

## IN THIS ISSUE

Invitation to Bid  
on 2025 World  
TA Conference

1

In Memoriam:  
Bill Holloway

2

Training &  
Certification

4

2023 AGM  
Announcement

7

2020 Conference  
Closed

8

On Ethics

10

Perspective on TA  
in Organizations

12



# Invitation to Bid on the 2025 TA World Conference

**W**ith great pleasure, the International Transactional Analysis Association (ITAA) and the European Association for Transactional Analysis (EATA) invite your association to bid on hosting the 2025 TA World Conference, which is to be held as usual in July-August.



We had hoped to hold a World Conference in 2024, but the time frame proved to be unrealistic. So, to offer plenty of time for associations to bid, we decided to postpone the next TA World conference until 2025.

A tradition that began with the signing of a joint contract in 2007, the TA World Conference brings together the collaboration and cooperation of both the ITAA and EATA (previously FTAA too). It is an opportunity to showcase your part of the world and to introduce your transactional analysts to a wide variety of keynote speakers, workshop presenters, authors, and key figures in the TA world. The TA World Conference also provides a wonderful opportunity for transactional analysts from other parts of the world to visit you.



To date, there have been four highly successful world conferences: the first in Johannesburg, South Africa, in 2008; the second in Bilbao, Spain, in 2011; the third in San Francisco, USA, in 2014; and the fourth in Berlin, Germany, in 2017. The local associations in each area were wonderful hosts to visitors from all over the world.

The combined organizations' energy, enthusiasm, and willingness to help raise the profile of TA in your region is a wonderful opportunity. Please contact Vladimir Goussakovski, ITAA Conference Committee Chair, at [v.gusakovski@gmail.com](mailto:v.gusakovski@gmail.com) and Aleksandra Djuric, EATA Vice President, at [aleksdjuric@yahoo.com](mailto:aleksdjuric@yahoo.com) to obtain the form for presenting a bid and any further information.

We look forward to receiving your expressions of interest!

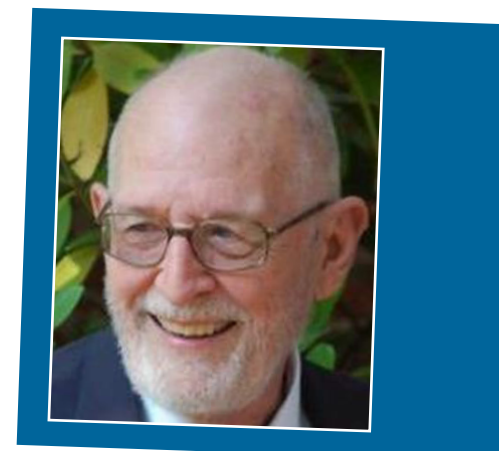
*Chitra Ravi, ITAA President, and Sylvia Schachner, EATA President*

## William Holloway

**W**e were saddened to receive word last month that **William (Bill) Holloway passed away on 17 April 2023 at the age of 99.** Bill was the fifth ITAA President, from 1976–1977, and prior to that served as the cochair of the Training Standards Committee. After training with the Gouldings in 1972, Bill and his then wife Martha Holloway established the Midwest Institute for Human Understanding in Medina, Ohio, before moving to California in 1977. In 1976 he was invited to do a training program in Brazil, and in the ensuing 10 years he made over two dozen visits to São Paulo to train and supervise groups of psychiatrists and psychologists. By 1988 he had ended his medical practice and moved to Brazil, where he lived the rest of his life.

Many years later, Bill rejoined the ITAA Board of Trustees as the Regional Representative for Latin America from 2015–2018, during which time he also served as chair of the Bylaws Committee and oversaw important revisions to the ITAA bylaws. He also authored or coauthored several *TAJ* articles and other publications, including *The Monograph Series Numbers I-X* (coauthored with Martha Holloway).

In remembering Bill, ITAA Vice President Development **Michelle Thomé** writes, “I met ‘the man beyond work’ when Bill invited me to stand for election to the ITAA Board of Trustees as the Latin America Regional Representative following his resignation from that position. He provided affectionate support, clear information, and once I was elected, he invited me to chat about the application of TA in coaching processes. He said he was particularly interested in developing people within organizations. In September 2018 I met Bill in person along with his wife Lourdinha. They traveled from Praia Grande to Rio de Janeiro so he could offer the keynote speech at the TA Conference. In his lecture to the Brazilian TA community, entitled “To Be or to Have: What Is Yours?” he shared that he did not agree with some parts of Berne’s theory, especially the life script concept: “Because of my belief in the adaptive ‘poly potentiality’ of human beings, I do not subscribe to Berne’s life script ideas as truth. Rather, I believe the life script is a compelling and elaborate myth created by Eric Berne, a master storyteller.” Bill also encouraged TA practitioners to reflect on their relationships with patients/clients and the quality of therapeutic contracts. He said,



“I believe that the professional’s obligation is to serve the client’s interests. If there is a big difference between the values of having versus the values of being—between a professional and a client—then there is an ethical issue to be resolved by the professional.”

