IDTA Newsletter

Volume 14 Issue 1

March 2019

Contents

The TA World Conference 2020 is coming to the UK

Birmingham

ITAA, EATA, FTAA conference hosted by IDTA, UKATA, IARTA

Conference 16-18 July * Post-conference workshops 19 July

TA 101 14-15 July * COC Exams 14-15 July * TEW 20-22 July

Note the dates now and watch out for announcements

IDTA Council News

World TA Conference 2020

Arrangements are well on the way for this joint effort by UKATA, IARTA and IDTA to host the World TA Conference 2020 on behalf of ITAA, EATA and FTAA. We are just finalising the detailed arrangements with the venue and then expect to be able to calculate what the fee will need to be so that we can start to take bookings. We will also shortly be putting out the call for presenters. Our next newsletter is not due out until June but we will be making sure that all IDTA members are sent the full details as soon as they are available.

In the meantime, make sure that you have blocked the dates 16-18 July 2020. If you are due to take an exam, why not plan to do it there – on 14/15 July 2020. If you are CTA already, or likely to become one before July 2019, why not consider attending the TEW that will be running just after the conference, on 20-22 July 2020.

And don't forget to let us know on admin@instdta.org if you are interested in volunteering – TA conferences always need lots of volunteers!

EATA Council – TA Journals

Having advised that they intended to have a meeting with the IJTARP Editor, EATA Executive Community have apparently now changed their minds and sent an email to the Editor that the matter is closed. They have also written that there must be no more announcements made, including in this IDTA Newsletter. Clearly, they do not have the right to decide on the content that IDTA decides to publish. IDTA has already made it clear that they wish to support the journal and will be donating towards the costs if EATA continue to expect the Editor to cover around £20,000 annually of the expenditure on IT, hosting and related costs (they had been proposing a budget of only €5000, a considerable reduction on previous funding).

Serious students and qualified practitioners of TA need to be reading TA journals. The *Transactional Analysis Journal* is published by Routledge so you need to a member of ITAA or have access through an organisation which subscribes to Routledge journals in order to read it (unless you live in a country where they have made arrangements with ITAA to translate into a language other than English). For an author to publish something in TAJ that will be open access will cost them US$2000-3000 per paper. IJTARP, on the other hand, is totally open access and has no income from subscriptions. Authors retain the copyright to their material and can publish it anywhere, including on www.academia.org where it can be accessed by over 60 million readers.

If you are not yet reading IJTARP, why not go to www.ijtarp.org and see what is there. Having started life as research only, the journal now includes practice articles as well. In the last issue, you can read about how TA is being applied in South America. You can access it without signing up but if you do register on the website, you will then receive an email each time a new issue appears. And if you would like to donate, please choose your amount and go ahead.

EATA Council – Presidents' Group

IDTA was represented at a meeting in Ljubljana, Slovenia on 9/10 March by our Executive Director, Julie Hay, whose role includes a remit for substituting for IDTA President when necessary. There were 13 presidents at the meeting, although we were advised that there are in fact 43 different associations affiliated to EATA. The meeting was being chaired by EATA President Krispijn Plettenberg and DGTA President Henning Schulze.

It seemed that not all association presidents had as good relationships with their delegates as we do in the UK. There was some interest in the procedure which was agreed a few years ago by the 4 UK-based associations – UKATA, IARTA, STAA and IDTA – on how we work together to appoint delegates through a cooperative process.

After much discussion, the meeting resulted in one group working on a revised wording of a previous proposal to establish regular meetings of the affiliated association presidents with funding from EATA. The proposal had originally been rejected by EATA Council, which seems strange in that it means that the delegates, who are sent by the associations, had voted against something being put forward by their presidents.

There was some consideration of how this might have happened, such as a lack of coordination between delegates and presidents, and the fact that only a limited number of presidents have been involved in the process of developing the proposal.

Another group was working on how such a proposal might be progressed. At the end of the meeting, it was left that the revised draft of the proposal will be circulated to those present, along with the notes of the meeting and a list of email addresses of those attending. When these documents are available, IDTA Council will be able to consider them and come to a view on whether to support them or not. Factors to take into account will be the usefulness of adding another grouping into the EATA structure, and the budget needed to cover the travel costs of up to 43 presidents meeting face-to-face twice a year for two days, plus once online, and once at the EATA conference.

EATA Delegate – now needed

Cathy McQuaid has been doing a great job as one of the UK delegates to EATA but her term of office is ending in July so we have launched the procedure for appointing her replacement. Every IDTA member in the UK will have received an email about this a few days ago. If you are interested in volunteering for this role, please do put in your application. Feel free to speak to Lynda Tongue, Sandra Wilson or Julie Hay if you have any questions, as all three have undertaken this role in the past. Note that it is a requirement of the role that you represent all 4 of the UK-based associations – not just IDTA.

