

## President's Letter

Dear Colleagues:

The end of the 2006-2009 term will come on August 28 when the General Assembly of members meets at the 17<sup>th</sup> International Conference of the International Association for Group Psychotherapy and Group Processes in Rome, Italy. At that Assembly, I will finish my term as the President of



**Frances Bonds-White, Ed.D.**

IAGP. As I write this, I find it hard to believe that the time since July 2006 in Sao Paulo has passed so rapidly.

So those facts make this my last letter to you as the President of IAGP. The first thing I want to do in this letter is to thank Cecelia and Ethel for being willing to step in and revive this newsletter. Without their time, energy and inspiration we would not have this avenue for showing what IAGP represents.

I want to thank all of the Members of the Board of Directors and the Executive

Committee who have been willing to travel all over the world, take time off from work, spend their own money and then spend two to three days in meeting rooms because they believe in the worth of this organization. You can learn more about that experience when you read the letter from Kate Bradshaw Tavon, our current Secretary.

We all owe a big thank you to the people in Spain and Japan who volunteered to put in so much personal time, energy and even their own money to create the Mediterranean and Pacific Rim Regional Congresses for this organization. The conferences were as the Brits among us say, "Brilliant." The people who work for this organization get no concrete reward for their work and I truly believe they do it because of a deep belief in and care for the IAGP.

Do I seem grateful? I am. Without these people, I could not have done my job.

Having grown up in a large extended family prepared

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## Election results

Nominations Chairperson Fern Cramer-Azima, Ph.D. and President Frances Bonds-White announce the results of the 2009 IAGP election. Newly elected members of the Executive Committee are: **David Gutmann**, Ph.D., France, President-elect; **Heloisa Fleury**, MA, Brazil, Treasurer; **Ivan Urlic**, M.D., Croatia, Secretary. They will serve with the incoming President, **Jorge Burmeister**, M.D.

The newly elected Chairperson of the Consultative Assembly of Organizational Affiliates (CAOA) is **Ingrid Stahmer**, MSW, Germany. Newly elected Section chairpersons are: Group Analysis, **Giovana Cantarella**, Ph.D., Italy; Psychodrama, **Maurizio Gasseau**, M.D., Italy; Family Therapy, **Nikos Stathopoulos**, M.D., Greece; Organizational Consultancy, **Gregorio Armananzas Ros**, M.D., Spain; and Transcultural, **Maria Van Noort**, PsyD., The Netherlands.

The following have been elected as new General Members of the Board of Directors: **Yujiro Isoda**, MD, Japan; **Esther Stone**, MSSW, USA; **Sue Daniels**, MA, TEP, Australia; **Ursula Hauser Grieco**, Ph.D., Costa Rica; **Pablo de Carvalho Godoy Castanho**, MA, Brazil; **Isil Bulut**, Ph.D., Turkey; **Hsien-Hsien Chiang**, RN, MSN, Republic of China; **Cristina Martinez-Taboada Kutz**, Ph.D., Spain; **Catherine Mela**, MD, Greece; and **Dena Baumgartner**, PhD, TEP, USA.

Returning to the BOD are: **Lilian Bicas Klein**, PhD, Mexico; **Bonnie Buchele**, Ph.D., USA; **Eva Fahlstrom-Borg**, MA, Sweden; **Pirkko Hurme**, MA, Finland; **Douglas S.G. Kong**, MD, Singapore; **Jamie Ondarza Linares**, MD, Italy; **Celia Risking**, PhD, Argentina; **William Roller**, MA, USA; **Teresa von Sommaruga-Howard**, Dipl Arch, UK; and **Cecelia Winkelman**, Ph.D., Australia.

More information will be published in the next Globeletter.

## Congress 2009 Update

The Scientific Program Committee has reviewed and selected a challenging and stimulating Congress program. We have brought together an outstanding international faculty. The selections are theoretically and culturally diverse, addressing both the intellectual and clinical components of the Congress theme, Groups in a Time of Conflict. Topics include child, adolescent and family issues, trauma, violence, immigration, mythology, community and institutional concerns, training, supervision, group processes and techniques (Group Analysis, Psychodrama). Following Pre-Congress intensive workshops, the Congress format offers ongoing early morning reflection groups, workshops, paper sessions, symposium panels, and end of the day large groups and median groups. There will be three large groups: Group Analysis, Psychodrama and Group Processes. The median groups will be conducted in Italian, Spanish and English.

Last minute programming: On April 7, 2009 an earthquake struck the town of L'Aquila and the village of Onna in the Abruzzo area of Italy killing 205 people (as of April 15, 2009). Though there are a number of sections on trauma submitted to the Congress none specifically addresses trauma training or the trauma



**Esther Stone**

that helps experience when working in such devastating situations, particularly when they themselves have been affected by the disaster while caretaking for the victims and their families. Since 9/11 the American Group Psychotherapy Association (AGPA) has been involved in trauma work and teaching trauma protocols to those in crisis

situations such as in China and India. We are pleased that AGPA will be presenting a trauma course at the Congress

Research in groups and group processes is part of the IAGP and COIRAG mission. The Executive Boards of both organizations have approved a research project, "How Groups Work" to be administered at the Congress. Drs. Susan Gantt, Richard O'Neill and Gary Burlingame have developed a new group process

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## Reflections from Congress Speakers

### 1. Professor Pedro Demo

Pedro Demo, Congress speaker on Political Poverty, is an educator and trainer of future teachers. Prof. Demo emphasizes the connection between education, citizenship and poverty and has advocated for the understanding of the importance of education for "popular citizenship". He has developed the concept of "poverty politics": that poverty is more than the acquisition of material goods but the "lack of citizenship among the poor". He has contributed this reflection for *Globeletter*:

- when oppressed people expect their liberation from the oppressors;

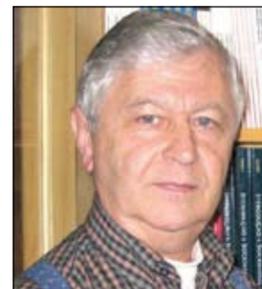
- starving is a horrible non-human condition

Find more at his website: <http://pedrodemo.sites.uol.com.br>

### 2. Lord John Alderdice

"Given the failure of the 'War on Terror', it may .... be time to explore how far alternative analyses provide a better key to understanding politically motivated violence. All these matters are essentially issues of human relationships and, as such, are driven much more by emotion than by rational thought."

Lord Alderdice, a keynote speaker at our Rome Conference in August, presented a paper at the New York Academy of Sciences (NYAS) conference in Barcelona entitled "Values and Empathy Across Social Barriers: A Neurocognitive Approach to Fairness". In the Spring 2009 edition of the NYAS Magazine, his paper, "Sacred Values: Anthropological Perspectives on



**Pedro Demo**



**Lord John Alderdice**

Fairness in Social Conflicts", was singled out as one of the most significant of the presentations at the conference.

Starting in Northern Ireland, and then extending his observation to other regions including Peru, Nepal and the Middle East, Lord Alderdice's close observation of a number of societies where there is persistent 'terrorism' has revealed that the response is indeed an emotional and self-destructive one, rather than being marked by rational self-interest.

"It is often the sense of humiliation, disrespect and injustice that is the most toxic stimulus" said Lord Alderdice, "And in so far as there is inequity it is the component of 'unfairness' or 'injustice' that is the potent element in the predisposing mixture. 'Righting a terrible wrong' or responding to unfairness and injustice is therefore a key to understanding and addressing such social conflicts, and attending to group pathology expands our understanding of these phenomena better than exploration of individual pathology."

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Please notify the IAGP secretary of change of email or postal address at [secretary@iagp.com](mailto:secretary@iagp.com)

## Editors' Letter



Cecelia Winkelman



Ethel Tillinger

As we put together this issue of Globeletter, we have just heard word of the IAGP election results and are pleased to include some of those results here.

We include an update on the Rome Congress from Scientific Program Co-Chair, Esther Stone, as well as, reflections from two of the keynote speakers, Lord John Alderdice and Professor Pedro Demo. We are pleased to acknowledge Anne Schutzenberger's 90th birthday and have included Kate Tavon's tribute to her.

You will find a summary of the Survey on IAGP's future by Heloisa Fleury and Jorge Burmeister. Included in this issue are reflections on the IAGP from Howard Kibel and Einar Gudmundsson, who are stepping down from the Board, reflections on their term as Sections Heads from Heloisa Fleury, Transcultural Section, and Maria Van Noort, CAO, reflections from Kate Tavon on her term as Secretary to the Board and, finally, reflections from Frances Bonds-White on her term as President of the Board.

The news on activities by affiliates includes reports on activities in Austria, Brazil and Australia. We include an article on Conflict in Organisations by George Anastopoulos, who is retiring as Chair of the Organisational Consultancy Section.