**Diane Salters**, ITAA President from 2017–2019 while Bill was again on the board, says this about him: “Bill Holloway served on the BOT in the early stages of my presidency. He warned me that it would be the most difficult job of my life—clearly that is how he had experienced his term—but it had not put him off the challenges that serving the ITAA presents. He brought a wealth of experience and a particular kind of legal eye that I sometimes found

challenging but learned to appreciate. He raised issues that needed addressing. It is largely because he pressed so hard on the legal limitations of the ITAA being registered as a public benefit organization that we commenced the process of looking at forming a professional association. Thank you, Bill, for your commitment to and love for the ITAA.”

**Bill Cornell**, TAJ Consulting Editor, remembers Bill Holloway as follows: “I have many rich memories of Bill. Bill and Marty lived and trained in Medina, Ohio—a stone’s throw from Pittsburgh—so we had many opportunities to work together. Their Midwest Institute for Human Understanding was a center for creative thinking in the early days of TA. I still have in my library their *Monograph Series*, a collection of wonderful papers they published. Bill’s 1973 pamphlet *Clinical Transactional Analysis with Use of the Life Script Questionnaire* expanded and deepened the understanding of

script dynamics. His was a lively and often challenging mind. He made TA a more vibrant place.”


**John McNeel**, former TAJ Editor and Board of Trustees member, similarly shares his thoughts about Bill from those early days: “Bill was a force of nature. I first met him at Mt. Madonna in 1972. Bob and Mary Goulding were holding mock exams for everyone wanting to take their Clinical and Teaching Membership exams. Bill was like a human version of Alexa or Siri. He knew everything about the TA literature. He also had a great laugh and was keenly admired by Bob and Mary. I also remember him as a bulwark of strength and vision during the Jacqui Schiff hearings in SF. I was wet behind the ears and rattled by the whole thing. I sought him out, and he calmed me gently. His strength gave him the capacity to be calming. I know he had a huge impact on the Brazilian TA community. He was also self-effacing, telling me a hilarious story about how he had fallen asleep while listening to a patient. The patient fired him! It should also be added that he was an outstanding early president of ITAA and wrote an important publication on the clinical use of the life script questionnaire. His life mattered.”

Past ITAA President **Vince Gilpin** offers, “Bill was my sponsor for my Teaching Membership, and I learned a lot from him and enjoyed his calm wisdom. He did a lot for TA and the ITAA, and I applaud his memory.”

**“Your words have always been both an affirmation and an inspiration. Thank you for the years of service that you provided to the ITAA. Your legacy enriched many of us.”**

**Richard Erskine** writes, “Rest in peace, Bill. You have always been an esteemed colleague. We first met in a workshop in 1970 conducted by Hedges Capers, and from that time on you encouraged my professional development and supported my writing about TA theory and methods. At the TA conference in St. Louis you gave a workshop in which you described theory as only a metaphor, not an actuality. Your comment changed my understanding of psychotherapy theories and how I use theoretical concepts to form my therapeutic inquiry. I have fond memories of the many hours of personal time together talking about theoretical concepts and how we applied them in our therapeutic practices. I missed our conversations when you moved to Brazil, but I appreciated your letters. Your words have always been both an affirmation and an inspiration. Thank you for the years of service that you provided to the ITAA. Your legacy enriched many of us.”

Condolences may be emailed to Bill’s wife, Lourdinha, at [lourdinhasp@gmail.com](mailto:lourdinhasp@gmail.com).

*Our thanks to Lucy Freedman for her help in gathering some of these tributes to Bill Holloway.* 

## the SCRIPT

**Newsletter of the International Transactional Analysis Association**  
ITAA, 2700 E. Foothill Blvd., Suite 209,  
Pasadena, CA 91107 USA  
email: [info@itaaworld.org](mailto:info@itaaworld.org)  
website: [www.itaaworld.org](http://www.itaaworld.org)

**Editor:** Laurie Hawkes

**Managing Editor:** Robin Fryer

**Desktop Publishing:** lockwood design

**Send all copy to:** [robinfryer@aol.com](mailto:robinfryer@aol.com)

**Deadlines**—15th of the month prior to the month of publication (e.g., 10 June for the July issue)

**Advertising:** Twelfth page: \$50; sixth page: \$100; third page: \$200; half page: \$300; full page: \$400.

Publication of articles and advertising in *The Script* does not imply endorsement by the newsletter, the editors, or the ITAA.

*The Script* (ISSN 0164-7393) is published monthly by the International Transactional Analysis Association. For information on membership, visit [www.itaaworld.org](http://www.itaaworld.org) or contact the ITAA at the above address. © 2023 International Transactional Analysis Association, Inc.

## The Waves of Change: News from the PSC and the IBOC

by Giles Barrow and Karen Pratt, PSC Cochairs, and Sue Eusden and Jacqueline van Gent, IBOC Cochairs

**W**e want to update members following our recent joint meeting of the Professional Standards Committee (PSC) and the International Board of Certification (IBOC) in London following the March online exams. Our discussions reflected on the success of the exams as well as aspects that were problematic, highlighting a range of problems, both new and familiar. We are taking this opportunity first to announce three exam updates and second to update members about further planning for TA accreditation and certification arrangements.

4 In our decision to move to offering online exams, we intentionally shifted to be more inclusive and promote the intercultural exploration of how TA is used by people where they are. This drive to inclusivity brings with it a challenge for all of us to be open to difference and aware of our prejudices and use of power. Too often unconscious biases, cultural differences, and systemic inequalities are felt but not spoken about during or after the exams. We know that it is ambitious and that it takes courage to talk about these things, and we



(From left) IBOC Chairs Sue Eusden and Jacqueline van Gent and PSC Chairs Giles Barrow and Karen Pratt

understand that we all need time to learn how to do this together. We intend to create exams where cultural curiosity and awareness is central to the experience inside the exams and fit for purpose in the context of an international professional community.

