



IDTA Newsletter

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June 2020

It has been an eventful year so far. However, on the principle of never wasting a crisis, we have new learning - two great articles relating to Covid-19 - from Russia and from Curaçao. Plus another article from South Africa about achieving goals which can be just as relevant for current events.

And an update and explanation of how Covid-19 had such an impact of the conference. And below we explain why this issue is numbered 1 and 2—we kept waiting to finalise the content about the conference and the saga lasted a long time.

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We apologise for missing the March issue of this Newsletter. Because of the impact of Covid-19 on the World TA Conference, we were waiting until we had definite news to announce—and then the news became the cancellation by ITAA/EATA/FTAA/UKATA/IARTA of the conference—and the IDTA volunteers on the Organising Committee decided we could not continue alone—so the online alternative conference also had to be abandoned. An explanation of events is given inside this Newsletter.

IDTA Council News

World TA Conference 2020

You will see elsewhere in this Newsletter an explanation from Julie Hay, Lynda Tongue and Sandra Wilson, of what has happened that led to the World TA Conference being cancelled by five of the associations involved. Because IDTA provided three of the six volunteers that made up the Organising Committee, conference activities have largely been the focus of the three IDTA Council meetings held so far this year – and especially since COVID-19 emerged.

Our Council meeting earlier in the year included much celebrations of how well the conference bookings were looking. We then moved into dealing with how our volunteers were finding solutions to coronavirus and how these were being rejected by the Presidents of the other associations, in spite of IDTA President doing her best to challenge the way in which the hard work of the Organising Committee, and the requirements of UK law, appeared to be being discounted.

IJTARP

We also noted with disquiet the way in which EATA had opted to make information available about an organisational complaint under the heading of Ethics, and how they had not offered any opportunity to include a different perspective when the material was put into the EATA Newsletter, where it is publicly available.

Other activities

We decided not to volunteer to organise an EATA Executive Committee Outreach Program, which is an initiative whereby national associations make all the arrangements for such meetings and the members of the Executive Committee then provide a workshop. We did not think it realistic to take on another such task whilst dealing with the World Conference.

We were pleased to make the usual annual return to EATA in March and for the first time as a Special Interest Group, we included all of our members.

Now the World Conference 2020 is no longer happening, we look forward to having time to focus on other initiatives for IDTA, once the IDTA Council has been reconstituted at the forthcoming AGM.

Annual General Meeting

As required by our Constitution, you will soon be receiving a formal email notification of the date and time of the IDTA AGM, to be held online again as we have been doing for some time. Please note the dates – 16 July 2020 at 1000 GMT/UTC. We will begin the meeting but we do not expect that it will be quorate. If it is, we will complete the business – if it is not, then our Constitution allows us to reconvene it so we will do that on 23 July, starting at the same time. If we are not quorate within 30 minutes of beginning that second meeting, we can continue the meeting anyway.

IDTA Delegate to EATA

So far IDTA is the only Special Interest Group affiliated to EATA so we have appointed the single delegate that EATA have decided the Special Interest Groups must share (although that will rise to 2 delegates if the Special Interest Groups have more than 300 members between them).

EATA website contains a map showing the locations of the various national associations; and EATA has agreed that we can position IDTA to indicate our international membership instead of showing us as in the UK.

Our delegate is Julie Hay and we have scheduled extra meetings so we can go through with her the very lengthy Agenda for the forthcoming EATA Council meeting commencing 11 July—and running for 3 days.

Who cancelled the World TA Conference

Julie Hay, Lynda Tongue, Sandra Wilson

Summary

World TA Conference 2020 Ltd was set up as a limited company to protect UKATA from the financial implications of any disaster that was not covered by conference cancellation insurance, such as coronavirus. IDTA had no involvement in the decision when ITAA/EATA/FTAA/UKATA/IARTA refused to postpone the conference until 2023. They did this even though the hotel and almost 300 of the participants had agreed to do that so that other participants could have refunds, and at the same time as indicating they would probably run it in the UK in 2023. Those associations announced that their decision was Julie Hay's fault, after which the keynote speakers and other presenters withdrew from the online conference that those associations had previously authorised the Organising Committee to set up.

Who had control

Much has been published that makes it seem as if the liquidation is not under the control of the TA associations, even though it only happened because they rejected 2 different solutions put forward by the Organising Committee.

The World TA Conference 2020 belongs to ITAA, EATA and FTAA. There was a 6-Associations Contract that it would be run by 3 UK-based associations – UKATA, IARTA and IDTA. That contract included a clear statement about how the profits and losses would be shared amongst those 6 associations. It also included an Authority Diagram which shows that the UK associations would provide volunteers to an Organising Committee which was operating under the overall control of a

Steering Committee comprising representatives of ITAA/EATA/FTAA.

A limited company was set up by UKATA, IARTA and IDTA to protect UKATA from the financial consequences of signing a contract with a venue for such a large conference, bearing in mind that recent international TA conferences had experienced problems such as flooding and terrorism. The limited company therefore handled the finances and the business contracts. Everything else to do with running the conference was handled by the Organising Committee and approved by the Steering Committee.