To IDTA members outside the UK – we are sorry but until EATA Council change their policies, IDTA cannot be recognised as a special interest group and therefore we can only be representing members through the UK delegates – which of course means only members who are in the UK. We are forever optimistic that EATA will one day resolve this issue.

Congratulations—Julie Hay is now TSTA COPE

IDTA Executive Director has now become TSTA in all 4 fields. Julie did a fun Facebook and Twitter poll to find out what order to show the letters in and COPE won by a 75/25 ratio. Julie emphasises that she is not the first to achieve this.

TA Proficiency Awards

The first TAPA scheme is now running in Japanese. Rie Miura is doing the teaching for TAPACP (Caregivers & Parents) and TAPATE (Teachers & Educators), and Hiroko Hikita PTSTA P is doing the assessing.

トランザクション分析技能賞

And in India, Rema Giridhar and Kousalya Karthikeyan, both CTA E trainees, have just held an Award Ceremony for another 70 successful TAPACY (Children & Young People) students.

Diploma in Counselling Supervision

Are you an experienced counsellor looking for "another string to your bow"?

Or are you already a supervisor but feel uncertain about the theory that underpins your work?

Or are you a psychotherapist interested in developing a supervision practice?

This course could be just what you're looking for!

Physis Diploma in Counselling Supervision

Starting in **November 2019**, the Physis Diploma in Counselling Supervision course will be delivered over 9 days of highly interactive and experiential training, spread over a 8-month period.

This dynamic training will enable you to:

- Develop an in-depth knowledge of several models of supervision, both developmental and task focussed
- Establish a clear ethical framework for your work as a supervisor, and enable your supervisees to develop their ethical thinking and practice
- Understand the differences between therapeutic work and supervision, and be able to work at the boundary of these aspects whilst maintaining the role of supervisor
- Learn supervision skills for working with both novice and experienced counsellors, and apply appropriate interventions to working with both groups
- Understand and critique applications of supervision for both individual and group supervision
- Develop your identity as a supervisor based on your own philosophy of supervision

Applicants must have a COSCA Diploma in Counselling or equivalent minimum level of counselling/psychotherapy training, have completed at least 450 hours of practice as a counsellor or psychotherapist, and be in ongoing supervision for their clinical practice. A basic knowledge of Transactional Analysis would be an advantage, for example attendance at a TA101 or similar.

In addition, applicants will be supported in identifying the placement setting where they will acquire the 24 hours of supervised supervision required for the Diploma award and will have a "supervision of supervision" contract in place with a Physis approved supervisor, before commencing the training.

DATES: 23/24 November 2019, 29 February/1 March 2020, 18/19 April 2020, 5/6/7 June 2020

FEE: £900 (4 taught modules). £300 deposit plus 2 X £300

COURSE TUTORS:

Bev Gibbons, PTSTA

Ronen Stilman, PTSTA

For an application form and/or further details, please contact Fiona Firman, Training and Development Lead – enquiries.physis@gmail.com or call 07927 557217

Triangle TA Group and TA Tribe

CPD, mentoring and supervision for coaches, trainers, consultants, teachers, therapists, youth, health and **social workers …..**

LYNDA TONGUE

Triangle TA Group (TTAG) is a multi-level Transactional Analysis group based in the seaside town of Torquay, Devon, UK.

We are an international, friendly group of practitioners who attend the workshops to enhance and improve their professional practice. Due to the multi-level nature of the group in terms of their TA experience, the group is run along the lines of an action learning set. Day one is for theory input and the programme for day two comes from the group. Each person asks for a session(s) which might be to give or receive supervision, run a teach session, guide a discussion on a point of theory etc.

Therefore the group welcomes organisational practitioners (coaches and trainers etc) who are attending for continuous professional development, contractual trainees studying for their CTA, those who are PTSTAs working towards their final exams, and those who are following the MSc Professional Development (TA). Visit www.lyndatongue.com.

Workshops in 2019 will cover group dynamics, leadership, contact doors, and much more!

Joining TTAG will give you opportunities to:
- Enhance your coaching and/or training practice
- Work towards Certified Transactional Analysis status
- Receive supervision on your professional practice
- Enjoy contact with an international group of like-minded professionals

Qualifications on offer are:
- Triangle TA Practitioner Award
- Developmental TA Certificate and Diploma
- MSc Professional Development (DTA/DTA Coaching)
- Certified Transactional Analyst
- Teaching and Supervising Transactional Analyst

Please visit the website for more details
www.trianglepartnership.com

TA Tribe – an online group providing regular workshops and supervision for those who for practical reasons prefer a "virtual" approach. Supervision one to one is also available. For more information, visit: www.ta-tribe.com for more details.