### Updates

With this in mind, we are announcing the following three updates effective from 1 July:

**1. Provisional Handbook update**, the effectiveness of which will be reviewed at the end of the October 2024 exams:

During the examination, the chair of the board is required to pause the process. This opportunity already exists in the CTA oral (between recordings), TSTA teaching, and TSTA supervision examinations. It ought not present any significant difficulty in creating such a pause in the TSTA TOE process.

The purpose of the pause is twofold:

- a) To make explicit whether individual examiners are of a mind to pass or defer the candidate at that point in the process
- b) To invite the board and candidate to share reflections about any cultural differences emerging in the process

Our thinking about the first point is to emphasize the need for transparency throughout the process. There should be no surprises in the marking and final decision for either the candidate or exam board members. Our thinking about the second point is that cultural differences will always be present in the process. It need not be problematic, although sometimes it can be either at the social and/or psychological levels. By introducing the use of a pause, the intention is to raise awareness and encourage curiosity.

**2. We are also introducing a simple and significant amendment to our procedural arrangements.** When trainers respond to the call for examiners, they are required to complete a form providing details about their field, examining experience, and qualification status. We are now adding a tick box requesting that those wishing to examine acknowledge that they do so in accordance with the current ITAA statement and code of ethics. We are aware that just as candidates are expected to respond to questions about ethical practice and training, board members will now also be expected to account for their ethical responsibility as examiners. This theme—integration of ethics and examinations—will be the focus of much needed attention in the context of the restructuring of the new professional association, and we aim to feature this in later PSC updates.

3. For some time now we have operated an open-door policy by which examiners are free to volunteer and be allocated onto boards with a simple requirement to have attended the pre-exam briefing. Although we will continue to honor this approach, we also need to acknowledge that this is becoming riskier in serving the increasingly diverse needs of the international community. **In the coming year, we will begin to experiment with ongoing examiner training**, in between exams, with an attractive curriculum to increase reflexivity in cultural differences, charring skills, and question craft sessions so that we can cultivate the kind of cultural competence and confidence we believe is necessary to meet our international membership.

## The Global Conversation

Last year we announced that we wanted to open up a global conversation about revisioning TA accreditation and examination. We have been well supported by people coming forward to engage in this process, the first phase of which is already underway. Our hope is that this will really break open possibilities not only to create a more robust system but also, and more importantly, to widen the power base from which this comes. We are looking toward a time when a more diverse group is directly involved in the design and leadership of a new understanding of professional development and certification.

## The Ongoing Journey

Much of what we have discussed in this update, in addition to those of the past 6 months, is intended to inform members of the “direction of travel” as we lead and develop the certification system. We are doing

so in the “choppy waters” of disturbance, both within our professional community and in the wider global context. Our aim is to be transparent, responsive, and progressive in letting trainers, supervisors, examiners, and candidates know what we are up to and why we are doing what we are doing. We know the system will benefit from improvement, and we continue to be well supported by many who contribute ideas, feedback, their time, and emotional encouragement—thank you!

## Call to TSTAs to Assist With TSTA Exams

The IBOC will organize online TSTA exams on 5, 6, and 7 October 2023. The planning for these days is roughly as follows:

- On 5 October we will run the Theory, Organization, and Ethics (TOE) sections.
- On all 3 days we will run the Supervision and Teaching sections.

We sincerely hope that you are interested in participating in these exam events as an examiner. There will be four full exams (all three sections) and six partial exams (just one section), so we will again need quite a few examiners.

If this is your first time examining online, the IBOC will be offering a short training workshop for examiners and volunteers to consider the issues involved in online examining in advance. This is free and mandatory for those examiners who have not participated in such a workshop before. The date for this workshop will be 21 September 6–8 am (UK time). We realize that this is quite early for some people, but it will already be evening for examiners from different parts of the world.

## Call for New Cochair of IBOC

After having fulfilled the role of IBOC (International Board of Certification) cochair for 5 years, Jacqueline van Gent will step down by the end of this year. We are looking for a new cochair who is willing to work together with Sue and Jacqueline from September to December 2023 and then take up the role by 1 January 2024.

The following requirements will apply:

- Commitment to the vision as expressed by the IBOC and the PSC (Professional Standards Committee) over the last 2 years in the *Handbook*, the *PSC Newsletter*, and *The Script*
- Experience with organizing exams
- Fluent in English, both oral and written
- Willingness and ability to work in an online setting
- Ability to oversee both the complexity of the certification process and the practical details of exams and TEWs (Training Endorsement Workshops)
- Certification as a Teaching and Supervising Transactional Analyst

Anyone interested in the role is most welcome to write to Sue and Jacqueline before 15 June.

IBOC Cochairs, Sue Eusden ([sue@itaaworld.org](mailto:sue@itaaworld.org)) and Jacqueline van Gent ([jacqueline@itaaworld.org](mailto:jacqueline@itaaworld.org))


In addition to this online examining workshop, there will also be the mandatory examiners' meeting, which will take place at the beginning of the exams on 5 October 6:00-8:00 am (= morning!) UK time.