There were originally 3 directors of World TA Conference 2020 Ltd. However, Julie offered and the Organising Committee decided to protect the other directors who were originally representing UKATA and IARTA. All actions taken by her had the full support of the Organising Committee, until Julie had to make the decision, as the sole director, to put the company into liquidation. We agonised over this for over two months but had no choice when the 5 associations (not including IDTA) announced the cancellation and non-postponement.

What happened

Until coronavirus emerged, the Organising Committee were well on track to run a highly successful conference with around 1000 participants. As soon as we became aware of coronavirus, we proposed to the Steering Committee that we begin to organise an online as well as an on-site conference and a third option of a hybrid – a mixture of online and on-site. We suggested this on 2 March and on the same day we were praised by the Presidents of all of the associations involved and authorised to go ahead.

However, participants began requesting refunds and giving coronavirus as the reason. Until then we had immediately given refunds to anyone who asked.

However, recognising that many people might now cancel for the same reason, Julie realised that that we would not have enough money in the bank to give everyone a full refund. Booking income had already been spent on setting up the conference – IT and administrative work in setting up a website, presenter proposals system, accounting package, and then dealing with bookings, presenter proposals, etc - all in line with the agreed budgets. Seed money provided by ITAA/EATA/FTAA had only covered the deposits to the conference hotel.

As well as not having all of the booking income left in the bank, we would not have had enough to pay the conference hotel if they were to be open for business in July and we were already within their 90% cancellation fee deadline. Conference cancellation insurance does not cover infectious diseases. Suddenly, we had gone from being on target to run a successful conference with profits, to a potential disaster.

On 7 March Julie, on behalf of the Organising Committee, asked the associations whether they would provide financial support in line with the original 6-Associations Contract. She pointed out that legally they did not have to. However, we assumed that they would want to, in just the same way as the directors would have handed over the profits to Associations afterwards. We also knew that EATA had about €300,000 in reserves. We were assuming that, like IDTA, the other associations would not have had much money to cover their shares of the losses.

We made this request only five days after we had been praised for what a good job we were doing. We can understand that it might well have seemed quite frightening – it certainly was to us when we realised the situation. However, we were surprised to receive a reply from EATA President a few days later that indicated that he and the Chair of the Steering Committee believed

Julie was initiating a psychological game and indicating there was no intention of providing any funds. The response from ITAA President was to ask Julie to put the information into bullet points, which she did.

The Organising Committee continued to look for solutions. We re-negotiated with the Hilton Metropole Hotel management, who were at all times extremely flexible and constructive. We identified, in turn, two options that would have allowed participants to receive refunds. Five out of the six Associations that were in control of the Conference rejected both these options.

What was IDTA's role in this?

50% of the Organising Committee were IDTA volunteers. In the original 6-associations contract, UKATA were meant to provide five volunteers; however while there was one UKATA volunteer who worked extremely hard, there were another three who each joined the Organising Committee in succession and each of whom resigned from the Committee before they had completed any tasks. There were two volunteers from IARTA whose work was only just beginning as coronavirus emerged.

When we made the request for support on 7 March, Julie had explained that IDTA did not have enough financial reserves to pay their full share of the losses. IDTA President attempted to organise an urgent meeting with the other presidents, but was told that they were not available to meet for a week or two. After that, IDTA were largely ignored by the other 5 associations. Later on, Julie attended a meeting with the other Presidents in her role as 'stand-in' for IDTA President, only to see an announcement published afterwards that implied that IDTA was in agreement with a decision that we had been protesting against. IDTA was also not consulted before the final cancellation/non-

postponement announcement was issued.

After the first announcement, the UKATA and IARTA volunteers withdrew from the Organising Committee. In spite of this and the announcements, the IDTA volunteers on the Organising Committee continued to organise the online conference that had been approved by the Steering Committee. This was intended to provide a free place for anyone who had paid to attend the cancelled on-site conference.

Unfortunately, the keynote speakers and several other presenters withdrew, even though they had previously confirmed their willingness to work online. We therefore had no choice but to cancel the online conference as well.

A TA Analysis

The Chair of the Steering Committee and the EATA President consider these events to be a psychological game. Below as a reminder are the diagrams of the drama triangle and the potency pyramid.

A few years ago, ITAA and EATA Presidents both supported a 'manifesto' issued on behalf of the international TA community that stated that refugees were playing a psychological game with politicians. Julie protested at the time that it was not playing a psychological game when you were genuinely vulnerable - we had all seen the images of devastation when entire neighbourhoods had been bombed. This links back to when Berne decided to call a game 'Rapo', with the implication that women invite rape, and many TA practitioners are apparently still failing to distinguish between real victims, who are genuinely vulnerable, and those who have set themselves up as Victims because of their script issues.

It is hard to believe that everyone who booked for the conference had a script issue that called for them to lose their money. Yet they are the real victims (no initial capital letter) of the cancellation and non-postponement – a situation the

reduced Organising committee were working hard (in awareness) to avoid. It is well known within the UK that a liquidation process usually results in most of the remaining money being paid as liquidators' fees. The recent recommendation from some associations to vote for a Creditors Committee will just mean that even more is spent on liquidators' fees.