Finally we invite members' comments, reflections and questions. Write to us at [globeletter@iagp.com](mailto:globeletter@iagp.com)

Ethel Tillinger and Cecelia Winkelman  
Globeletter Editors

## Reflections by a departing Board member



Howard Kibel

At the Congress in Rome, this August, I will officially retire from the Board of Directors. However, our incoming President, Jörg Burmeister, has asked me to assist with the transition to the new administration of IAGP.

I was first elected to the Board in 1998. At that time, IAGP had a two-year term of office, in the hope of increasing

the frequency of its Congresses. However, that did not prove feasible. I was re-elected to the Board in 2000. In January of 2001 I told the then president, Sabar Rustomjee, that I would be willing to serve as Co-Chairperson of the Scientific Program Committee (SPC) for the next Congress to be held in Istanbul, Turkey in 2003. I had visited Istanbul in December 1999 and did a site visit of the location at the request of Sabar. On the SPC, I was teamed-up with a man whom I had never met, but who was highly recommended by my good friend and fellow Board member, Dankwart Mattke of Germany. That person was Bernhard Strauss, also of Germany. We proved to be a highly compatible team because we complemented one another; his strengths compensated for my short-comings and vice versa.

The Congress in Istanbul was a professional success. However, the attendance was not as great as had been hoped. Many Westerners stayed away, fearing that there would be some danger because of the war in Iraq. Yet, I enjoyed myself immensely. By then, the incoming President, Christer Sandahl, had asked me to stand as a candidate for Secretary of IAGP. Because I was unopposed, I easily won the election.

Being Secretary of the organization was an exciting experience. It gave me a chance to work very closely

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# Taking one last look at IAGP: An Organizational Analysis

Dear Board of Directors (BOD), IAGP members, colleagues, friends,

In the beginning of my work as a BOD member I sent out a paper called, *Taking a look at IAGP*. As it is nearing the end for me as a Board member I am trying to summarize some of my thoughts on IAGP after considerably more experience. This in the hope that it might be of some use for the Board, the IAGP Executive Committee and the organization as a whole.

**1) IAGP's nature:** In many ways IAGP is a virtual organization or an on-line organization and as such it is amazing that it has survived all those years with its nomadic headquarters, moving around the world like a *nomadic organization*. With the new internet technology it should not be necessary to move headquarters, change banks or secretaries at all.

**2) IAGP's role:**  
A) My **vision** for IAGP is that it should be more of an *umbrella organization* than it is now. That means IAGP is the mother organization for group therapy and group dynamic/group process organizations around the world. Where there are functioning associations, IAGP will support them, cooperate with them, but never compete with them or do anything to hinder their development. IAGP would bring together existing organizations to support them and for crossfertilization. Already our famous International Congresses bring everyone together. Furthermore IAGP would focus on bringing group therapy and group processes to areas that today have weak organizations and few professionals in the field, thus spreading the *Gospel of Groups*.

B) IAGP can/should have a role in times of **disasters** as the worldwide group therapy umbrella organization. The role would be in most cases to support local organizations with supervision, or possibly some manpower, dependent on language etc. Where there are no organizations, IAGP should find/organize regional contact persons in every area of the world, who would be able to give advice and supervision more locally, and get support from IAGP professionals for themselves. These regional contact persons would be professionals known by IAGP to be closest to the disaster area, and preferably also aware of the support possibilities that IAGP could provide. IAGP's Task Force on Disaster Management could try to map out the world's group professionals and make themselves known to the UN, WHO, Red Cross etc.

C) IAGP can/should work for **increasing standards** of group work and group organizations that work for similar goals, as well as educational organizations. This is easily done by creating a 3-star recognition system: One Star *acceptable*, Two Stars *recommended* and Three Stars *excellent*. This would apply to individual therapists and to organizations that seek IAGP's approval, and especially organisations that have educational programs. For example, Organization X is presenting its educational program locally, but it meets the Two Star IAGP standard. That will help market the program locally or internationally and create a reason for the organization to join IAGP. For this to happen it needs some work on behalf of IAGP. Preferably there would be a standing committee that would work with applications and bring them to the Board for final approval. Individual members would be advised first to seek approval of local organizations where they exist. This approval work should be reasonably priced and would benefit IAGP financially.

**3) IAGP's marketing:** If IAGP's goals are as noble as described above it should not only market itself with group professionals, but also with organizations who might seek its expertise. This could mean the UN, WHO, Red Cross, local health authorities, and governments, etc. I want to repeat my recommendation that IAGP creates a *slogan* that says something about our goals in one sentence, a sentence that makes people want to learn more about IAGP. One idea is *IAGP: Promoting The Practice of Groups Globally*.

**4) IAGP's funding:** IAGP is in my mind underfunded, and so are we who work for the organization. With noble goals as described above it is much easier to get support from governments, international and local organizations. With more financial support from these sources, individuals, like BOD members, who work for IAGP would not have to be relatively rich to take a role.

**5) IAGP's membership:** Taking the umbrella function seriously, IAGP's goal would be to get as many group orientated organizations as possible to join. If they don't, IAGP will not really have an umbrella function and would be just another organization with a bit of influence here and there. If we think of the UN, it is an organization of sovereign countries, but with no individual members and so it is with most other international organizations. Up till now IAGP has based itself on interested individuals and a few organizations. To rely on individual members to carry



Einar Gudmundsson

**My vision for IAGP is that it should be more of an umbrella organization than it is now. That means IAGP is the mother organization for group therapy and group dynamic/group process organizations around the world. Where there are functioning associations, IAGP will support them, cooperate with them, but never compete with them or do anything to hinder their development.**

IAGP into the future is probably unrealistic, especially if local organizations become stronger and compete for individual members. To pay 2 organizations (local org. plus IAGP) on a regular basis is only for the few very interested and wealthy individuals. They seem to get fewer every year. Is it going to get better one day, or does IAGP have to take its shrinking seriously and act on it? Today IAGP is offering very little to Affiliated Organizations (AO) and I wonder how AOs can sell their IAGP membership to their own local members when they get so little. Also many of them probably are struggling to get enough money to survive themselves. The most natural thing seems to be to focus on getting every organization to become an AO. This I think would be easy if IAGP took the following steps:

**A) Reduced congress fees** to everyone who belongs to an AO, but individual members would get higher reduction rates to make individual membership still attractive. To finance these changes the AO membership fee would be somewhat increased, more (most?) organizations would join and many more individuals would attend the congresses.

**B) Globeletter** to every AO member and *Forum* at a reduced price, but still free to the individual members. The sale, respect and spread of *Forum* would increase greatly.

**C) The biggest AOs** (500 members or more?) should have **permanent BOD member seats** with the AOs themselves appointing their representative for 3 years at a time, for a maximum of 9 years. I can think of several organizations that are big enough, AGPA (America), GAS (England), FEBRAP (Brazil) and JAGP (Japan), to name a few. This would put IAGP in much more direct contact with its AOs. Their contribution and commitment to IAGP would increase. Their membership would have closer ties with IAGP. It is also easier for the AOs to recruit new members when they can offer increased membership benefits through IAGP. This would insure our umbrella function and benefit both IAGP and the AOs and unite the field of groups worldwide. The number of members directly or indirectly connected to IAGP would be measured by thousands instead of hundreds. Today IAGP is milking the AOs for money with minimal contributions itself, please correct me if I am wrong, and that, in all fairness, cannot go on, can it?

**6) The IAGP Records/Archives/Library:** Too often in a discussion in a Board meeting someone says that what we are discussing has been discussed before, and sometimes thoroughly over a length of time. But where are the arguments/results of that discussion? We need records accessible to the EC, BOD and the membership at large to avoid reinventing the wheel. Then it would be possible for Board members to prepare a subject, taking into account what ideas/conclusions were already discussed in the past. To make this easily accessible it is wise to give each subject on the Board's Agenda a number, so that there is no need to read everything from a meeting, you just go directly to the number of a subject. Preferably there should be a possibility to use a computer program to call up everything written under that number, so you get an quick update of what has been written about each subject. In the Icelandic Group Therapy Association (IGTA) we have a system adopted from a Board of Medical Doctors of a Norwegian Psychiatric Hospital that is simple and works extremely well. The first subject on the Agenda list every year starts with a number and a year. An example: nr. 1/09 President's Report, next subject is nr. 2/09 Secretary's report etc. A subject that is ongoing might have a number from the past, like nr. 14/08 homepage, could be a discussion about our homepage that started as the 14th subject the year 2008, and that number would follow that discussion through the years and be easy to track, because you just look for that number and the title and then have access to its history. It should be easy now with our homepage to store our records on the internet. This is vital because the absence of easily accessible records slows down IAGP's progress and

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# IAGP Transcultural Section 2006-2009

My three-year term as IAGP Transcultural Section chairperson is reaching its end! It is time for evaluation and suggestions for the next chairperson 2009-2012.