In previous editions of our online exams, some 10% of examiners who signed up for the exams canceled, some with very short notice. This puts considerable pressure on the exams. We ask that you only sign up to examine if you can really commit to being there. We understand, however, that late cancellations will always occur in a community group, and of course we realize that many

life events happen unexpectedly and at late notice and there is nothing to be done about this.

If you are interested in being involved in these exams, which we certainly hope (!) you will be, please fill in [this Google form](#) as soon as possible:

Note: The call for CTA examiners and volunteers for the TSTA exams will go out somewhat later because the deadline for application has not passed yet.

Sue Eusden ([sue@itaaworld.org](mailto:sue@itaaworld.org)) and Jacqueline van Gent ([jacqueline@itaaworld.org](mailto:jacqueline@itaaworld.org)), IBOC Cochairs 

### IBOC Exam Calendar

Type	Exam Date	Location	Application Deadline
CTA	27 Jul 2023	Suffolk, UK	27 Apr 2023
CTA	5-7 Oct 2023	ONLINE	5 July 2023
TSTA	5-7 Oct 2023	ONLINE	5 April 2023
CTA	21-23 Mar 2024	ONLINE	21 Dec 2023
TSTA	21-23 Mar 2024	ONLINE	21 Sep 2023
CTA	3-5 Oct 2024	ONLINE	3 Jul 2024
TSTA	3-5 Oct 2024	ONLINE	3 Apr 2024

### IBOC TEW Calendar

Type	TEW Date	Location	Application Deadline	TPO Deadline
TEW	27-29 Oct 2023	ONLINE	27 Feb 2023	27 Apr 2023
TEW	12-14 Apr 2024	ONLINE	12 Aug 2023	12 Oct 2023
TEW	25-27 Oct 2024	ONLINE	25 Feb 2024	25 Apr 2024

Note: Written exams can be submitted anytime throughout the year.

Please send applications for exams and TEW to the IBOC administrator: [iboc@itaaworld.org](mailto:iboc@itaaworld.org)

For the EATA exam calendar, please refer to: <https://eatanews.org/exams/#coc-calendar> and for the EATA TEW calendar, go to: <https://eatanews.org/ta-training-2/#tew-calendar>

# Annual General Membership Meeting—Save the Date!

We hope you are safe and well.

**This year we will again conduct the ITAA Annual General Membership meeting (AGM) via Zoom. The date is Saturday, 29 July at 12 pm UTC.**

This gathering will also include the celebration of the three 2023 ITAA awards. The ITAA Board of Trustees urges members to attend this meeting online.

## Agenda

- Welcome to members and visitors
- Honoring and remembering people who passed this year
- Adoption of the minutes of the 2022 AGM
- Adoption of accounts for 2022
- Reports from the president and members of the board of trustees (BOT)
- Farewell and thanks to those leaving the BOT
- Introduction of new BOT members
- Any other business
- Questions and answers
- Notice of 2024 AGM
- Presentation of the 2023 Awards: 2023 EBMA to Trudi Newton and 2023 Service Awards to Karen Pratt and Giles Barrow

**Registration:** For us to plan the event, we need you to register for it. Watch for an ITAA email in the next few weeks with a link to register on Eventbrite. You will receive a Zoom invitation link closer to the date.

**Logistics:** We will use the Zoom online meeting platform for hosting this event. You can download the

application free from the website:


<https://www.zoom.us>

**To participate in the Zoom meeting:** You must have a signed “Consent to Electronic Transmissions” form on file with the ITAA. Individuals with consent forms on file and who are ITAA members in good standing as of 30 June 2023 (the “Record Date”) are entitled to vote.

An alternative in-person AGM will be held at the same time by ITAA President Chitra Ravi at 175/1, 1st Cross, Defence Colony, H.A.L. II Stage, Bangalore, KA 560038, India, for anyone without internet access, who does not have a signed “Consent to Electronic Transmission” form on file with the ITAA, or who is unable to phone in to a Zoom meeting. Please RSVP to Chitra Ravi at [chitra.seed@gmail.com](mailto:chitra.seed@gmail.com) by 30 June 2023 for details.

**Proxy Vote Form:** If you cannot attend the 2023 AGM online or in person, please fill out the proxy form here. The ITAA Bylaws state that the quorum for holding the membership

meeting is 50 voting members or 5% of the qualified voting membership, whichever is smaller.

Please fill out, sign, and send the proxy vote to ITAA Secretary Rema K Giridhar by email to [rema.k.giridhar@gmail.com](mailto:rema.k.giridhar@gmail.com) if you have a signed “Consent to Electronic Transmission” form on file with the ITAA. If you have not signed and returned such a consent form, return your proxy form by postal mail to Rema K. Giridhar, A402, Palm Court, Thasami Park Residency, Opp Ulavar Sandhai, Singanallur, Coimbatore - 641 005, Tamil Nadu, India. The deadline for receipt of proxy forms sent to Rema K. Giridhar is 1 July 2023, or you can download, print, sign, scan, and transmit the form online to her at least 2 hours before the scheduled start time of the AGM. A “Consent to Electronic Transmission” form to and from the ITAA is located on the ITAA website under “About the ITAA”/“Governance Documents.” This may be printed, signed, and returned to Rema K. Giridhar to expedite return of your proxy vote form by email. 