Julie was accused of acting as a Rescuer but she was being Responsible – she and the rest of the Organising Committee continued working hard and created options that would have meant that the those who wanted refunds could have had them, and the conference could have been run in 2023 (just as the five associations have indicated is their intention). The Hilton Metropole management were also recognising their own Vulnerability and were being Responsible when they agreed to the postponement – as well as when they had agreed originally to only charge us for whatever number of delegates would have been able to attend in July.

When Petrūska Clarkson (1987, 1993) wrote about Bystanders, she referred to the Kitty Genovese story and this has since been discredited – it is not true to say there were a number of people who ignored the murder. In the same way, if the process around the conference has been a psychological game, then EATA delegates have all been Bystanders to the decisions being made on their behalf. We believe that they have been bystanders in the same way that refugees are victims – there may not be much you can do when others abuse the Power they have.

On the other hand, if it is true that this is a psychological game, then Julie has been Persecuted by the Presidents of several major TA Associations for trying to Rescue several hundred Victims, whilst thousands of those associations' members have been Bystanders. According to Jenni Hine (1990), the apparent end of one game may be merely the start of the next round of the

game. We have had one switch, of Julie from Victim to Persecutor, but that was nearly instantaneous after she asked for help, so perhaps it was a continuation of a previous psychological game in which EATA Persecuted her over the Journal (see EATA Newsletter February 2020). However, the Presidents have not yet switched roles so maybe there is more to come.

If it is indeed a game, then beware of volunteering to do anything for a TA association - and especially for EATA, who have accepted an Arbitration Report which clearly confirms that volunteers should not do anything unless a clear proposal has been voted on in a Council meeting and clearly documented in the official Minutes.

And at the time of writing, the Presidents of ITAA/EATA/FTAA/UKATA/IARTA have still not responded to IDTA President's request that they explain their rationale for their decision to cancel the conference, beyond citing "a break down in trust and communication between us, Julie and the organising committee".

Julie Hay - Teaching & Supervising Transactional Analyst (Counselling, Organisational, Psychotherapy, Educational); past president of EATA and

ITAA; Chair Organising Committee: EATA Conference 1988, EATA Research Conference 2012, World TA Conference 2020; Project Manager TA Proficiency Awards; Project Manager TA Dictionaries; Editor International Journal of TA Research & Practice.

Lynda Tongue - Teaching & Supervising Transactional Analyst (Organisational); past delegate to EATA Council on behalf of the 4 TA affiliated associations based in the UK; past member of COC; elected as ITAA President Elect but resigned before taking up the post due to operational concerns.

Sandra Wilson – Teaching & Supervising Transactional Analyst (Organisational); DProf Coaching Psychology, MProf Coaching, MA Abnormal Psychology; past vice president EATA and Chair Conference;

References

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Clarkson, Petrůska (1993) Bystander Games *Transactional Analysis Journal* 23:3 158-172

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IJTARP - International Journal of TA Research & Practice

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By the time you read this newsletter, another issue of IJTARP will have been published.

The June 2020 issue contains **research** about burnout – highly relevant currently – plus a Burnout Assessment Chart and an accompanying Interview Guide, as well as an outcome measure for practitioners to use with clients who are unable to specify the problems in ways that allow diagnosis.

In the **Practice** papers, there is one from Brazil about neuroscience and TA, two papers by a Polish author currently in Guatemala who writes about using TA concepts in learning groups and about the different roles of counsellors and educators in educational contexts, and this section finishes with an article on TA and spirituality on the basis of looking at the Indian philosophical system of Vedanta and how it relates to physis, autonomy and the Adult ego state.

Online training for volunteers on Covid-19 Hotlines

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Editor's Note: *Yulia has designed and implemented a program of 5 webinars accompanied with practical online seminars for a volunteer project for hotline operators providing support for the Covid-19 pandemic. She teaches the topics of stroking, ego state theory and transactions from different ego states, windows to the world, discounting, and working styles. Many of the students' questions concern practical techniques for self-regulating and coping with negativity, or how to keep your own border if the person who is communicating with you on the phone shouts and insults you.*

The function offers training for Hotline operators to reduce the level of psychological tension.

The training program includes:

- 5 webinars on the record, with theoretical material and exercises for individual practice;
- online weekly seminars for practicing practical skills (up to 20 people).

Format: online meetings on the Webinar platform or similar (organisers – "We are together").

Project implementation period: from April 28, 2020 to June 12, 2020.

Participants: operators of the "We are together" Hotline, including employees and volunteer operators working on the basis of the "medical volunteers" project

Topics

The training topics are divided into 3 sections, covering the main difficulties faced by operators when working with requests: "What's going on?", "Me and my role", "What to do?".

The first section examines the main causes of destructive behaviour (rudeness, high-pitched conversation, demand) of clients.

Goal: learn to "separate personality from behaviour," understand the causes of destructive behaviour, and ignore the negative message.

The second block defines the role of the operator in what is happening. We study the characteristics of people with different types of adaptation – working styles and how their strengths and weaknesses affect the operation of the Hotline and interaction with subscribers.

Goal: analyse your own characteristics, know the strengths of your working style and use them in dealing with complex calls. Anticipate individual responses to emotionally charged conversations and be able to manage them.

In the third section, we study tools for managing your own emotional state and reactions to what is happening.

Goal: to learn tools for self-regulation, techniques for conducting complex dialogues, and entering and exiting a professional role.