Informal Structures in Organisations

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The following content will probably be included in a workbook for webinars I am running during April.

The real power within an organisation is often carried within the informal structure rather than through the procedures defined in the official documentation. The system often functions at the psychological level - the hidden dynamics are what really matter. Hence the saying:

It's not <u>what</u> you know; it's <u>who</u> you know.

Many organisations are run by a sort of (hopefully benign) secret society, with informal links across from section to section. People get things done because they know someone rather than because the procedures manual specifies it.

A way to increase your awareness of the informal dynamics is through studying the way leadership occurs. Berne (1963) proposed that organisations (or sections or groups) have three kinds of leaders:

- **the responsible leader -** the person who has the job of leader defined within their job description; often the person who is called by a leadership title such as president, manager, supervisor.
- **the effective leader** - the person who actually gets things done. This <u>may</u> be the responsible leader but it may also be someone else, such as the powerful and efficient secretary or assistant, or the trade union representative who approaches senior management to get decisions that the local manager has failed to obtain.
- **the psychological leader** - the person that people <u>feel</u> is the leader; the person they turn to at times of trouble; the one who receives their loyalty. This may be another manager who has a better style with people, or a popular trade union representative, or perhaps the company nurse or personnel officer that everyone confides in.

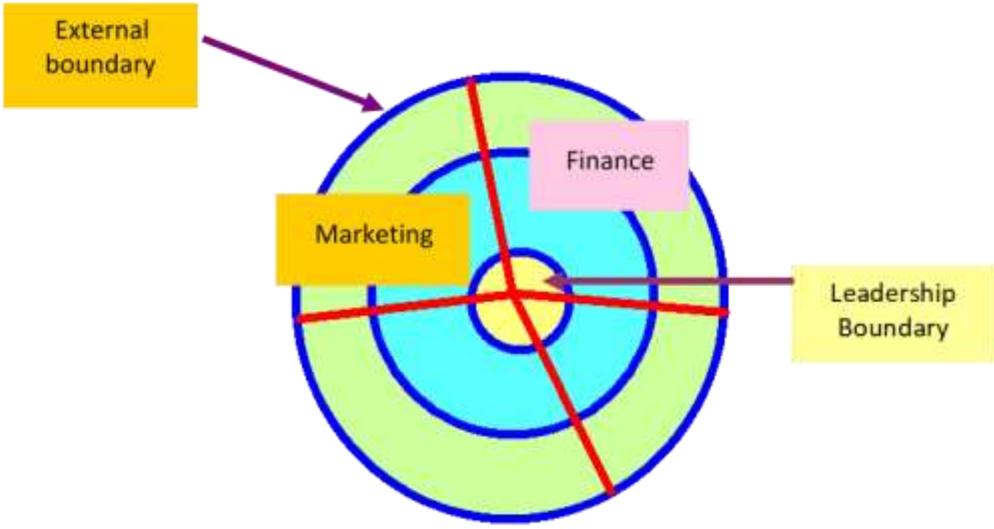
It is not essential that all three of these leadership roles be held by the same person. It can, however, be confusing when they are not, especially if people are not aware of the split. When this happens, there may be problems as the different leaders appear to have conflicting priorities. It can then become a battle of wills, leading to psychological game playing as each leader attempts to influence the followers.