## Proxy Vote Form

I (please print) \_\_\_\_\_  
 am a member in good standing of the International Transactional Analysis Association and herewith assign my proxy vote to the secretary of the ITAA or to (print name) \_\_\_\_\_  
 (“my agent”) to be used to establish a quorum at the membership meeting of the International Transactional Analysis Association, convening on 29 July 2023 at 12:00 UTC online via Zoom, and to cast my vote as my agent believes appropriate in the circumstances. This proxy will expire on the date that is 11 months following the date given below.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Final Closure of Processes Around the 2020 Birmingham Conference

The Associations of EATA, ITAA, FTAA, UKATA, and IARTA unanimously wish to convey the following:

We are happy to report that we are finally at the end of the closure of the Birmingham TA World Conference, 2020, and the subsequent liquidation process.

We recognize and appreciate all the work that the Organizing Committee did to organize and plan the conference.

The decision to cancel the conference was taken as a result of the rapid development and uncertainty caused by the Covid pandemic. This was after careful consideration of all the factors known at the time and following exchanges of emails, discussions, and meetings considering all the pros and cons, done by all involved associations.

It is recognized that difficult conversations then ensued, and while there was no intention to hurt anyone's personal or professional reputation, a breakdown of trust did occur.

We believe that all parties were acting in what they believed were the best interests of the members, however different their perspectives were.

With the liquidation process now finally closed, our wish is to find a way to learn from the difficulties experienced by all the parties and to constructively work together for the better future of the TA community.

In recognition of the difficult situation that arose, the five associations

mentioned above have agreed to set up a grant fund to be called the Birmingham Grant Fund.

We appreciate that most of those who booked and paid for the Birmingham Conference will have had a percentage of their payment returned by the liquidator, and many were able to claim amounts from their payment card companies for "nondelivery" of a service for which they had paid.

The associations have agreed to provide discretionary grants for those who still have outstanding losses in relation to their conference fee; be they full or partial, these grants are to be used for the purpose of furthering TA training and development.

We are setting up the application process and will be in touch again once we are able to go forward.

We apologize for our part in the difficulties as well as all the inconveniences of the last years, and we trust, hope, and are confident that we can now open a new chapter of our common work and start the process to organize the next world conference in a spirit of cooperation and support.

*Sylvia Schachner, EATA President*

*Anna Krieb, EATA Treasurer*

*Rhae Hooper, FTAA Joint President*

*Paul Robinson, UKATA Chair*

*Chitra Ravi, ITAA President*

*John Oates, ITAA Treasurer*

*Annie Rogers, FTAA Joint President*

*Heather Fowlie, IARTA Representative*

5

## Welcome to New Members

### FEBRUARY 2023

Elaine Bewley, United Kingdom  
Lisa Cherry-Byrnes, United Kingdom  
Kathryn Coxon, United Kingdom  
Emma Hayes, United Kingdom  
Sarah Hubbard, United Kingdom  
Jenny Hudson, United Kingdom  
Pat Joseph, United Kingdom  
Theo Lloyd, United Kingdom  
Jelena Marinkovic, Serbia  
Andrew McFarlane, Australia  
Lina Mulvine, United Kingdom  
Carol Pearson, United Kingdom  
Milan Radovanovic, Serbia  
Nirmala Raja, India  
Paul Robinson, United Kingdom  
Susanna Scutt, United Kingdom  
Svetlana Seguin, France  
Renee Varghese, India  
Diana Vijulie, Romania  
Antonija Vukadinovic, Serbia  
Carrie White, United Kingdom

### MARCH 2023

Heidi Acalinovic, Croatia  
Kukka Ahti, Netherlands  
Saira Akhtar, United Kingdom  
Sushmita Ayyagari, India  
Frédéric Back, France  
Sanela Cerovac, Croatia  
Tim Dellard, United Kingdom  
Wendy Ellis, New Zealand  
Susanne Freytag, Germany  
Saumya Garg, India  
Helena Goode, United Kingdom  
Matt Haworth, United Kingdom  
Anne Heenan, United States  
Vignesh Jayaraman, India  
Marija Jukic, Serbia  
Vaishali Khanijao, India  
Jasna Knežević, Serbia  
Barbara Korošec, Slovenia  
Deepa Kumar, India  
Jurgita Micallef, Spain  
Natasa Milijanovic Todorovic, Serbia  
Alla Nadtochii, United Kingdom  
Sergey Ostrovskiy, Russia  
Bianca Pavel, Romania  
Milena Popivoda, Serbia  
Sharanya Prakash, India  
Antonette Priya, India  
Abhijeet Punde, India


*continued on page 9*



# Trudi Newton EBMA Article Available Free Access

We are pleased to announce that the article for which Trudi Newton has been honored with the 2023 Eric Berne Memorial Award—“The Health System: Metaphor and Meaning” (July 2007 TAJ)—has been made free access on the TAJ website with Taylor & Francis/Routledge. The article can be found [here](#). It will be free for a limited time, so please share it now with your colleagues and friends who might be interested.