The Training Announcement

What's going on? Conflict requests: causes and methods of work.

When working on a Hotline, you have to deal with requests in the form of demands, high-pitched conversation, and even open rudeness. In the context of the Covid-19 pandemic, the population is faced with a new form of reality in which not everyone can adapt in a healthy way. Having lost a sense of control over the situation and security, people tend to get that back in an accessible way and communicating with the Hotline is one of them.

As a result of the webinar, you will be able to analyse and understand the causes of conflict behaviour, learn how to build

adequate and respectful boundaries, manage the dialogue - to direct it in a positive direction or constructively complete it.

Here I used TA topics of strokes and transactional analysis.

What's happening? "Not everyone can be helped" or how to work with requests that go beyond the limits of authority and be useful?

The current situation has exacerbated and brought to the surface the problems that people face every day. Difficult interaction with state authorities, poverty, alcoholism and domestic violence. People are looking for a way out, turn to various methods, including expecting to get support from the Hotline. And someone just needs, it is vital to talk out... and it's really hard to stand it. It is even more difficult to deal with the feeling of being unable to help, with a sense of your own uselessness or the insignificance of the help you can provide.

The webinar will allow you to look at the world from different angles, think about what is really happening and learn methods of healthy perception of what is happening.

Here is I used discounting and windows on the world.

Me and my role. Working style.

We are different and this is good news. Each of us has strengths and features and is able to use them in different ways. In stressful situations, there is no universal solution, "magic wand". And a person who knows himself well can easily manoeuvre in stressful situations, using his strengths and compensating for emotional reactions to events.

During the webinar, you will be able to define your work style, learn your strengths and weaknesses, learn how to manage your reactions, and interact with representatives of other work styles effectively.

Here is I used working styles.

What to do? How to effectively deal with emotions after negative conversations and restore the resource.

We are faced with different emotions, working with applications. Sometimes it is difficult for us to "digest", leave the negative conversation in the past and we keep the negative emotions in ourselves, repeat it many times in our head and ask ourselves - "Did I do everything right?". Often, we even realize that the significance of the event is not high, but it is not easy to get rid of an unpleasant feeling inside ourselves.

During the webinar, you will learn practical skills to get rid of unpleasant experiences and transition to a resourceful state, form your "Circle of perfection" and be able to use the resource state at any time.

Here is I used Circle of Excellence, Resource States, Walk of Grace and Power (from Julie Hay's NLP Handbook).

What to do? Work "on remote". Effective combination of work and home in one space.

Even yesterday, it was a dream to work from home and not spend so much time and effort on the road. Today, dreams have broken into reality: the first days of euphoria have passed, leaving behind confusion, irritation and guilt. You need to create a new reality and solve a lot of unexpected things. Get up in the morning on the alarm clock or sleep until lunch? What should I do if I want to "stay up late"? How to negotiate with your loved ones to have their own territory and time? How to solve the problem with a small child who does not understand why parents are at home and not with him, but with work? These and other issues lead to internal discomfort, reduced performance, and emotional burnout/stress.

The webinar will help you create a new structure in which you can combine work and home, even when you are with your

loved ones in a small apartment, determine the professional role and markers for entering and exiting it. Practical examples will help you find your personal ways to combine work and leisure in a new reality.

Here I later used Contracting at the request of participants.

References

Hay, Julie – various dates of workbooks issued as part of an ongoing TA training programme

Hay, Julie (2004) Neuro-Linguistic Programming Practitioner Course – handout manual Watford: Sherwood Publishing

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Functional Fluency in times of Corona: Leading through the crisis

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The Coronavirus has ripped through the fabric of our society and economy, challenging business and civic leaders to respond in an effective manner, incorporating key aspects of the practical Functional Fluency Model to mitigate its far-reaching effects, writes transformational leadership expert Leona Bishop.

People who understand the Functional Fluency Model and know how to use it are better equipped to respond, rather than react when adversity strikes. In uncertain and chaotic times, they use their ability to do complex accounting; the capacity of humans to reflect, consider, imagine and problem solve.

Important accounting functions include assessing what is relevant in a situation, working out what is significant in the circumstances, imagining possible implications and considering what needs to be decided. Then comes the choosing of options and necessary conditions for action to take place. All of this uses energy internally, 'head, heart and guts', which is why we say that accounting works like an internal 'mode of behavior' i.e. it's not observable.

Accounting, therefore, is what a person does internally in order to choose what to do or say next (Temple, 2020).

Key Questions

- How do we behave in the midst of the Coronavirus turmoil?
- Are you behaving in a way that is beneficial to yourself, to others and your community?
- Or is the outcome of your behavior harmful to yourself or others?

- How are you using your energy?
- Are you reacting or are you responding?
- Are you organizing tequila and lock-down parties at your house? Or are you adapting to the rules of staying at home, only going out when really necessary and social distancing?

What is so unique about Functional Fluency?

Like many of my colleagues and clients, I know how extremely useful the Functional Fluency Model is and how transformational it can be in a person's professional and personal life. However, it takes curiosity, openness, willingness and effort to fully understand how it works, to become aware of your behaviour and the effect of it on yourself and others, and to learn how to put it to use in everyday life.

During the past few weeks I have been observing how people are behaving in the midst of the Corona crisis, and clients have been asking me for extra coaching because they are in need of support whilst having to deal with the adversities they are personally experiencing.