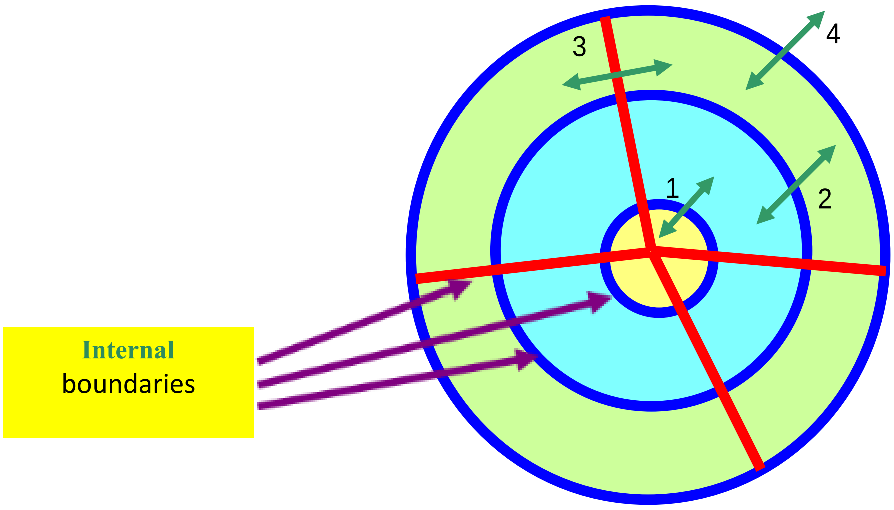
Underlying Processes

In addition to the psychological levels of communication, there are certain processes that usually apply within any large group of people. There will be tensions between different groups, possibly related to clashes of objectives but often simply the result of many individuals trying to exist alongside each other. There will be natural conflicts because people want different things, and because there are generally not enough resources for everyone to have everything they want.

One way to become more aware of these hidden processes is to diagram the organisation as shown below, combining Berne's (1963) organisational diagrams of complex and compound into complicated and showing the agitation across the boundaries. The main circle represents the complete organisation; the smaller circles are to sub-divide it into the different hierarchical levels. The divisions within the circles are to represent the different departments and functions.

We can then add arrows to represent the dynamics across the various boundaries, as shown. There will be psychological forces acting across:





- the internal boundary between the leadership and the rest of the organisation
- the internal boundaries between different hierarchical levels
- the internal boundaries between different departments or functions
- the external boundary between the organisation and the external environment

The internal boundary between the leadership and the rest of the organisation

In most organisations there will naturally be dynamics between the leadership and the rest of the organisation. A 'boundary' will exist that differentiates those who are regarded as part of the leadership group and those who are not. There will be explicit and implicit 'rules' about how someone moves through this boundary.

For example, the explicit rules may relate to experience, years of service, level of expertise. The implicit rules may be about having studied at the 'right' university, having had experience within a specific function, having been mentored by an existing leader.

When a new top leader arrives, these implicit rules may change suddenly. Someone who thought they were in line for promotion after many years loyal service may suddenly find that they are now regarded as part of the 'old' group - someone from outside the organisation has been hired instead.

Part of the boundary process is the way that people are appointed into the inner circle. Questions to consider for an organisation include: are the top jobs advertised within the company for anyone to apply; are they advertised externally and, if so, where; are people selected by the existing team without even having had to express an interest; are head-hunters used, and if so, is this done in great secrecy?

The internal boundaries between different hierarchical levels

Just as there is an invisible boundary between leadership and the rest, there are also boundaries at each level of any large organisation. People pass through these as they are promoted.

Again, the formal rules are usually set down clearly; they are likely to relate to experience and expertise. The processes are likely to be more transparent than at the top level - most large organisations will have standard procedures for promotions. These are likely to include standard formats for job descriptions, requirements for internal and external advertising, and carefully designed procedures for short-listing candidates and for interviewing or otherwise assessing them. Most organisations will take great care to ensure that promotion processes are fair and effective.

The implicit boundaries will exist at the psychological level. They may include aspects such as company stories about who (what type of person) has been promoted in the past - although such myths are not meant to affect the outcomes, they may well do so because people believe them and do not bother to apply. Another implicit boundary is unwitting bias on the part of the selector. This may not be about anything as obvious as race or gender but may cause indirect discrimination, such as when a manager believes that several years' continuous experience is essential when a specific group of people have enough experience but have obtained it in an intermittent fashion.

The internal boundaries between different departments or functions

The boundaries between departments or functions are often fraught with tensions. This is sometimes because different departments have conflicting objectives. For example, Finance Department may be tasked with keeping expenditure low while Marketing Department want to spend to meet their objective of getting as much publicity as possible. Or Production may need to plan downtime for preventative maintenance while Sales are working hard to bring in urgent orders to help the company cash flow.

Another potential cause of conflict between departments is rivalry between the managers. There is an intriguing process whereby feuding managers create feuding staff. Known as parallel process (Searles 1955), this dynamic was first noticed within therapy when therapists realised that they came to take on the attitudes of their clients.

Because of parallel process we sometimes find that there are conflicts between departments simply because their managers do not like each other. This may be a separate dynamic to any conflicts that arise because the departments have objectives that clash.

In the same manner, managers who get on well with each other at a personal level will tend to have departments that co-operate even when the objectives do clash. Employees in these departments will work well together to find mutually acceptable outcomes.

The external boundary between the organisation and the external environment

The external boundary gives many clues about an organisation. This is the boundary through which people must pass when they join or leave the company, and whenever they enter as visitors. An obvious factor is how easy it is for people to 'enter' through the boundary - are new employees recruited frequently or rarely; can visitors enter the premises easily or are there elaborate security checks? These factors may also vary across different parts of the same organisation.