In 2006, the complexity of language barriers and the need for bridges between cultures and theories were identified as important issues to be addressed, highlighted in the article, The 2006 IAGP Congress in Brazil (*Globeletter* Issue 7).

Later, in 2007, the survey promoted by this Section pointed toward the diversity among worldwide group workers. Those results were presented at the Barcelona Congress. Besides evidence of cross fertilization, mostly in Latin America, the survey pointed out the need for a new international survey designed to collect more information regarding professional and organizational cultural diversity awareness. Information regarding cross fertilization among different theoretical approaches and also in the way that each professional applies the theory to his/ her practice may also open new possibilities for understanding the influence of social and cultural domains in group practice. The large participation of Latin American colleagues confirmed the positive impact of the IAGP Congress in Brazil and the readiness for deeper exchange.

The Section discussion list is a large transcultural virtual group whose processes brought participants' own cultural differences to the foreground. Expression in English (second language for many participants) was a shared experience of transculturality for the group. These differences are the main richness for the list, but they also add complexity to the communication. Considering the virtual group process during these three years, language barriers



**Heloisa Fleury**

have been approached from several perspectives, confirming that it is not a translation question but expression of unconscious processes. This topic has been reviewed in two IAGP Regional Conferences (Barcelona and Matsue). The Rome International IAGP Congress will be a renewed opportunity to deal with it.

In the beginning of 2008, similarities and differences between the concepts of social unconscious and co-unconscious have been addressed in the discussion list. Could it be a pathway for approaching a more complex topic, such as theoretical foundations? It was a warming up for a more sensitive topic related to transgenerational transmission of the denial of catastrophic social events, such as war, colonization etc. More than theoretical foundations, the list seemed to have prepared for deeper approach of this topic by different cultures and theories. The Rome Congress will address it in several scientific activities, which will be organized by the Thematic Track Project. It may facilitate the study and experience of this topic at a deeper level.

In the Transcultural Section Meeting in Barcelona (2008), participants discussed the challenge for mental health in working with a multicultural society produced by increasing migration. They identified social inclusion as the biggest challenge in working with this population. An educational program for

migrants needs specific planning and training for cultural competence, as social inclusion is more than removing language barriers. As IAGP is an important resource of worldwide expertise in many fields, the group requested a network for exchanging transcultural experiences. In the Rome Congress, the Thematic Track Project may facilitate exchange among different theoretical and cultural approaches to this theme.

Following the experience of organizing the Sao Paulo IAGP Congress, Brazilian colleagues from different theoretical approaches created an Inter-institutional Group, aiming to construct knowledge for fostering cooperation and exchanges among organizations and colleagues from different theoretical approaches. This Section will lead a workshop in Rome on the impact of cultural diversity on Congress activities.

For the future, the IAGP Regional Latin America Congress, in 2010, comes with an ongoing feature, a new paradigm for a conference. Reflective virtual groups will discuss specific themes leading to a practical activity before the Congress itself. I have found the IAGP Transcultural Section discussion list inspiring; my wish is that it becomes a partner for discussing multiculturalism and other topics that have been brought up by this rich virtual group.

Thanks to all of you who have shared your thoughts and knowledge, collaborating on making this a great experience!

**Heloisa Fleury**  
IAGP Transcultural Section Chair 2006-2009

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## Reflections about CAOAs within IAGP

CAOA, the Consultative Assembly of Organisational Affiliates, is a forum for exchange of information, experiences and innovative ideas regarding issues related to training, practice and research in group-psychotherapy and group processes. Organisations affiliated with IAGP choose their own delegates to represent their organisation.

When I became CAOAs chair in 2000 in Jerusalem it was not clear into what adventure I was sailing. The main task of a CAOAs chair is to support representatives in fulfilling their task of being a bridge between their own organisations and IAGP. This bridge facilitates the work of IAGP by building networks that undertake projects, organise Congresses, form committees, and encourage contributions to *Globeletter* and *Forum*. Every three years when IAGP has its International Congress, the CAOAs chair organises a meeting of its representatives to facilitate this networking.

One of the changes I instituted was to organise a CAOAs meeting at the yearly Regional IAGP Congresses. This gives representatives from several parts of the world a chance to learn to know each other and to hear about each others projects. In



**Maria van Noort**

between meetings the CAOAs Dialogue List, started in 2000 by Hanna Campos from Spain, adds to the networking by functioning as an information bridge.

Another contribution was my organising in Istanbul 2003 the inaugural workshop on the role of the CAOAs representative. This pivotal workshop focussed on the crucial issues of authority and trust in their role. In that same workshop discussion included what affiliated organisations want to get from and to give to IAGP.

Issues from this meeting have been a guideline for the CAOAs agenda in the years that followed. Some are noted here as highlights: 1) If several countries organise annual study days in the same week, costs for speakers can be shared. 2) Sharing of knowledge, expertise and resources can take many forms. Written references could be made available

to those in parts of the world where it is not easy to get them. Training, too, could be made available. Countries with experience in organising Congresses, conducting projects, presenting and marketing, could make available advice to newcomers. Such sharing of experience and knowledge promotes the mission of IAGP.

It was challenging to chair the CAOAs for three terms. I feel great appreciation and warmth to the representatives for all the work they have done. Without them, there would be no one to hold the organisation together; they are the nodal points connecting the organisation. I loved doing this task and admit to having some difficulties in letting it go.

I have two wishes left. One is that representatives write annual reports to IAGP and a second is that IAGP provide a speech promoting IAGP. For my successor I offer to conduct a workshop for CAOAs representatives about the influence of organisational problems on their role.

**Maria van Noort**  
Chair of CAOAs (2000-2009)

## Reflections as IAGP's Retiring Secretary

When in 1998 I was elected to a serve three-year period on the IAGP Board of Directors and accepted the appointment, I had little idea of what my "yes" would involve! As a Director you may be re-elected to serve three terms in a row, and I was! In my first and second terms on the Board I served as Chair of the Nominating Committee and sought to enrich representation on the Board to also include members from orientations and cultures previously not represented, aiming even to include some younger members. Rome wasn't built in a day and change evolves slowly in our organisation.

Born and bred in the UK I thought I knew about democracy but was to learn a great deal about how differently the concept is understood and practised in our various cultures.

In my third term I was a Member of the Governance and By-Laws Committee, assisting in the development of the new by-laws, which led to the change of name of the organisation, to reflect the expansion of our members' interests and to promote greater inclusion.

To serve three terms as a Director of the Board has meant hard work and personal financial commitment but has also been a great learning experience and an opportunity to meet and work together with colleagues who belong to the most skilled in our professional fields.

Just as I was due to retire from the Board, I was elected as Secretary and consequently have served on the Executive Committee of the Board of Directors



**Kate Bradshaw Tavon**

for a period of three years. My work has brought me into regular contact with the general members of IAGP and beyond. It has been a great pleasure to get to know many members on a personal level. What is most personal is also most universal and only in genuinely meeting "the other" can we better understand ourselves. Sometimes a member has been dissatisfied with

IAGP, often due to misunderstanding, which we have been able to iron out. Sometimes a colleague has generously shared their experience at a helpful moment. I have also been in the happy position of hearing members' appreciation of our organisation.

It has also been a delight to contribute to regional congresses both within and outside IAGP on themes of great significance. I am greatly appreciative of the skills, warmth and wisdom expressed by all I've met in these contexts. A beautiful example of this was the conference in Matsue, Japan, last October on the theme of "Psychologically Safe Space". The concept is so simple and conveys so much. The work is of course complex. Creating psychologically safe space is arguably the most important foundation stone when

building our future societies. In Japan they do this in what they call "the house of love and anger". A generation ago my country of origin was at war with Japan. As a young person I could never anticipate that life would offer me such inspiring encounters with "the enemy" or that I would meet so many there who share my vision for the world. All roads lead to Rome.....

I have attended and recorded the minutes for Executive Committee and Board of Directors meetings in São Paulo (July 06), Austin (Mar 07), Amsterdam (Aug 07), Barcelona (Feb 08), Matsue (Oct 08), Chicago (Feb 09) and will attend the out-going Executive Committee and Board of Directors meetings and the General Assembly at the IAGP Congress in Rome (Aug 09).

Working so actively for IAGP has provided me with a wealth of experience and learning about humanity. Working for any organisation bears with it disappointments and moments of powerlessness, when you want to give up. IAGP is no different in this respect but I am so glad I had support to overcome difficulties. I warmly recommend to you getting actively involved at any level in the work of IAGP, which as our mission statement rightly claims, provides opportunities for meeting the others: professions, theories and cultures - who are exploring

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# IAGP affiliates promote group work worldwide

## Psychodrama in Brazil

In a strategic part of São Paulo City, a space with no architectural barriers invites all those that are passing by to come closer and see what's going on the stage. Since August 2003, every Saturday morning, a Public Psychodrama, with different invited directors, is what they see.

