; email: infambus@aol.com; website: www.carmelfamilybusiness.com.

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Kadis, L. B., & McClendon, R. (1995). Shame and early decisions: Theory and clinical implications. *Transactional Analysis Journal*, 24, 130-138.

EXAM CALENDAR

Exam	Exam Adm.	Exam Date	Location	App. Deadline
CTA Oral	BOC	Oct. 13, 2004	Calgary, Canada	July 1, 2004
	BOC	Nov. 11, 2004	Wellington, NZ	Aug. 1, 2004
	COC	Nov. 19, 2004	Neustadt, Germany	Aug. 1, 2004
	COC	Dec. 5, 2004	Rome, Italy	Sept. 1, 2004
	COC	July 7, 2005	Edinburgh, Scotland	April 1, 2005
TSTA Oral	COC	Nov. 19, 2004	Neustadt, Germany	May 1, 2004
	COC	Dec. 5, 2004	Rome, Italy	June 1, 2004
	COC	July 7, 2005	Edinburgh, Scotland	Jan. 1, 2005
CTA Written	All Regions (Non-Europe)	Your choice	Submit to Regional Exam Coordinator after paying \$50 fee to T&C Council	Your choice
TEWs	TSC	Oct. 18-20, 2004	Calgary, Canada	June 18, 2004
	BOC	Nov. 15-16, 2004	Wellington, NZ	July 15, 2004
	PTSC	Dec. 2-4, 2004	Rome, Italy	Aug. 2, 2004
	PTSC	July 10-12, 2005	Edinburgh, Scotland	March 10, 2005

* COC CTA exam candidates who are doing the COC written case study must submit it no later than six months before the oral exam date. Details/application available from the COC Language Group Coordinators.

Note: Exams subject to availability of examiners/exam supervisors. BOC not responsible for expenses incurred when unavailability of examiners/exam supervisors causes exams to be canceled or postponed. 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.

To arrange to take a BOC exam, contact the T&C Council, 436 14th St., Ste. 1301, Oakland, CA 94612-2710, USA. **Note:** COC people sitting for BOC exams must forward the equivalent of the EATA fee to the T & C Council office. **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:** \$450 ITAA members/\$600 non-ITAA members payable in US dollars to T&C Council, c/o the T & C Council office, 436 14th St., Ste. 1301, Oakland, CA 94612-2710, USA. **COCTraining Endorsement Workshop:** to take a COC TEW, contact the European TEW Coordinator, c/o the EATA office.

KEEPING IN TOUCH

European Region

JORDI OLLER-VALLEJO writes, "Tengo el gusto de informarte que ahora distribuyo mi libro *Vivir Es Autorrealizarse* (ya en su 2ª edición renovada) en su edición digital shareware. Se trata de un texto básico y avanzado de análisis transaccional, el cual puedes bajarte a tu ordenador para consultarlo a tu comodidad cuando quieras. En él encontrarás mucha información, aclaraciones y novedades sobre análisis transaccional, que pueden ser de tu interés. Por favor, si sabes de alguien a quien pudiera interesarle, hazle llegar este email. Gracias y un cordial saludo."

JULIE HAY went to the Ukraine in May at the invitation of Nadyezhda Ivanova Spassenko to run the first ever organizational transactional analysis training there. Nadyezhda Ivanova had arranged for three workshops, which Julie had planned so that both managers and potential transactional analysis trainees could attend. The first two days were run as a TA 101 for managers, although some potential TA trainees also attended. This latter group, plus some others who had done a TA 101 in the past, then spent the next two days in a workshop without managers looking at the Certified Transactional Analyst (CTA) requirements, the ways in which organizational transactional analysis is applied, how to contract with clients, and how to use supervision, plus an in-depth look at some specific transactional analysis theory. They then attended another TA 101 being run for another group of managers, during which they had the chance to observe how the transactional analysis was received by managers and also to consider how they could take the various transactional

analysis concepts, convert Julie's examples to Ukrainian ones, and begin to teach transactional analysis to managers themselves. An encouraging trend is that some of those attending the workshops are already in transactional analysis psychotherapy training, and they came because their clients work in organizations and they wanted to understand that context better.

The plan now is to continue the training using the same pattern: Potential trainees attend alongside managers so they can learn the same theory and at the same time see how managers respond, and then there is a separate workshop just for the trainees to cover advanced theory and supervision. The other topics for this first year are leadership, team work, and change. Three PTSTAs—Suriyaprakash, Mohan Raj, and Annie Murray—will be running further workshops so that within a year the participants will have experienced a variety of training styles and content. They will also receive the benefit of different cultures since Julie and Annie are from the United Kingdom and Suriya and Mohan are from India.