It made me think even more how wonderful it would be if everyone had learned about Functional Fluency. What a huge positive difference that would make in the world on all levels (individual, group, team, organization, community, country and world). The happenings around the Coronavirus inspired me to write this article with the objective for more people to understand how the model and tool work and how they can use it for the safety and benefit of themselves, and the communities/countries they live in.

Firstly, I would like to illustrate how the Functional Fluency Model can be used by referring to a number of current examples, some of which you might recognize. I will then give a recap of the steps for you to take if you find yourself struggling with the

situation. It is all about responding more and reacting less!

Example 1 – The young entrepreneur

She is in her early thirties, a single mother and is running a successful business. She employs three people and hires others on a contract basis. She has big ambitions and is extremely courageous. She is currently expanding her business which implies getting a loan to be able to pay for the relatively big investment needed. She has signed a contract to rent a larger space for the multi-services she is planning to provide. She has been able to find an investor and has set a number of people to work on the interior of the venue, aiming to open her new expanded business for clients on April 1st.

She has just returned from abroad where she was supposed to attend a conference for professionals in her working field. And then Corona hits the country she is in and the country where she lives. The conference is cancelled. A week after her return she sends me a WhatsApp message saying that she is hyperventilating and having anxiety attacks because of the situation she is in. We agree to have a call the next morning.

During the call I listen to her story and I ask her how she is using her energy in view of Functional Fluency. She understands the Functional Fluency Model and we can quickly pin point what is going on. Her anxiety (Compliant/Resistant mode) is causing her to hyperventilate, however it is not preventing her from taking action.

She reaches out to me expressing her need for help (Cooperative/Spontaneous mode). As soon as we are on the call, I invite her to direct her energy to the Accounting mode - being in the here and now, being 'with it', and dealing with whatever is happening in a realistic way. Accounting is something you do!

Taking action

I ask her to make a list of issues that need her attention (Structuring mode). I notice how much effective action she has already taken. As soon as she arrived back home from abroad, she closed down her business due to the possibility that she might be carrying the Coronavirus and could infect her colleagues and clients. She decides to stay at home and sends out emails to all her clients to let them know that the business will be open again in two weeks, considering she is Corona-free (Nurturing mode).

She informs her clients of the Corona regulation policy once the doors open again (Structuring/Nurturing mode). She has also started to sell products her clients are in need of online (Spontaneous mode).

I ask her to reflect on what she is doing and how effectively she is doing it all. Her anxiety fades away and is now able to see that she has the inner strength, the creativity, the ability and the resilience to do what needs to be done. She then tells me what else she needs to do (Structuring mode). When people are really scared, their overriding need is for relevant information and protection. As her coach, this is what I have made possible for her.

Example 2 – The judgmental, fault-finding, know-it-all colleagues

One of my clients works at a company where the CEO has directed employees to work from home due to Corona. He tells me angrily about how his manager wanted him to come into work because he was needed.

My client is annoyed and says it is contradictory to what the CEO has told everyone to do. He goes into work reluctantly (Compliant/Resistant mode). Sitting behind his desk, a colleague walks in and – with a strict tone of voice - asks him

why he is in the working place and if there is something he needs to tell her (Dominating mode).

My client is not a fan of this specific colleague (to say the least) and with an arrogant look and tone of voice he replies: 'What are you talking about?' (Dominating mode). His colleague punitively tells him that he was stupid to handover a laptop the day before to another colleague who had just come back from the United States of America - who could be carrying the Coronavirus (Dominating mode). And now he was putting others at risk. They get into a quarrel about who is right and end up getting nowhere.

Knowing your triggers

I ask my client to use his energy to assess the situation (Accounting mode) and find out what he could have done differently, starting off with viewing the colleague from a fair perspective and finding out how he can connect to get along with her in a positive way (Cooperative mode).

My client has become aware that his colleague triggers him to become angry just by looking at her and that he needs to be grounded to make sense of what is going on between them. It is a repetitive dysfunctional pattern and it is energy draining for him.

I encourage my client to investigate the relevance of this pattern and specifically his own reaction. Does he recognize the pattern? All of a sudden my client's eyes fill up with tears and he tells me how he was never good enough for his mother, for his family and for his ex-wife.

As soon as he doesn't feel valued or recognized, his ability to do accounting shuts down, and fueled by anxiety (Compliant/Resistant mode) he unconsciously uses his energy to fight back by showing judgmental, fault-finding and knowing-better behavior (Dominating mode).

Interestingly, his colleague reacts in a similar way, so what might that be about?

Shifting ineffective behavior

What now comes into my clients' awareness is that his colleague is a trigger for an old relational pattern of behavior to emerge and repeat itself. As my client becomes grounded and more able to investigate and evaluate the situation (Accounting mode), he realizes that this pattern is no longer serving him and that he has a choice in ways to respond (effective modes of behavior) instead of automatically reacting (ineffective modes of behavior).

We explore the possibilities together: he could acknowledge the concern of his colleague about the possible risk of infection (Nurturing mode), explain calmly with a kind and understanding look and tone of voice that it was not his intention to be at work and that he completely understands the risk; however his manager had called him in. And then ask his colleague what she thinks is needed to solve the situation (Cooperative mode).