The main goal is to create public spaces that hold different subjectivities, making possible an exchange ideas, values and life experiences through the collective construction of dramatized stories. Participants are actors and authors of their own stories. There is no previous theme or script. With responsibility and ethical concern, creativity and spontaneity are brought to bear on issues that range from institutional situations, groups, families, the city, its residents and our everyday life. Both the stories and the way that they are constructed express, promote and stimulate the reconstruction of ways of being, socially and individually.

Up to now, our evaluation is that even if humanity as a whole is not better, certainly those who have participated have developed the idea of group and community. This is important to psychodrama, and more so to our society, which appears to many to becoming each day more individualistic and intolerant. This part of the world is better. It has been a great experience of coexistence between different people, creating new subjectivities. We are certain!!!

Psicodrama público en un espacio multicultural en Brasil

En un punto estratégico de la ciudad de São Paulo, un espacio sin barreras arquitectónicas, invita a todos aquellos que están pasando por la calle a participar. Desde agosto del 2003, ocurre en este local, todos los sábados por la mañana, un psicodrama Público con diferentes directores.

El objetivo es crear espacios públicos que puedan sostener diferentes subjetividades, hacer con que sea posible el intercambio de ideas, valores y experiencias de vida a través de la construcción colectiva de



**Team: Cida Davoli (chair), A. Cesarino, Cláudia Fernandes, Geórgia Vasimon, Milene S. Féo, Marcia A. Batista, Mariângela P. F. Wechsler, Pedro Mascarenhas, Regina F. Monteiro, Rosane A. Rodrigues.**

novelas dramatizadas. Los participantes son actores y autores de sus propias historias. No hay ningún tema o guión anterior. Con responsabilidad, preocupación ética, y mucha creatividad y espontaneidad, la propuesta es que se pongan temas en el escenario, planteados por los participantes, desde situaciones institucionales, grupales, familiares, de la ciudad y de sus habitantes, situaciones del día a día. Tanto las historias como la manera que se construyen expresan, producen y estimulan la reconstrucción de formas de ser, individual y colectiva.

Hasta el presente momento, nuestra evaluación es que si la humanidad en su conjunto no está mejor, sin duda estos participantes han desarrollado la idea de grupo y de comunidad, tan importante para el psicodrama, pero aún más importante para nuestra sociedad, cada día más individualista e intolerante. En el límite, esta parte del mundo está mejor. Ha sido una gran experiencia de convivencia entre personas diferentes y la creación de nuevas subjetividades. Esperamos que sí!

## Israeli IAGP member works with Australian affiliate

This is a report of my professional visit to Australia in February, 2009, and my encounter with the group therapeutic world there. My hosts were the Australian Association of Group Psychotherapists. I'd like to thank especially Dr Sabar Rustomjee, to whom I am very grateful.

I had two meetings, one very short in Sydney and a 2-day symposium in Melbourne. My visit to Melbourne was literally overshadowed by the big fire in the surrounding hills. A huge cloud of smoke in the sky and a pervasively penetrating smell were evidence of the crisis.

In Sydney my talk turned into an angry dialogue. The conflict emerged when some of my hosts aired their feelings of disappointment in Israel after the war in Gaza, and possibly gave rise to what I felt as splitting between the 'good' Palestinians and the 'bad' perpetrators, the Israelis. By discussing different aspects, a more differentiated discourse developed. In conducting this emotionally loaded controversy, we had *ego-training in action*.

This was not the last time that antagonism towards Israel was addressed during my visit to Australia, and the obvious was to have me represent the belligerent Israeli side, which I refused consistently. But in contrast to some European places, in which there may be a boycotting movement towards me as Israeli, the Australians kept insisting on talking and airing their feelings; this attitude is something I prefer.

The second part of my professional visit was the weekend in Melbourne. The workshop title was *Dream-telling, Israeli-Palestinian Groups and Relational Disorders*. It took place at the Treacy Centre, which was a wonderful place for the more than 50 participants.

The first day was a seminar called, *Dream-telling as a Request for Containment*, where we reflected on differences between dreaming, dream-telling and the three uses of dreams. We both experienced and theorised about the subject, drawing information from the dream, the *informative* use, which is the more classical and known way of approaching dreams. Then we worked and played with a more innovative way of working with dreams, the *formative* use, which aims at utilizing dreams told in order to structure a



**Robi Friedman**

fragmented or immature dreamer's psyche. The last use is the *transformative of relations*. This approach works with dreams as a communication, not only of content, but a demand to both use and change the relationship with the audience. The participants were cooperative and generous in sharing their own dreams as well as their personal resonance to each other's dreams. This was an effort to make sense of the creative, but chaotic area of dreams. It helped participants understand more deeply the dynamics of dream-telling. A great satisfaction came with the work done using this approach. It tapped into the vast and deep inner resources encapsulated by dreams. In the evening we had a dinner, where the old and new Association members had the opportunity to meet again.

The next day was divided in two parts. In the first part I told them of my experience as a psychotherapist in war time and in areas of extreme conflict. The main focus of my talk was telling the participants about what it meant to hold and contain patients and groups in 2006 during the second Lebanese war. In this conflict thousands of rockets fell on the civilian population of northern Israel. We experienced difficulties we could not have imagined. It took great effort to overcome them.

In the workshop, we contrasted the availability of group and individual therapists with the availability of hospital personnel in responding to emergency situations. I proposed that therapists should feel the same responsibility as nurses and doctors in being prepared to stay in targeted areas, in order to attend patients and contain their anxieties. The central importance of groups was paramount in these times, probably because of the containing function provided by the presence of the group and its leader. The efficacy of my group analytic approach was seen in the willingness of private patients, especially group

analytic ones, to fight for the continuity of their therapy by driving a long way to the group in spite of the dangers.

Containment of trauma was another aspect we discussed in the workshop in Melbourne. The first stages of stress can take months to develop. Containment of these difficult emotions in the first stages is not always possible to do by verbalizing them. Verbalization may come only after having internally felt the partnership with a group or an individual therapist. The group provides the necessary experience and silent acknowledgement of others.

Another difficult aspect of being a therapist in war time is using one's ability to maintain a dialogue with the enemy. This endeavor can be facilitated by group leaders who are capable of working during encounters that usually evoke hate, shame, anxiety, guilt and all kinds of inter-generational demons. In the Melbourne workshop, I talked about the attempt to work through these difficult feelings while dialoguing with Palestinian colleagues between the years 2003 - 2005.

Especially important for me were not being overpowered by defenses against guilt and existential threat. These tend to evoke many powerful feelings, such as paranoia, hate, envy and tendencies to violent acting out. In the Melbourne workshop, I told them about my own process of elaborating my feelings of guilt towards the Palestinians.

I told them how both the Israeli and the Palestinian sides wanted recognition of their victimhood and got stuck in wanting to monopolize this issue. We reached a stalemate in our talks because everyone in the conflict both defended themselves from guilt and at the same time blamed the other side for being the aggressor. When we experienced the stalemate, we felt a strong pressure to change our attitude.

We were caught in a vicious cycle in order to avoid any guilt; such avoidance strengthened the other side's hate and blaming. In order to change the cycle, we had to search deep in our hearts. At the beginning the Israeli view seemed even stronger than the Arab side hated more, inflicted more damage by their

**See Australian, Page 7**

## 50th anniversary of the Austrian Association of Group Psychotherapy and Group Dynamics (OeAGG), 1959-2009

The 50<sup>th</sup> anniversary celebration, was held in June, in Vienna, to mark founding in 1959 of the OeAGG by Raoul Schindler. Many organizations were represented, including training institutes for psychotherapy and counseling. The Mayor of Vienna closed the event. An overview of the development of psychotherapy and group dynamics, group work and supervision since 1959, including its economical and social political impact, was evident in the speeches. Horst Eberhard Richter gave the keynote speech. Prof Dr. Alfred Pfabigan spoke from the philosophical perspective. The history of OeAGG was represented through four general secretaries: Raoul Schindler during 32 years, Alfred Pritz ten years, Ingrid Krafft-Ebbing and since 2004 Maria Majce-Egger.

IAGP president Francis Bonds-White, among other organizations, sent congratulations, noting the pioneering role of OeAGG in establishing psychotherapy and in building academic and clinical networks. These congratulations were a significant mark of recognition for OeAGG.