Assuming new employees are being recruited, the way they cross the external boundary may have similarities with the ways in which people cross the internal boundaries as they move up the hierarchy. Aspects to think about here are how jobs are advertised, how selection procedures work, and so on. An additional factor for the external boundary might be openness - is the organisation named within job advertisements or are vacancies filled through agencies so that the company name can be kept secret until people have been shortlisted?

How employees are treated when they leave an organisation also gives clues about the nature of the external boundary. Is there a celebration when someone decides to retire or go to work elsewhere; is termination treated as an opportunity for a valued member of the company to move out into the world outside. Or are they treated as if they have betrayed the organisation; is there a feeling that they must be crazy to leave; are people fired without notice and not even allowed to return to their desks to say goodbye to friends?

Once someone has left, how easy is it for them to come back in to visit their former colleagues? Are they welcomed, with time taken to ask them about their new situation - or is it difficult to get through security without a formal reason for a visit? Do ex-employees work for suppliers or customers, so that the contacts are still maintained - or do they go to competitors and get treated accordingly?

The ways visitors are treated are also indicators of the external boundary. Are all visitors welcomed, offered refreshments, provided with a pleasant waiting area - or are they struggling to get the attention of a receptionist who is also the company telephone operator? Are they greeted, shown where to park, and briefed on emergency evacuation procedures in case something happens while they are on the premises - or are they 'dealt with' by a security guard who seems determined not to let them in anyway? It can be an interesting experiment to arrive at your own offices pretending to be a visitor!

Are all visitors treated equally or is there VIP treatment for some and not others? For example, does the receptionist greet customers warmly but behave negatively towards supplier representatives? Are contractors who come to repair equipment treated differently to temporary employees sent by an agency? Are there any ways in which the greetings offered might be influenced by factors related to diversity - are some visitors assumed to be more senior than others due to gender, race, dress, etc; are there access facilities for people with physical limitations?

Finally, consider how the organisation represents itself to the outside world. What kind of advertising is undertaken; what messages about corporate culture are given; what local/regional/national/international reputation does the company have? What physical factors apply - are the premises in good condition, well maintained, easily accessible, in a 'good' location - or are they in need of updating, in an area people prefer not to visit, overcrowded with no space for meetings?

References

Berne, Eric (1963) *Structure and Dynamics of Organizations and Groups* Philadelphia: Lippincott

Searles, Harold F (1955) The informational value of the supervisor's emotional experiences *Psychiatry* 18, 135-146

Activity: Exploring the Boundaries—see the next page

Mark your calendar now

TA World Conference Birmingham, UK

16-18 July 2020

being run by UKATA, IARTA and IDTA on behalf of ITAA, IARTA, FTAA

Activity: Exploring the Boundaries

Apply the ideas above to an organisation with which you are familiar; this might be a client organisation, an organisation in which you are employed, or perhaps an organisation for which you are a recipient of services or goods.

Consider what you know about the four boundaries and the dynamics across them.

If necessary, make a plan to collect more information until you feel you understand the impact of these organisational boundaries.

	How do you recognise the boundary?	*What are the dynamics across the boundary?*	*How are the boundary and its dynamics relevant to you?*
the internal boundary between the leadership and the rest of the organisation			
the internal boundaries between different hierarchical levels			
the internal boundaries between different departments or functions			
the external boundary between the organisation and the external environment			

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We welcome submissions

- News items and articles
- Microsoft Word with minimal formatting
- Diagrams as pictures; photos as jpg's
- Academic referencing
- TA status of author as designated in EATA handbook or IDTA membership categories
- Send to: admin@instdta.org
- Send articles at least two weeks prior to the advertising copy deadline if you are aiming for a particular issue, or at any time if you don't mind when it appears
- Please note that submissions will be peer reviewed for relevance to IDTA

Advertising rates

- Full page: £50
- Half page: £30
- Quarter page: £20

Send to: admin@instdta.org as word doc with pdf so we can check we achieve the layout you want, or as jpg to be pasted in ; pdf only acceptable if you have purchased a whole page

Next issue copy dates

Publication dates: March, June, September, December

Copy deadlines: 1st of month

Copyright policy

IDTA aims to provide networking and professional development opportunities to practitioners applying developmental transactional analysis. The purpose of this newsletter is to update members and to invite and encourage participation in the institute and to enhance the application of developmental TA generally. Views expressed in this newsletter are those of contributors and do not necessarily reflect the official policy of the IDTA.

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