## The abstract for the article is as follows:

The conceptual basis of metaphor (Lakoff & Johnson, 1980/2003) is a starting point for considering the relationship between familiar transactional analysis models and the avowed transactional analysis philosophy of “I’m OK, You’re OK” (and “They’re OK”). Identifying some of the incongruities embedded in transactional analysis language and diagrams offers an opportunity for a fresh perspective that integrates some less well-known transactional analysis ideas, many of which were developed by educational and organizational practitioners. A new systemic model is described that focuses on the contribution transactional analysis can make to describing and enabling an understanding of what is involved in a healthy developmental process, including growth, learning, thriving, and emotional literacy. This model is derived from an idea developed by Hewson (1990), and it identifies concepts from early and more recent transactional analysis literature that image the supporting of healthy development. It includes preventive and restorative cycles. The intention of this article is to stimulate readers to explore and discuss the notion of developmental transactional analysis and to involve everyone in a cocreative process as “transactional analysis designers” (Summers & Tudor, 2000). 

## Events and Reminders Calendar

- 19 June 2023** . . . . . ITAA-EATA Webinar With Matthew Elton
- 4 July 2023** . . . . . International Trainers’ Meeting, Dublin, Ireland
- 7-8 July 2023** . . . . . Annual In-Person ITAA Board of Trustees Meeting
- 29 July 2023** . . . . . ITAA Annual General Membership (AGM) Meeting (online)
- 1 August 2023** . . . . . Deadline TAJ theme issue on “Leadership”
- 1 February 2024** . . . . . Deadline TAJ theme issue on “Intimacy and Creativity: Revisiting Berne’s Secret Garden”
- 1 August 2024** . . . . . Deadline TAJ theme issue on “Relationships in Love, Play, and Work”

For more details about these and other events, visit the ITAA website at [www.itaaworld.org](http://www.itaaworld.org).

## New Members cont’d

- Steffen Raebricht, Germany
- Anish Rakheja, India
- Paul Martin Raspe, Netherlands
- Mohini Singh, India
- Deepika Sondhi, India
- Sarah Standen-Grant, United Kingdom
- Maja Stepanovic, Serbia
- Dhivya Sundar Rajan, India
- Hui Kiong Toh, Singapore

## APRIL 2023

- Natalia Biriukova, Canada
- Sarah Devine, United Kingdom
- Karolina Ehretsmann, France
- Naghme Fazel, Iran
- Rachel Knight, United Kingdom
- Angelina Litvinova, Russia
- Milica Lješkovic, Montenegro
- Dennis O’Grady, United States
- Dubravka Pešorda, Croatia
- Mineko Shimada, Japan
- Tajana Stanic, Croatia
- Pradhibha Subramanian, India
- Anna Vasilenko, Austria

## Conference Calendar

**23-24 September 2023 SAATA Conference, Bengaluru, India**

**19-21 April 2024 UKATA National Conference**

## New Contact Info for the ITAA

ITAA  
2700 E. Foothill Blvd., Suite 209  
Pasadena, California 91107, USA  
626-689-4810

The email will remain the same:  
[info@itaaworld.org](mailto:info@itaaworld.org)



## Culture and Ethics

by Emma Haynes

**I**n my first article for this ethics column, I will continue the thread Anne Tucker began in the April 2023 *Script*, where she wrote, “Whose values and how do they relate to ethics?” To start, I will dive into the challenges of culture and ethics within the ITAA. This can be a controversial area, but I want to bring culture and particularly cultural bias to the fore to open up space for discussion about how culture and bias impacts ethics and to question whether the ITAA has a culture of its own.

Culture is an integral part of ethics. As an international community, we have members from many diverse cultures, with a multitude of languages, frames of reference, values, and differences, and this is enriching for our community. Yet this diversity may bring up differences in opinion and assumptions about what is “right” and “not right” within the ITAA, and this is applicable to ethics and bias and also impacts the human need to belong.

Emma Haynes can be reached at [emmafhaynes@aol.com](mailto:emmafhaynes@aol.com).

Let us take language for example. We are an international community the language of which is English. Why? We might assume this is because TA began in North America. But at this point is it because English is a language understood by many members? Or is it that it feels “right” to speak English? I often wonder how this is perceived and experienced by members who speak languages such as Japanese and how this impacts their experience of and sense of belonging in our community.

Is it also possible that the ITAA has its own ethnocentric culture? And if it does, how does this impact its ethics? Is the ITAA assumed to be predominantly anchored to White Western morals and values? What then for members who are not White and Western? Might this influence reactions when members with different moral values, cultures, and beliefs go unrecognized or are perhaps even discriminated against, for example within webinars, exams, training, and meetings held across our community? And what is our ethical responsibility to act if or when we realize another community mem-

ber is not recognizing or perhaps not respecting another’s cultural values? Do we confront them, or do we remain silent, unable to speak perhaps for fear of getting it wrong or even being discriminatory ourselves? Whatever we do, or do not do, all parties are injured in this process.

Culture and unconscious cultural bias impact the way we behave. This is a dilemma: If we do not realize that we are culturally biased, how can we be challenged without feeling attacked? If we do not challenge, the bias goes unchecked and continues to harm as it is unilateral, powerful, and “othering.”

Culture is complex and considering it brings forth difficult and complicated conversations. Returning to Anne’s important question, is it possible to agree on the values we as transactional analysts in the ITAA hold and form one code of ethics that places difference and diversity, in whatever form, at its heart? How can the ITAA community begin to give voice to our ethical responsibilities around cultural bias?