Maria Majce-Egger  
(translation: Michael Wieser)



Susanne Jakszus

From left: Alfred Pritz, Maria Majce-Egger, Horst-Eberhard Richter, Maria-Anna Pleischl (vice-general secretary), Sonja Ramskogler (municipal council, Vienna), Alfred Pfabigan, Hella Gephart (DAGG chair person), Eva Mückstein (OeBVP, professional organisation president), Raoul Schindler, Ingrid Krafft-Ebbing.

## Survey results — IAGP future development

IAGP members and non-members from 23 countries and 5 continents answered a three language survey regarding their ideas, wishes and preferences for future development of IAGP. As experts on groups and group processes, they were invited to make the organization of the IAGP as much as possible a creation of their own visions and their own choice. The results show that

1. IAGP attends already its purpose to congregate group workers from all theoretical approaches. The high percentage of Systemic, Social Constructivism and Family Therapy as second theories may express a tendency to deal with current social demands.

2. Both members and non-members confirmed highest interest for International and Regional Conferences.

3. Among members, there is a strong support for IAGP to provide training programs in countries with economic hardship and to be engaged in social/humanitarian projects. The main suggestion in all languages was for improving professional exchange between different methods and cultures.

The survey provides valuable information for the future planning of IAGP. There is evidence that cross fertilization among theories is already a reality. In addition, programs which foster cultural competence and exchange are needed. The survey results



Heloisa Fleury

indicated that IAGP might improve its political role by facilitating training programs in countries with economic hardship, thereby promoting Social Projects and Human Rights. A more detailed analysis of the data will follow in the next few months.

Heloisa Fleury  
Jorge Burmeister

Cuestionario – El FUTURO  
DESARROLLO de la IAGP

Miembros y no-miembros de la IAGP de 23 países y de 5 continentes respondieron a un cuestionario trilingüe con respecto a sus ideas, deseos y preferencias para el futuro de la IAGP. Fueron invitados como expertos para grupos y procesos grupales para tomar influencia con sus propias visiones y utopías en el futuro desarrollo de la IAGP de la mejor manera posible. Los resultados demuestran que

1. La IAGP cumple ya con su propósito de reunir a expertos grupales de todos los modelos teóricos. El alto porcentaje de los modelos Sistémicos, Terapia

Familiar y Constructivismo Social en el área de las teorías secundarias puede señalar una tendencia a dar mayor importancia a demandas sociales.

2. miembros y no-miembros han confirmado como su mayor interés la realización de Conferencias Internacionales y Regionales.

3. Entre la membresía, hay un apoyo fuerte para que la IAGP ofrezca programas de formación en países con dificultad económica y que se involucre en proyectos sociales y/o de carácter humanitario. La sugerencia principal en todos los idiomas era la mejoría del intercambio profesional entre los diversos métodos y culturas.

El cuestionario ha proporcionado informaciones valiosas para la futura orientación de las actividades de la IAGP. Hay evidencia de que el concepto de la IAGP de la fertilización mutua entre teorías es ya una realidad y que aún más programas que fortalezcan la competencia y el intercambio cultural son necesarios. Hay también una evidencia fuerte de que la IAGP debe mejorar su actuación política-social facilitando programas de formación en países con dificultad económica y promoviendo proyectos sociales y relativos a los derechos humanos. Un análisis más detallado de los datos seguirá en los próximos meses.

Heloisa Fleury  
Jorge Burmeister

## Anne Ancelin Schutzenberger marks 90th



Anne Ancelin Schutzenberger, with Marcia Karp and Manuela Maciel

On 29<sup>th</sup> March 2009 IAGP's beloved archivist Anne Ancelin Schutzenberger celebrated her 90<sup>th</sup> birthday, with her family and friends, at her daughter's beautiful home in Versailles, on the outskirts of Paris.

For those of you who have not had the pleasure of meeting Anne, who is a group analyst and psychodramatist, she is best known for her unique psychogenealogical approach to psychotherapy where she has for many years explored transgenerational links in the transmission of trauma through several generations.

You might also like to know that she was with JL Moreno in co-founding of a first Committee on Group Psychotherapy (Paris, 1951) later to become the International Committee for Group Psychotherapy (Toronto, 1954), and The International Council of Group Psychotherapy (1957), which were all forerunners to the founding of the International Association for Group-psychotherapy (IAGP) (Zurich 1973) renamed The International Association for Group Psychotherapy and Group Processes (IAGP) (São Paulo 2006).

Happily a few of us from IAGP were able to

celebrate Anne in Versailles. Marcia Karp (England), Eva Fahlström-Borg (with her husband Lars Borg) (Sweden), Pirkko Hurme (Finland/Denmark), Manuela Maciel (Portugal), Lars Tavon and Kate Bradshaw Tavon (Sweden) did our best to represent the 40 countries in which she has worked throughout her career.

As alert as ever, despite problems with her eyes, Anne delighted us all by presenting each of us with a copy of her new book "Le plaisir de vivre", which was hot off the press! How marvellous, to write on the subject of the joy of being, at the age of 90! (She is by the way asking for help to find a publisher in English.)

She runs a Psychodrama Group in Paris and is teaching psychogenealogy. She is preparing a new book, in French, with her usual publisher Payot, due for publication 2009 or 2010.

She is also hoping to attend the IAGP Congress in Rome on August 24<sup>th</sup>-28<sup>th</sup> 2009 where you may have the pleasure of meeting one of psychodrama's great ladies!

# ANZPA Conference planned for January in Sydney

You are warmly invited to Sydney in January 2010 to join the annual conference of ANZPA, the Australian and New Zealand Psychodrama Association.

The conference theme is: "meeting at the edge".

The conference will run from Thursday 21st January to Monday 25th January, 2010. The venue is Sancta Sophia College at Sydney University, just ten minutes from the centre of Sydney.



The conference program will include a broad range of experiential workshops as well as keynote and plenary sessions. There will be a strong focus on building up relationships and networks amongst

practitioners and students who are applying Morenian action methods in a wide variety of settings. A number of extended Pre- and Post-conference workshops will also be offered.

Why not come join us in Sydney in summertime?

For details and updates please visit <http://anzpa.org/conference/2010>

Or email enquiries to: [confntreasure@anzpa.org](mailto:confntreasure@anzpa.org)

## Ethical Guidelines, Standing Committee for Ethics

The general membership of IAGP was asked to vote on two issues in this past election relevant to ethics. First, was the decision to make the Committee for Ethics and Professional Standards a standing committee within the By-Laws of our organization. Second, was the acceptance of the Ethical Guidelines and Professional Standards for Group Psychotherapy. I'll briefly outline my understanding of what it means for our organization now that these have been approved.

The Ethics committee becomes a standing committee, and has a mandate that will be included under Article X: Committees in the By-Laws of IAGP. That mandate states the following: The Committee shall consist of a chairperson, appointed by the President, and approved by the Executive and Board Members. Committee members shall be selected by the Chairperson. The Chairperson shall be a member of the Board of Directors and Committee members shall be chosen from the Board of Directors and from the IAGP Membership. The specific task of the Committee within IAGP is to consider complaints and ethical issues brought to its attention and recommend statements and other actions for the Executive Committee to decide upon according to the mandate



**Bill Roller**

stated in the Ethical Guidelines and Professional Standards for Group Psychotherapy.

The Committee's special charge is to promote the development and respect for ethical behavior. The on-going task of the Committee is to review the Guidelines in order to keep them up to date with current thinking in the professional community.

Any recommendations to alter the Guidelines must be approved by the Board of Directors and by vote of the Membership. The Committee is also charged with developing a separate document, Ethical Guidelines for Organization Development and Group Process Consultants, which will differ in important ways from the Guidelines for Group Psychotherapy.

The already completed Ethical Guidelines and Professional Standards for Group Psychotherapy will be posted on the IAGP website or in a suitable place to allow free access to both members and

non-members of IAGP. The Guidelines are intended to guide group psychotherapists in a high level of ethical practice and support professional conduct. The general premise is that ethics are always implicated in clinical practice and the two are inextricably linked. The Guidelines are strictly limited to the behavior of group psychotherapists and the sanctions indicated for transgressions can only be enforced within the membership of IAGP.

However, they do carry a moral force that does appeal to a wider audience.

I have shown the Guidelines to colleagues in the social and medical sciences and they find in them both significance and guidance for their various pursuits.

The Ethics committee must be judicious in the application of the guidelines because they circumscribe behavior in very specific contexts. The Ethics committee is not an Inquisition but a body that seeks to apply the Guidelines both fairly and appropriately.

**Bill Roller, Chair  
Committee for Ethics and Professional Standards  
International Association for Group Psychotherapy and  
Group Processes**

## Conflict in Organizations

The first philosophical reference to conflicts appears in works by Aristotle and Plato, who considered conflicts to be bad for the State. The aim was to eradicate conflicts so that the state could develop. In Aristotle the very foundation of state is the resolution and elimination of conflict, which he deems to be the opposite of community.