Chances are that his colleague's energy will be shifted into effective modes of behaviour with a better outcome for both.

Example 3 – The anxious mum

She is working as a team manager in a company which is part of a large international organization. She is great at her work, although she does tend to take on a lot of the concerns of her team members. She is mother of two teenage daughters who have both just moved abroad to study.

And now she is worried sick to her stomach about what could happen to her children, who are in a country where Corona is spreading quickly. She asks me for support to help her cope with the situation in an effective way.

Reacting instead of responding

I invite her to take a good look at what she is doing internally, to find out what she needs to know to be able to respond

effectively to the situation. She is aware that she is reacting instead of responding. Her energy is draining, she feels dead tired and it has come to a point that she is no longer able to concentrate.

Because of her anxiety she is constantly phoning her daughters and telling them what to do and what not to do. She has even ordered Paracetamol online to be delivered to her daughter's houses just in case they haven't bought any, just like she has told them to do. She gets annoyed with her eldest daughter for taking the train to look after her younger sister, who is studying in another city. She tells her off for it.

Her anxiety is triggering her to behave in an over-protective and smothering way, whilst she is in denial about not taking good care of herself (Marshmallowing mode = ineffective care). It is also causing her to use energy to try control the situation by phoning her daughters continuously, telling them that mom knows best and that they must listen to her (Dominating mode = ineffective control).

It has come to a stage that her daughters have told her that they don't want to pick up the phone anymore when she calls (Resistant mode).

I explain to my client that her reactive behavior is an invitation to her daughters to also behave in a reactive way. The more she uses her energy for ineffective control and ineffective care, the more probable it is that her daughters will react by behaving in either a submissive or rebellious way (Compliant/Resistant mode) or perhaps a reckless, childish or egocentric way (immature mode).

The hidden message

The hidden message that she is actually (unconsciously) conveying to her daughters is: 'You are not good enough' and 'you are

inadequate'. Her behavior is actually 'robbing' her daughters of their autonomy.

My client realizes that she needs to be present and in touch with the 'here and now' and use her energy first to care for herself (Nurturing mode) and to connect with her daughters in a different way. She decides to do things she loves, that make her happy and energized. She gets back a better connection with her daughters by using effective modes of behavior; for instance by calling them up and telling them that she is having fun and asking them about nice experiences they are having (Spontaneous mode).

Or calling her eldest daughter to apologize that she got annoyed (Spontaneous mode) that she had travelled by train to be with her younger sister, that she understands why her daughter did it and that she is proud of her for taking care of her sister (Nurturing mode).

She tells her daughter that she reacted out of concern and that she realizes that her behavior is ineffective (Accounting mode) and then asks her what she thinks is necessary to keep safe (Structuring mode). The message she will then be conveying to her daughters is: 'you are loveable and valuable' and 'you can do it and succeed'!

Example 4 - The reality assessing entrepreneur, mother, grandmother and spouse

So how do I deal with the adversities that I am experiencing?

I am an entrepreneur and very lucky to be the mother of two wonderful grown up daughters, and a partner to a loving and

caring man. Four months ago, my first grandchild was born - a beautiful baby boy. There is a distance of almost 8 000 kilometers between me and my loved ones.

My work is currently the reason why we are apart and the possibility for me to go back and forth to visit them makes it doable. And then Corona came about.

My daughter, grandson and his father were supposed to come for a two-week holiday and stay with me. Last week inbound flights were cancelled due to Corona. After doing some accounting, I quickly decided to book a flight to go and see them and also be with my husband and other daughter. I had spoken to a number of my clients and arranged to continue working online with them. Other clients had put the work I am doing for them on hold because of the risk of infection. This gave me space to leave the country (Structuring and Cooperative modes).

Half an hour after booking my flight, news reached me that residents were not allowed to leave the country, so my plan fell through. I was able to reschedule my flight (Structuring mode).

In the meantime, both my daughter and her partner had been sent home from work because the businesses had closed down due to Corona. They both work on contract basis, meaning that they have no income if they don't work. And they have rent to pay and a baby to take care of.

Of course, all of this could stress us out. However, we are being mindful, grounded, alert, and aware, while making sure we breathe and keep on using our CEO part of the brain (Accounting mode). And we are choosing to respond in a way that is beneficial for all of us and others:

- Adapting to the measures that are being taken by our governments (Cooperative mode), meaning no tequila and lock-down parties for us that could be considered as reckless, selfish and childish (Immature mode).
- Investigating options and creatively

working together to support my daughter, my grandson and his father whilst being deprived of work and income (Accounting, structuring, nurturing, cooperative and spontaneous modes).

Using the space that has been created as a consequence of work slowing down to:

- Have video calls and wonderful conversations with my grandson (spontaneous)
- Be responsive and empathic to my daughters' and my husband's needs (nurturing)
- Check in daily with my 85-year old mother who lives in Spain and who is afraid to go out. Luckily, we bought her an iPad for her 80th birthday (nurturing)
- Have beautiful walks with my dog along the empty seaside (spontaneous)
- Have fun with my upstairs neighbour whilst making our garden even more beautiful (spontaneous and cooperative)
- Focusing on setting up a new online multi-sided business (structuring, cooperative and spontaneous)
- Creating things that I have long wanted to create, like writing this rather long article (spontaneous)

So how do you do Accounting?