Julie invites other transactional analysis organizational trainers who would consider going to the Ukraine to email her at julie@adinternational.com. As she writes, "We still need to resource this program into the future. The Ukrainian people are extremely hospitable and very keen to learn, and with Nadyezhda Ivanova as your hostess, you will have a great time."

Editor's Note: In a letter to ITAA President Jim Allen last April, Nadyezhda Ivanova Spassenko wrote, "We have awarded over 600 TA 101 certificates since our first TA 101 in December 1997. Over 350 people have attended seminars



Ukrainian group with Julie Hay (seated in center)

at the TA 202 level, and over 150 are regularly training in nine groups around the country. Eleven people have signed TA (psychotherapy) contracts, and training groups are in the process of forming in three new locations. In May we are inaugurating a one-year course for managers and business directors and a 4-year TA 202 (organizational) with Julie Hay. In September we expect to inaugurate a TA 202 (educational) for teachers under Trudi Newton's supervision. We have been blessed with volunteer teaching visits from Marijke Arendsen Hein, TSTA (psy-

chotherapy) from the Netherlands; Valerie Lankford, TM-ITAA and Stephen Karakashian, CM-ITAA; and Mary Goulding, who will be coming again this year."

Journals Available

Terence Jackson writes that he has issues of the *Transactional Analysis Journal* from 1975-1995 that he no longer needs. If you are interested in them, please contact him at jackson@raldioc.org. He lives in Raleigh, North Carolina, USA.

Transactional Analysis in Cuba: A Labor of Love

by Curtis Steele and Nancy Porter-Steele

We began going to Cuba to teach in January 2001. It was an entirely serendipitous beginning. We had planned to take a short vacation in Iceland but were turned off about that idea. Then Curtis recalled that he had wanted to travel to Cuba ever since his undergraduate days, when he could not afford to go. We spoke of our interest to a psychiatrist friend here in Halifax who had experience in Cuba. He said, "They will probably want you to teach," and he put us in touch with Dr. José Rivas, a psychiatrist. That was the beginning of an interesting and rewarding series of visits to Cuba. We have now been five times and have introduced a number of our transactional analysis colleagues to Cuba, including Jan Morrison, Duncan Bremner, Marion Stork, Mary Goulding, and Natalie and John Tyler.

It is our intention to bring transactional analysis to Cuba in a way that enables Cubans to learn and teach TA to their colleagues. We began our teaching at a hospital called CIMEQ (this stands for the Center for Medical and Surgical), and after two visits we moved to a psychiatric facility called CENSAM (the National Center for Mental Health). Transactional analysis has been enthusiastically embraced by the Cubans we have met, who voice that it is entirely in accord with the principles of the Cuban Revolution. There are now four Cuban psychiatrists who have become competent and innovative teachers of transactional analysis. Recently they demonstrated their competence in teaching over a period of 7 days in the presence of Nancy, their primary trainer.

Transactional analysis is now part of the curriculum for psychiatric residents at CENSAM and is included in their examinations as they complete their training.

During our next visit, planned for February 2005, we anticipate working with both the teaching psychiatrists and the current psychiatric residents; we will focus on practice and on developing their skills in transactional analysis supervision.

Curtis has pursued his interest in the energy therapies as profound and rapid means of healing, and he has found the Cubans very open to these approaches, especially since Chinese medicine is an integral part of their health care system. Curtis is combining transactional analysis and energy therapies in group treatment with patients and in training therapists at the mental hospital.

It is a joy to work with people who are eager to learn and to apply what we are able to teach, who are already extremely well-trained but love to add to their skills, and who reward us with their limitless kindness and affection.

Curtis Steele and Nancy Porter-Steele are long-time ITAA members. Nancy is currently a member of the Transactional Analysis Journal (TAJ) editorial team, and Curtis serves as the book review editor for the TAJ. They can be reached at 706-609 Coburg Rd., Halifax B3H 4K1, Nova Scotia, Canada; email: steele@ns.sympatico.ca



Dr. Rosa Tuduri teaching the miniscript



Dr. Gabriel Lajús teaching stimulus hunger



Dr. Sonia Marrero teaching contracts



The Carlos Finlay monument, which is dedicated to the Cuban doctor who found the cause and prevention of yellow fever. This is perhaps the only monument in the world that is a model of a hypodermic syringe.