Aristotle in *Politics* defined the city-state as a partnership of the free. With excellence the main objective of political organizations, he inferred that the resolution of conflict is essential. Aristotle understood the importance of conflict in social organizations and was the first to use the term for various kinds of partnership deeming that even business partners or fellow-travelers form a kind of community or 'koinonia' (Nicomachean Ethics, 1151a).

He also considered that human beings are unique amongst other living creatures in that humans use the community they belong to for both common and individual ends (*Historia Animalium*, 488a). The legitimation of a regime or organizing principle is derived from its ability to resolve conflict in a proportionately just way. Only tyrannies have standards that shift from day to day, but again tyrannies have no organizing principles at all.

Both Heraclitus and Plato take a different view. Heraclitus sees conflict as the Father or generating principle of all things. In his scheme, the never-ceasing conflict of four elements is the essential foundation of life. "We must recognize that war is common and strife is justice, and all things happen according to strife and necessity" (Diels-Kranz



**George Anastopoulos**

22B80).

What is meant by justice, of course, is not our modern concept of fairness, but rather a state of cosmic harmony and dynamic equilibrium. Plato's perspective on conflict is completely different. He draws an analogy between the cosmos, the soul and the state and then he tries to equate these three disparate levels. His

tripartite model of the soul contains the seeds of conflict. The model impels him to recognize the same propensities in the state.

The efforts at controlling conflict in organizations focused on establishing ranking or rigid structures and procedures. This both restricted creativity and led to other problems. The concept of conflict as negative phenomenon has become a point of reference leading to the assumption that conflicts have exclusively detrimental consequences. Nowadays, we tend to assume that the existence of conflicts is necessary for the effective operation of a system.

In the companies conflict between employees is frequent. The most important reasons for conflict are unclear limits, inequality (salaries – treatment) dissimilarity and incompatibility (personalities – attitude), organic changes (posts – departments –company mergers), lack of values (respect), unclear job descriptions (roles), injustice, unbridled personal

interest and sexual harassment.

The negative sides of conflict include waste of energy, time, demoralization, polarization, decline in confidence, decline in the ability to co-operate, and the creation of a bad climate. The result is the rupture of relations. The positive sides of conflicts are the innovations, increase of participation, understanding (realization) of the problems, meddling and defusing or relaxation. Whether the conflict is positive or negative, it is an unavoidable phenomenon of the life of organizations.

Leaders, on their part, should keep the conflict in their business to a minimum level, so as to maintain a creative spirit and readiness to change. The leaders try to discern whether a conflict is going to have positive or negative results. Those who consider the conflict necessary, especially in working places of high productivity, where the creativity and the innovation are necessary and changes are a common phenomenon, try to incorporate it in the culture of the business, as something absolutely natural. They encourage diversity of staff or through structural changes provide more power to agents, who introduce changes and allocate less power to static factors.

What I express are not simply opinions but convictions. In my experience some people have left organisations without entering into dialogue. It often takes long-term work for these ideas to be accepted in an organisation.

**George Anastopoulos  
Chair of Organizational Consultancy Section of IAGP**

### President, from Page 1

me in many ways to be a group leader. One of the most lasting things that I will carry with me from having had the opportunity to be the President of the IAGP is that in my internal world, that family has become bigger, more multicultural, and multilingual. Going forward, I will serve on the Executive Committee in 2009-2012 to support the next administration in its work.

I look forward to seeing many of you in Rome. I wish it could be all of you.

**Yours truly,  
Frances Bonds-White, Ed.D.**

Queridos Colegas:

El período 2006-2009 llegará a su fin el 28 de Agosto cuando los miembros de la Asamblea General se reúnan en el 17 Congreso de la Asociación Internacional de Psicoterapia de Grupo y de Procesos Grupales en Roma, Italia. En esa Asamblea, culminaré mis funciones como

Presidente de la IAGP. Es difícil creer que el período que se inició en Julio del 2006 en São Paulo haya pasado tan rápidamente.

Ante esta realidad, esta será mi última carta enviada para ustedes como Presidente de la IAGP. Lo primero que deseo expresar en ella, son mis agradecimientos para Cecelia y Ethel quienes de manera voluntaria han revivido esta circular. Sin su tiempo, energía e inspiración no hubiera sido posible mostrar lo que la IAGP representa.

Deseo agradecer a todos los Miembros de la Junta Directiva y al Comité Ejecutivo quienes se han dispuesto voluntariamente a viajar por el mundo, haciendo uso de su tiempo de trabajo, invirtiendo su propio dinero y participando en reuniones de dos o tres días porque ellos creen en el valor de esta organización. Usted podrá aprender más acerca de esa experiencia cuando lea la carta de Kate Bradshaw Tauvon, nuestra actual Secretaria.

Nosotros debemos un enorme agradecimiento a las personas de España y Japón, quienes voluntariamente pusieron todo su tiempo, energía y aún su propio dinero para crear el Congreso Regional del Mediterráneo y

Márgenes del Pacífico, para esta organización. Como nos lo expresó Brits: "Fue Brillante!". Las personas que trabajan para esta organización no obtienen una recompensa concreta por su trabajo y sinceramente creo que lo hacen por su enorme convicción y entrega hacia la IAGP.

Creo que estoy agradecida?. Lo estoy. Sin estas personas, yo no hubiera podido haber realizado mi labor. El haber crecido en una enorme familia extendida me preparó de muchas formas para convertirme en una líder grupal. Una de las cosas que llevaré conmigo ante la oportunidad que he tenido como Presidente de la IAGP, es que en mi mundo interno, esa familia ha llegado a ser más grande, multicultural y políglota. Mirando hacia adelante, serviré al Comité Ejecutivo 2009-2012, apoyando a la nueva administración en su trabajo.

Espero ver a muchos de ustedes en Roma. Mi deseo es que todos pudieran asistir.

**Sinceramente,  
Frances Bonds-White, Ed.D.  
(Translated by Cecilia Orozco)**

## Australian, from Page 4

aggression and was more threatening. Because the Arab side itself was not moving from a very similar position, this made a dialogue impossible.

The moment the Israeli sub-group stopped insisting on the position of 'shared guilt' and accepted guilt one-sidedly, we stopped the 'war of guilt' and felt better. For me accepting guilt one-sidedly was one of the most difficult psychic processes I have ever undergone. And I believe it was equally difficult for the others, but I believe there is no chance to win the 'blaming war'. The presence in Australia of the workshop colleagues while describing this process and the original help I got from dreams and my colleagues to work this through was very personal. This process

had a great impact on everyone involved.

We closed the workshop with my new perspective on pathology, Relations Disorders. This new perspective is based on the research done by Agazarian and others. These Relations Disorders result from the function and dysfunction of the group at different developmental stages of group life, as well as on the containing role of the group. I have developed them because of my belief that the biggest problem for group therapy is the question of having no *indication system*.

Not owning an organized indication system, there can be no optimal way of assessing and referring patients. The result is that patients will usually turn to individual therapy (which is natural for a start) and stay there, no matter how much group therapy may

potentially be the more optimally effective treatment. The Relations Disorders perspective also helps the group leader to focus his interventions, not on one identified patient, but on relationships that become sick and reciprocally destructive. What's more, it is almost impossible for these maladies, which usually start in groups, to be treated outside groups. After talking about the 4 Relations Disorders and discussing examples, the day finished. We had worked hard and were satisfied with the results.

My visit to Australia will stay in my heart and mind for ever.

**Robi Friedman**  
robif@netvision.net.il

## Congress, from Page 1

measure to study which process variables in group contribute to what outcomes and how the measure discriminates between different types of groups. This research will be administered to participants in the Pre-Congress groups and the on-going early morning reflection groups. Participation in the research is voluntary. Completion of the forms takes no longer

than ten minutes and is non-intrusive.

Members of IAGP and COIRAG have been the pioneers and internationally esteemed and recognized professionals in our field. We are honored that many of these colleagues, such as E. James Anthony and Rocco Pisano will be joining us at the Congress. We also remember our colleagues who have died recently, such as Juan Campos and Ermete Ronchi.

Please pre-register on-line, [www.iagpcongress.org](http://www.iagpcongress.org),

for the Pre-Congress workshops as well as the ongoing early morning reflection groups.

The Congress venue is the Ergife Palace Hotel. For reservations at the Ergife or general accommodation inquiries email [iagpcongress2009@ega.it](mailto:iagpcongress2009@ega.it)

Looking forward to meeting you in Rome this August

**Esther Stone**  
Scientific Program Co-Chair, April 2009

## Reflections, from Page 2

with excellent colleagues on the Executive Committee. During this time we started using the internet to its fullest. On Yahoogroups, an online discussion list was created for the Board of Directors, where we could distribute and store documents. This has been invaluable, since IAGP does not have a Secretariat. The Board consists of a group of volunteers whose membership changes over time.