It is based on Susannah Temple's (2018) *Continuing Practice*.

These are the steps you take if you find yourself struggling with the situation. It is all about responding more and reacting less!

Step 1: You breathe and ground yourself

Step 2: You do a mental sorting of what is

relevant about the situation

Step 3: You sort out what is relevant into what is most important or significant

Step 4: You search for information that you need to come up with a solution. What is it that you are not yet seeing? What is it that you need to see and to know?

Step 5: You assess your options for action with regard to their consequences

Step 6: You consider whether to apply any condition that would assist a good outcome

Step 7: You decide what you will do or say leading to a successful outcome for your own benefit and the benefit of others

I suggest that you take advantage of the

space you have as a consequence of Corona and make an effort to be more consciously reflective and aware of going through this neurological process of 'doing Accounting'.

And if you need any support, I invite you to get in touch with professionals who know how they can help you do it.

References

Temple, S. (2018) Personal communication

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*Editor's Note: for those unfamiliar with TIFF, see: Temple, Susannah (2015) Celebrating Functional Fluency and its Contribution to Transactional Analysis Theory *Transactional Analysis Journal* 45:1 10-22*

Why have I been using social media

Julie Hay

I am aware that people are concerned because the arguments between me and EATA over IJTARP, and EATA/ITAA/UKATA/IARTA and the World TA Conference, have become public and this threatens the reputation of TA generally. My use of public announcements has only ever been as a last resort. I have always followed the usual TA practices of challenging an individual before saying anything to anyone else.

There have been several occasions over which I have felt it necessary to challenge a TA Association. I have only done that publicly when what I have complained about has been made public by others. A Manifesto was issued on social media that

claimed the entire TA community believed that refugees were playing a psychological game with politicians. I have been criticised by name under the heading of Ethics in the EATA Newsletter, on the basis of an an Organisational Complaint and not an Ethics issue; this criticism will now be permanently available on the EATA website for anyone to see - and which will show up if someone searches for my name. Announcements issued about the World TA Conference have criticised me by name (as well as by implication the other members of the Conference Organising Committee—and will also show up in Searches..

To me, it is unacceptable that negative announcements about anyone are made publicly (as in the EATA newsletter) without providing the individual any opportunity to accompany them with their own side of the story.

Goal Setting Using “Steps to Success”

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When it comes to setting goals, most of us are familiar with the S.M.A.R.T. model – our goal must be Specific, Measurable, Achievable, Realistic and have a Timeline.

The missing piece for me, is what is driving a person’s motivation and inspiration in achieving their goal? I define **motivation** as an *external* driving force (there is something you want to change which will affect your relationships/income/health etc.) and so it can fade. I define **inspiration** as an *internal* driving force (similar to physics) and therefore it doesn’t go away.

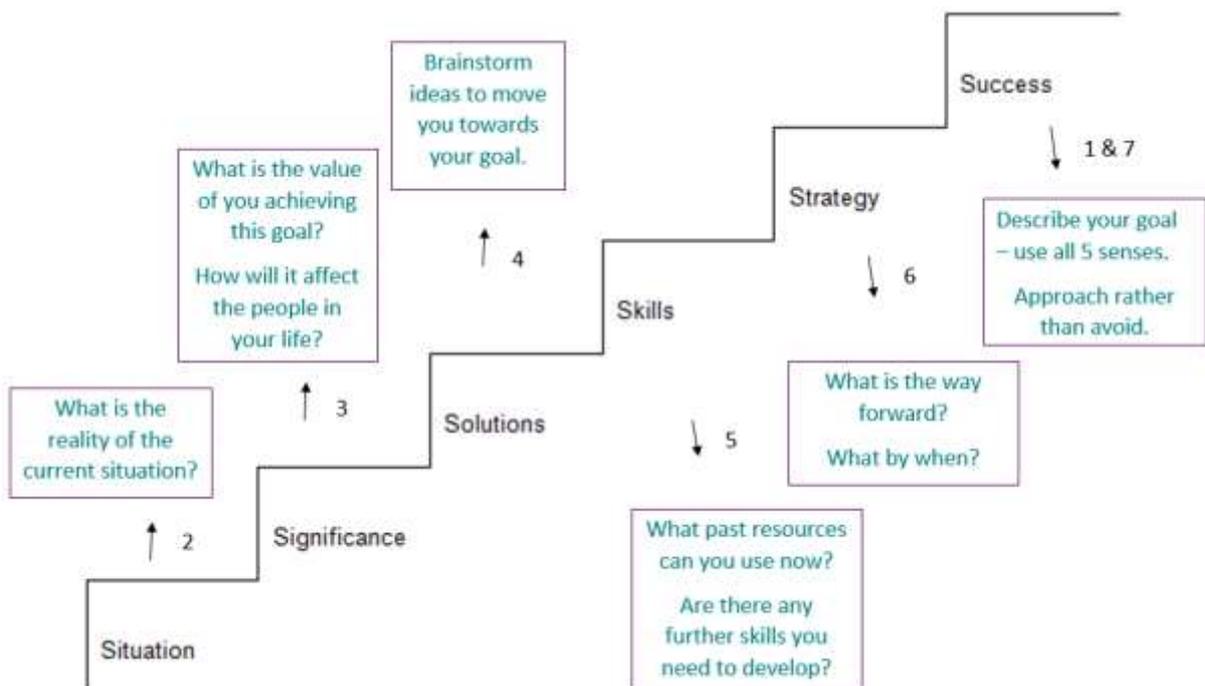
I was asked to run a workshop on goal setting for BWASA (Business Women’s Association of South Africa). In preparation

for this I considered Julie Hay’s model “Steps to Success” (2006). It shows that in order to create change we need to account for each step of the journey rather than discount ourselves along the way. I have adapted her model to be used for goal setting and I now use this with my coaching clients during strategy sessions, with much success.