Please, let us hear what you think! 🗣️

# Intact Academy

## CTA/TEW/PTSTA exam preparation:

11-12 October 2023 online  
23-25 February 2024 live  
27-28 September 2024 online

**Sari van Poelje TSTA-O**

**Giles Barrow TSTA-E**

**Sue Eusden TSTA-P**

Register at:  
[www.intactacademy.com](http://www.intactacademy.com)

## CTA PTSTA Exam Preparation Workshops

Integrate your knowledge, skills and insight  
into a new sense of purpose, identity and  
belonging.

# Redefining the Organizational Field: The Complexity of Working With a Quadruple Focus

by Sari van Poelje

**T**he description of the organizational field is due for an update. Based on my 35 years of practice in the field, I want to suggest some directions for this as well as to explore new ways to clarify the unique role and contribution of this field and to propose a list of systemic concepts to include in the organizational TA teaching and exam curriculum.

## Focus on the System as a Whole

The importance of redefining the organizational field of application is necessary because the world is moving away from an individual focus to a more systemic focus. Organizational transformation is becoming increasingly important. High performance requires aligning toward goals, remaining innovative,

and adapting quickly to internal and external changes. To accelerate the business innovation needed in our volatile world, interdependence is key. To achieve interdependence, interventions must be linked to better performance of the organization as a whole. And to create these interventions we need to use systemic concepts.

*“The importance of redefining the organizational field of application is necessary because the world is moving away from an individual focus to a more systemic focus. Organizational transformation is becoming increasingly important.”*

## What Do We Mean by Organizational Development?

In the description of the organizational field in our TA accreditation process, the focus is on using TA as a tool for organizational development, which is a process that allows a team, an organization, or a

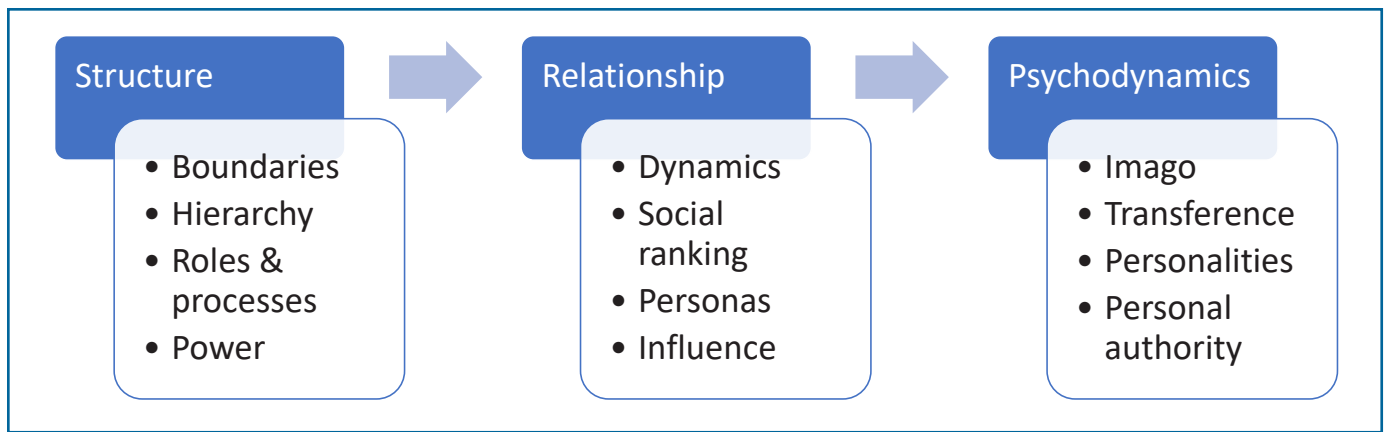


company to work toward sustainable results and ongoing development. Organizational development exists under an umbrella of organizational change, along with the following modalities: team building, leadership training, organizational consulting, facilitation, and executive and team coaching. All these modalities should be included in the TA organizational field.

## Systemic Concepts for Systemic Problems

While teaching TA, supervising TA professionals, and examining TA examinees in the organizational field, we continue to encounter the misunderstanding that organizational TA is about using individual TA

Sari van Poelje is a Teaching and Supervising Transactional Analyst (organizational). She can be reached at [sjp@intactacademy.com](mailto:sjp@intactacademy.com)



**Figure 1.**  
*Organizational Concepts*

concepts to help individuals in organizations. It is not—or, in any case, not only—that.

An organization is not a collection of individuals. It is a collection of teams working together for a systemic purpose. In Berne’s later publications, we see a moving away from an individual conceptualization to a more systemic conceptualization. Berne described transactional analysis as a group intervention, not an individual one. In 1963, he published his groundbreaking book *The Structure and Dynamics of Organizations and Groups*. In it, he created a matrix of systemic concepts next to the individual-level concepts he had already developed. So in addition to ego states, transactions, games, and script, Berne developed his thinking about boundaries, roles, authority, dynamics, and imagoes. To work in the organizational field, we need an understanding of both individual and systemic concepts.

### **It’s a Science and an Art**

Organizational development enables people to transform systems. It enhances the effectiveness of systems through interventions that enhance people’s collective capacity to achieve shared goals. Professionals working in the orga-

nizational development field need a profound grasp of both individual and systemic concepts in order to work in a disciplined scientific and intuitive manner.