We also created other announcement and discussion lists on Yahoogroups and are using an online database to store the contact information of current and former members. My role in working with these online systems seamlessly led to my becoming Information Manager during this last term. Proper use of these systems has held promise for further development of IAGP as an organization. But that promise has not been fulfilled.

Currently, candidates for the Board of Directors are selected through word of mouth. Someone who is known to a member of the Board or a former member is recommended to the Nominating Committee.

Frankly, very little is known about that person. He or she may or may not prove to be a hard worker who will contribute to the organization. It is an ineffective system. The Yahoogroups lists should be used to recruit people to serve on committees. Through service a person's willingness and ability to be productive can be accessed. Service to IAGP should be the standard for determining candidacy for membership on the Board of Directors, not word of mouth.

The Board of Directors continues to serve as the decision-making body of the organization without involving the membership. Thus, in 2006 the name of the organization was changed without much input from its members. The recent ballot contained a proposal to change the wording of an article in the By-laws on the requirements for voting. The revised wording will disenfranchise those who renew their membership late in the term, some of whom could be long-standing members of IAGP. The significance of these changes was not explained to the membership, nor was input from the membership sought before the propositions were placed on the ballot. In this era of

rapid communication that should not be the case.

All this takes me to my departing words of advice for the newly-elected Board of Directors, including its officers. First, make optimum use of the internet. Use it to recruit members to serve on committees so that members can have the opportunity to work their way up, through the ranks, to membership on the Board of Directors. Candidacy should be determined by what one has done for IAGP, not who one knows. Second, use the internet to keep the membership informed of what is happening in the organization and to solicit its input before making important decisions. Our members have wisdom that must not go untapped.

I hope that the new Board of Directors and officers of IAGP will take this advice under consideration. Good luck. I will continue to be active for a while, teaching the next Information Manager about IAGP's online systems. It has been a pleasure to serve the organization these eleven years. It is one that has great potential if its resources are used wisely.

**Howard D. Kibel, MD**

## Transcultural, from Page 3

SECCIÓN TRANSCULTURAL DE LA IAGP 2006 - 2009

Los tres años como Coordinadora de la Sección Transcultural de la IAGP están llegando a su final! Es hora de la evaluación y de las sugerencias para la nueva silla 2009-2012.

En el 2006, la complejidad de las barreras lingüísticas y la necesidad de puentes entre las culturas y las teorías fueron identificadas como temas importantes para ser tratados, los cuales fueron mencionados especialmente en el artículo El congreso 2006 de la IAGP en el Brasil (*Globeletter* edición 7).

Más adelante, en el 2007, la investigación promovida por esta Sección, señaló la diversidad entre profesionales que trabajan con grupos en el mundo. Los resultados fueron presentados en el Congreso de Barcelona. Además de evidencias de fertilización cruzada especialmente en América Latina, la investigación sugirió una nueva a nivel internacional. Esta fue diseñada para recoger mayor información de la conciencia que tienen tanto el profesional como la organización sobre la diversidad cultural. La información sobre la fertilización cruzada de diversos abordajes teóricos y también de la forma cómo cada profesional aplica la teoría en su práctica, puede también abrir a nuevas posibilidades de entender la influencia de dominios sociales y culturales en las prácticas grupales. La gran participación de colegas latinoamericanos confirmó el impacto positivo del Congreso de IAGP en el Brasil y la preparación para un intercambio más profundo.

La lista de discusión de la Sección es un grupo virtual transcultural grande cuyo proceso trajo las propias diferencias entre los participantes. La expresión en inglés (segunda lengua para muchos participantes) fue una experiencia compartida de transculturalidad para el grupo. Estas diferencias han sido la riqueza principal de la lista, pero también

## La lista de discusión de la Sección es un grupo virtual transcultural grande cuyo proceso trajo las propias diferencias entre los participantes. La expresión en inglés (segunda lengua para muchos participantes) fue una experiencia compartida de transculturalidad para el grupo.

agregan complejidad a la comunicación. En vista del proceso virtual del grupo durante estos tres años, las barreras lingüísticas han sido abordadas desde varias perspectivas, confirmando que no es simplemente una pregunta de traducción, sino la expresión de procesos inconscientes. Este asunto se ha repasado en los dos Congresos Regionales de IAGP (Barcelona y Matsue). El Congreso Internacional de Roma IAGP será una oportunidad renovada para abordarlo nuevamente.

A comienzos del 2008, las semejanzas y las diferencias entre los conceptos inconsciente social y co-inconsciente se abordaron en la lista de discusión. ¿Podría éste ser un camino para acercarse a un asunto más complejo, como las fundaciones teóricas? Realmente, sirvió de caldeamiento para tratar luego un asunto más sensible, relacionado a la transmisión transgeneracional en la negación de acontecimientos sociales catastróficos, como la guerra, colonización etc. Más que fundaciones teóricas, la lista parecía haberse preparado para un acercamiento más profundo en este asunto, desde las diversas culturas y teorías. El Congreso de Roma lo tratará en varias actividades científicas, las cuales serán organizadas por el proyecto Línea Temática. Esta oportunidad facilitaría el estudio y una experiencia más profunda sobre este tema.

En la reunión de la Sección Transcultural en

Barcelona (2008), los participantes discutieron el desafío que tiene la Salud Mental en el trabajo con una sociedad multicultural, como consecuencia del aumento de las migraciones. Los participantes identificaron la inclusión social como el mayor desafío en el trabajo con esta población. Un programa educacional para migrantes necesita de una planeación y un entrenamiento específico para la competencia cultural, pues la inclusión social va más allá de las barreras lingüísticas.

Considerando que la IAGP tiene un recurso tan importante como es su amplia experiencia en muchos campos a nivel mundial, el grupo pidió una red para intercambiar experiencias transculturales. En el congreso de Roma, el proyecto Línea Temática, podrá facilitar el intercambio entre los diversos abordajes teóricos y culturales relacionados a este tema.

Después de la experiencia de organizar el congreso IAGP de Sao Paulo, los colegas brasileños de diversos abordajes teóricos crearon un grupo interinstitucional, con el ánimo de estimular el conocimiento y fomentar la cooperación y el intercambio entre organizaciones y colegas de diversos abordajes teóricos. Esta Sección promoverá un taller en Roma liderado por este grupo que pretende a través de su trabajo, conocer el impacto que tiene la diversidad cultural dentro de las actividades del congreso.

En el 2010, el Congreso Regional de IAGP para América latina, vendrá con una característica en curso, un nuevo paradigma en una conferencia. Los Grupos de Reflexiones virtuales discutirán temas específicos que conducirán a una actividad práctica antes del propio congreso. Mi deseo es que la lista de discusión inspiradora de la Sección Transcultural de la IAGP, se convierta en una socia, con quien podamos discutir el multiculturalismo y otros asuntos que han sido traídos por este rico grupo virtual.

¡Gracias a todos ustedes que han compartido sus pensamientos y conocimientos contribuyendo a esta gran experiencia!

**Helois Fleury**  
Coordinadora de la Sección Transcultural de la IAGP  
2006-2009

## Analysis, from Page 2

wastes the BOD's time.

**7) IAGP's Sections:** The sections are important as a subgroup, a home in a large organization. Christer Sandahl's ideas of creating new sections using IAGP's goals for section titles are very interesting. Obviously this way of thinking about sections is more responsive to IAGP's goals, especially if there is a section for each goal. It is also important not to ruin the good work of well functioning sections that already exist. For example, we could keep the clinically orientated sections under one big Clinical Section, with current sections as subsections. The section leader of the Clinical Section would oversee the whole clinical field, with the current section leaders as subsection leaders. This would lead to stronger ties within the clinical field, less competition, more cooperation, and possibly exciting developments. Also the other IAGP goals would have a stronger basis having their own sections.

**8) IAGP's Transparency:** Transparency is essential for an organization to be able to call itself democratic. Transparency means that the EC has no secrets from the BOD, and both have no secrets from the membership. Corruption is always easier where there is no transparency, and lack of transparency is the key sign of corruption. To show IAGP's will to be transparent it is natural that the EC minutes are sent to the BOD, and that the minutes from the BOD are sent to the membership when they are ready. Also both EC and BOD minutes should be easily accessible in IAGP's Archives on the IAGP homepage.

**9) IAGP's Congresses:** It seems that IAGP has been mostly about its Congresses and through all those years of Congresses it should have expertise in organizing Congresses. Is this so? Are we re-inventing the wheel everytime? This I really don't know, but I have the feeling that too much expertise is lost between Congresses?