Here is an overview of each step. Let’s begin with the end in mind.

1. Success

Before you start any planning, spend some time picturing what achieving your goal looks like. Remember to focus more on what you do want and less on what you don’t want. By starting off this way you are elevating your thoughts, feelings and energy to be in positive alignment. This will put you in a more *inspired* place to explore the other steps. Bring all five senses into your visualisation of success to really ground it.



2. Situation

This step involves describing your current reality. It is important to be honest here. When we discount our current thoughts and feelings it can create resistance in us. When we have resistance, we are prone to behaving from our script. Allow the fears of the Child to be heard and the judgements of the Parent to be acknowledged.

3. Significance

By exploring how achieving this goal is significant to you, you can get in touch with your motivation and inspiration. I have found that often when someone voices how success will affect the people in their life, they hesitate. Then their racket feelings tend to come out. By identifying the script belief and using positive permissions at this step, you can feel ready to move forward.

4. Solutions

Next is the creative brainstorming step. This is the part where you throw out every idea you can think of that might help you achieve your goal. Whether your ideas are outrageous or boring, it is important to allow them to flow. Remember that an inspired goal is being guided from within. Allow your Natural Child to speak through you on this step and try not to let your Critical Parent interfere.

5. Skills

This step involves looking at the ideas you had on the previous step and identifying what resources and skills you have which could enable you to follow through on them. Get honest about your capabilities and resources so that you are better positioned to move forward strategically. If you do need to develop a skill in order to move forward then rather identify that sooner so you can factor it into the

strategy. It can be useful at this point to reflect on your inner resources too (your strengths and resilience from past experiences).

6. Strategy

Only on this penultimate step do you start to plot a plan of how you are going to make this goal a reality. This step is very practical and this is where the S.M.A.R.T principles really come into it.

7. Success.

The final step is back up at the top. This is the part where you realise your goal and celebrate!

Note: Remember that you may need to move back and forth between each step before you can come up with a strategy that works.

For example, perhaps you think you have given yourself permission to succeed but as you look at skills you begin to discount yourself. By going back to significance, you can reinforce your motivation or inspiration and find a solution.

Tips: Going through this process with another person asking you about each step can be more powerful than doing it by yourself. You can also write out each step on a post-it note and place them along the ground in a line. Physically move to each step as you talk through your options. You may be surprised what comes out this way!

References

Hay, Julie (2006) Developmental TA. In Günther Mohr & Thomas Steinert (eds) *Growth and Change for Organizations: Transactional Analysis New Developments 1995-2006* Pleasanton, USA: International Transactional Analysis Association 62-78

TA Tribe

Online Transactional Analysis Training and Supervision for organisational practitioners
Lynda Tongue (TSTA-org)



Tribe TAOOnline Workshop Programme 2020 -21

For coaches, consultants, trainers and teachers

TA Tribe is offering a new series of online workshops from September 2020.

This programme offers Developmental Transactional Analysis (DTA) theory and its application in the organisational context. The workshops give an opportunity to revisit, refresh or learn anew in small groups the powerful psychological approach to communication and confidence building that DTA offers.

This is a **two year rolling programme**, aligning with the DTA Certificate in the first year, and the DTA Diploma in the second year. Participants may start at any point, any missed workshops are planned to be available the following year.

For more information on the Certificate and Diploma, as well as for the Masters qualification route for those who want to study DTA in depth – visit www.ta-tribe.com/msc-programme. All participants receive a workshop paper, handouts, a references and further reading list, and a Certificate of Attendance for their records.

The **qualifications are optional** – feel free to attend out of personal or professional interest and growth.

Organisations are complex systems, with multi-party contracts and layers of hierarchy to consider when applying TA. The Tribe programme will include:

- Explorations of speech patterns to discern Working Styles and Contact Doors
- Analysis of organisational systems and systemic thinking
- Distinguishing a false feeling from an authentic one
- Identifying how we give our power away – or take it away from others
- How to break through the hypnotic induction that is the discounting process

... and many more, all firmly rooted within the organisational context. The workshops will be highly interactive, with opportunities for syndicate work and in-depth discussion. For information about online TA learning, download “TAOnline” Lynda’s article on online learning here: www.lyndatongue.com/articles.

Lynda Tongue launched TA Tribe in 2016 to make TA theory and supervision accessible to all, cost effective and planet-friendly. It also offers an opportunity to network with an international group of like-minded colleagues.

Fees: £85 plus vat
per workshop

For workshop details
www.ta-tribe.com/programme-202021

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