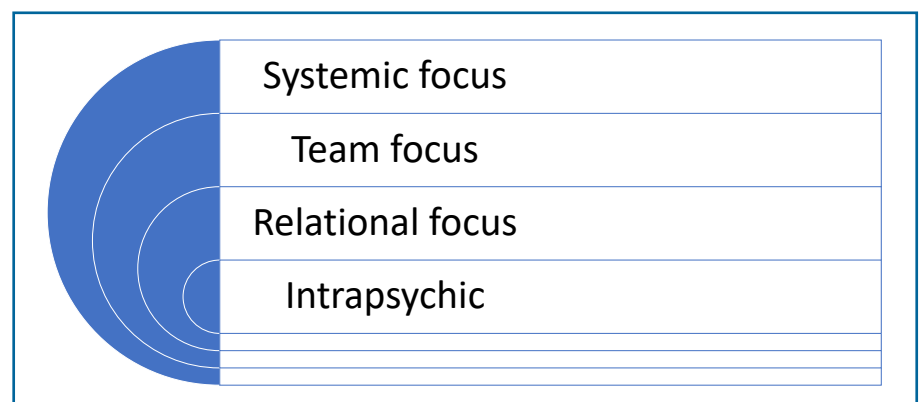
### **The Client Is the System**

A crucial distinction between individual and organizational work is the nature of the client. Although in TA often “the client” represents an individual, in an organizational development context the “client” is a team, an organization, or a company as a single entity comprised of multiple individuals.

### **A Quadruple Focus Is the Key**

Working in or with a team, an organization, or a company is a profession that requires specific knowledge, experience, skills, and an ability to have a quadruple focus.

**Focus 1** is the intrapsychic focus. In organizational development, this brings knowledge, experience, and tools to the table. We use our selves as a tool for change, which requires an ability to clean up your internal household so that you can differentiate what is yours and what is the



**Figure 2.**  
*Quadruple Focus*

**“Organizational development exists under an umbrella of organizational change, along with the following modalities: team building, leadership training, organizational consulting, facilitation, and executive and team coaching. All these modalities should be included in the TA organizational field.”**

system’s. It also requires insight into the intrapsychic processes of the individual organizational member or leader to see what issues they bring to the table that may help or hinder systemic change.

**Focus 2** is the relational focus. Change takes place in the encounter. The ability to create OK-OK relationships that challenge and support, and to teach others to do that too, is a must. This requires the ability to relate to everyone with their needs, desires, and developmental issues in relationship—and the ability to use the individual behavioral, relational, and existential concepts in TA to understand what is happening between the client and the consultant and how that may help or hinder change.

**Focus 3** is the team focus. It requires the ability to treat the team as an entity and to focus on how to create healthy structures, cooperative cultures, and inspiring partnerships between leaders and members. It also requires the ability to hear that an individual speaks as a representative of the system and thus for the structure, dynamics, and culture of the group.

**Focus 4** is the systemic focus. People who work in organizations realize that an organization is not a collection of individuals but a col-

lection of teams. So, understanding the interrelationship of teams, their place in the environment, and how they help and hinder the development of the organization as a whole is the fourth focus.


## Call to Action

In doing organizational work and teaching using TA, individual concepts certainly help with the intrapsychic and relational foci 1 and 2 but not with foci 3 and 4. The student of the organizational field requires the knowledge and skills to apply systemic concepts. Therefore, I advocate including the following list of systemic TA concepts to the

teaching curriculum and exam process (see elsewhere on this page).

I have written about some of my thinking about all this in books and articles, and I am interested in continuing dialogue and innovation in the organizational field. I would be glad to hear the thoughts of others on these issues. Please write questions or comments to me at [sjp@intactacademy.com](mailto:sjp@intactacademy.com).

## Reference

Berne, E. (1963). *The structure and dynamics of organizations and groups*. Grove Press. 

## Transactional Analysis Organizational Field Concepts

Eric Berne’s development of organizational theory

Differences in fields

Contracts in organizations

Team or organizational purpose

Definition of private and public structure

Boundaries

Dysfunctions of boundaries

Roles in organizations

Types of leadership

(Decision making) processes

Authority structure

Power in organizations

Group dynamics

Cohesion

Persona

Social ranking/informal structure

Influencing processes

Group imago

Transference in organizations (also based on racket systems or script analysis)

Transactions in organizations (also based on ego state analysis)

Group development stages

Strokes in organizations

Personal authority

Organizational culture (Berne)

Organizational values

Diversity in organizations

Intergroup relationships in organizations

Organizational strategy

Levels of diagnosis/assessment

Developmental needs/motivation

Methods of intervention planning

Structural interventions

Relational interventions

Psychodynamic interventions

Creating +/+ working alliance

Ethics in organizations

Developing reflective practice as a team coach/organizational consultant

Knowledge of other organizational theories

# Intact Academy

## Team coach academy



**Intact  
Academy**

**Start :**

**28-29 September 2023 online international**

**11-12 November 2023 live Rome**

**Register now:**

**[www.intactacademy.com](http://www.intactacademy.com)**

# Team Coach Academy

**Gain a deep understanding of  
the theory, methods and practice  
of team coaching**

TAO1,2,3 EMCC accreditation as senior practitioner program

15

JUNE 2023

THE SCRIPT