**a) IAGP's Congress Manual:** We should have such a manual on our website both for the big 3 year Congresses and one for the smaller, regional ones. In it there should be detailed required minimal standards for our congresses updated from experience with the additional learning from the previous Congress.

**b) Congress location:** It seems clear that we are dependent on big enough local organizations to be able to hold our Triannual Congresses and that there are not that many around the world. So our choices are limited to relatively few countries/cities. So, why not put up a rotation plan many years ahead. For example, in the 5 Nordic countries, every country holds a Triannual Psychiatric Congress every 15 years. The local organizations know when it is their turn many years ahead and start planning very early. This has functioned perfectly for many years. We can then bring smaller regional Congresses to places where the local organizations are weaker or where we want to win new territory.

**c) Congress fees:** Often during our Board work I have felt that we are more interested in getting money, than looking at what we provide for that money. We have now a set sum for lending our name to a Congress of \$30,000 as I understand it. It also seems that if the Congress is an economic failure the local organization takes it on solely and may even get into serious financial trouble. IAGP gets what it came for and leaves. This may create distrust and aggression towards IAGP, hidden or outspoken. This is also not in accordance with the idea of IAGP as an umbrella organization supporting local organizations. I would like to propose hereby the creation of two Congress linked funds:

**i) Local Organizations Support Fund:** This fund would be to support local organizations that apply for financial support after losses financing an IAGP Congress. This fund would be financed by 10% of the \$30,000 IAGP gets from Congresses. If there is no loss, the money is there for later support/use. It is only paid out if losses are proven to IAGP. This fund might not have to grow endlessly, so this would maybe apply for a few Congresses to make the fund strong enough for its purposes.

**ii) Student support fund:** This fund would be to support students to attend IAGP's Congresses and should be financed by another 10% of the \$30,000 IAGP gets from Congresses. This fund could also appeal elsewhere for support to be large enough for its purpose.

These two funds would give back to the local organizations 10% through students attending the Congress and possibly another 10% if the Congress is losing money. This gives the local organizations

**It seems clear that we are dependent on big enough local organizations to be able to hold our Triannual Congresses and that there are not that many around the world. So our choices are limited to relatively few countries/cities. So, why not put up a rotation plan many years ahead.**

the impression that IAGP is not only about making money and ready to leave them in economic ruins. The downside is that IAGP's income from Congresses might go down to \$24,000 if the Congress is a financial loss. I also find it natural that regional Congresses pay IAGP less, maybe \$20,000, because they are smaller and may take bigger risks.

**d) Congress languages:** The question of languages seems more difficult for IAGP than many other international organizations. Coming as I do from a non-Anglo/Latin area of the world, it is easy to feel caught up in the Anglo-Spanish language conflict as if the rest of the world doesn't exist. For whom is the official language of an IAGP sponsored Congress? For the locals, who mostly want to attract their own countrymen? Or to attract international guests who have come from afar, and who honor and inspire the locals by their presence? In my culture, the guests are always the first priority. Why have an International Congress if the focus is mostly on the local's need to meet each other. In Rome the question of an official language is avoided with three official languages. I recommend that IAGP takes a stand here for the future. English is closest to being a global language; all other languages are more regional, so there is only one natural choice for an IAGP's official Congress language. Also there is always the possibility of meeting the need of the locals by having daily seminars in the host country's language. In my mind there can only be one official language.

### 10) The IAGP's Board of Directors:

**A) The BOD's Role:** In the constitution the role of the BOD is not mentioned much. It is implied that it runs the organization during the meetings. From what other boards usually do it is natural to assume the following roles:

**1) Guardians of the organization:** This function should comply with the laws of the organization, its goals and the membership's wishes. It also needs to ensure that the IAGP and the Board itself are run in democratic and transparent ways. This includes following closely the work of the EC and all Committees and persons doing work in IAGP's name.

**2) Supervision and support** for the EC and other Committees.

**3) Visionary work** in looking at the organization's goals, future development, laws etc.

**B) The size of the BOD:** Although a large Board is a great asset, it may have some side effects that we need to be aware of. First it is, as has been mentioned before, an army of generals, but few foot-soldiers. This may create a distance between it and the membership. Secondly, with so many BOD members ready to do some work, it is natural to look to the Board to get some work done, instead of going to the membership to get people to do work for the organization. Thirdly, since the Board is such a self sufficient community and content with itself, it may in some ways become like the rule of the elders. The rule of the elders usually has great wisdom and experience, but an inherent tendency to avoid changes and thus stagnate.

**C) The BOD meetings:** BOD members make sacrifices for the Board meetings, travelling across the globe, spending a lot of money and taking time away from family and work. It is our duty to ensure that the meetings are worth the effort for IAGP and for the BOD members themselves. I am sitting with the feeling that most of the work done by the Board through these 6 years were running the organization, like an extended EC. The agenda for the meetings were too nailed down to things like reports and there has been too little time for reflection, organizational analyses, discussion and vision work. Of course we have a dilemma respecting the work of the Sections and all the work behind the

reports on the one hand, and finding time for other topics on the other hand. This is easily solved if we set our minds to it. One possible solution: Only half of the Section reports are discussed at the Board meetings, and the rest is discussed on-line before the meeting. Those reports would have to come in a little earlier than usual. To secure active discussion/approval everyone not responding would be asked by email whether they approve or not. These reports would be approved online. At the next Board meeting the other half would be discussed. Of course if there are especially pressing matters for one Section, the Section Chair can ask to be moved forward and change places with another Section. This would take care of all the Section reports, but demand a little more online activity from the BOD members. This would also leave more time for each Section if needed.

**D) The BOD's structure:** Having the EC as a part of the BOD and the President as a leader of Board meetings has its advantages and disadvantages. It is a system that is dependent on the organization to always have excellent presidents. History tells us that we will have a narcissistic and paranoid leader one day, as most other organizations do. This is part of the problem in the Icelandic Parliament that led to our economic crisis. An organization must have a system that takes this possibility into account, or the damage such a leader can do will be unnecessarily great. In our current system it is IAGP's President that runs the Board, not the other way round. To take care of the Board's role as guardians of the organization, most organizations have a Chairman of The Board who leads the Board meetings. It is stated in our Constitution that the BOD is responsible for the affairs of the association, and furthermore that between the Board meetings, the affairs are conducted by the EC. This implies that it is the BOD and not the EC that run the Board meetings. It is interesting to ask ourselves why IAGP has gone down this path, while most organizations have a Chairman of the Board. In my opinion, in a location crisis as we are having now, The President-Elect would have benefitted from consulting with such a Chairman when Board decisions have made his work difficult, or impossible. A Chairman of the Board could be elected by the Board itself for a three year term and preferably be a person that is doing his/her second or third term on the Board, and therefore well known and trusted by the Board.

**E) The BOD's Auditing responsibility:** The BOD has a responsibility to secure that IAGP's finances are properly handled by the Treasurer and the EC in between General Assembly Meetings. Commonly this job is one of the most sensitive ones in organizations at large. This is an internal auditing responsibility the Board has to take care of. The Board can delegate this work to individuals or a committee, but can never fully delegate its responsibility. It is therefore more natural to delegate this work to a subcommittee, like the Finance Committee, which in turn reports to the Board, and the Board can accept or reject what is presented. Individuals outside the Board chosen for internal auditing would have to meet with the Board with their report, as well as previously contacting the Treasurer. It is obviously less complicated to use the Finance Committee to do the internal auditing. Auditing IAGP at large is a job for External Auditors, and their report is for the General Assembly, not the Board. Internal Auditors commonly prepare the work for the External Auditors, making their job easier and hopefully cheaper.

**F) The BOD and the Nominating Committee:** The role of the Board is not very clear in relation to the work of this Committee, but it seems natural that it answers to the Board. The question that has risen, is whether it presents a final conclusion or just its proposals to the Board to accept or reject. In the constitution there is no mention of who has the final word, so one must assume it is the Board. Typically the Nominating Committee's work is very sensitive in most organizations. Paranoia, projections, anger and hurt feelings often occur. The nature of its work means that some nominations are rejected. It is crucial that it is done in the least hurtful manner. Therefore it is very important that the rules are clear, democratic and, at least, transparent. Decisions that are not transparent will create problems and unnecessary hurts. Transparency should be a hallmark of IAGP at all levels.

**Einar Gudmundsson M.D.,  
Garðabær, Iceland,  
1 May, 2009**

## Secretary, from Page 3

the applications of small, median and large group processes in clinical, organisational and political settings. We could achieve so much more if every member contributed directly in our organisation. As a retiring Executive Committee member I wish we could have done more to help develop the role of the "grass roots member". I'll now have the chance to do that personally. Thank you for all your support. Hope to see you in Rome!

**Warm Regards  
Kate Bradshaw Tavon  
Secretary IAGP 2006-2009**

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