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The 13th European Symposium in Group Analysis

Molde, Norway

8–13 August 2005-01-14

Between Matrix and Manuals *Contemporary Challenges in Group Analysis*

REMINDER AND LATEST INFORMATION

Dear colleagues

The planning of the European Symposium is going well, and I hope you are planning to come Molde, Norway August 2005.

The deadline for submitting abstracts is January 15th 2005.

In order to get reduced participant fee you must register before March 1st.
Online registration is recommended. Visit our web site www.gas2005.org

Travel to Molde

If you travel by air from outside Norway it is usually less expensive if you book your flight all the way to Molde. Molde has direct flight connections with Oslo and Bergen. The airport code of Molde is MOL. If you travel to Norway with a low cost airline that has no connecting flight agreement to Molde you should buy your flight ticket from Oslo to Molde as soon as possible in order to get the cheapest prices. Information about cheap flight connections to Oslo will be given at our web site.

There is a spectacular boat trip from Bergen to Molde. Visit our web site for further information and other possibilities.

Accommodation

If you wish to stay at the hotel SEILET (symposium venue) you should register early because of limited numbers of rooms.

We have got an arrangement with the student house at the local college where less expensive accommodations are available. There is further information at our web site or notify your interest when you register.

Donations/scholarships:

It is now possible to contribute with a donation for scholarships for participants from countries in economic difficulties. Please indicate your donation when you register. Further information about donation and scholarships can be found at our web site.

Information update

Our web site is continuously updated with latest information. If you have questions, contact us at iga@iga.no

I am looking forward to seeing you in Molde

Thor Kristian Island
Symposium chair

Editorial

It seems we managed to overcome, not all of our problems, but the crisis we were facing and discussing in the previous issue of Contexts. Therefore we are ready to prepare the Group Analytic Society for the election of our new Committee in Molde in August. The present issue is rather mixed, but not less interesting for that.

Luisa gives a short summary of our work ahead at a time when GAS has to change if it is to survive. Gerda Winther adds her remarks of the one whose job is to oversee a peaceful transition into the new Committee.

A comment about the Winter Workshop, we had in January in Budapest, by Malcolm Pines gives us a few more good words of this event, we had the chance to read about in Contexts 27.

All of us who know her, have been shocked by the news, that Maureen's husband died, and Maureen herself had to go into hospital. Of course we agree with Luisa to wish her a speedy recovery.

Earl Hopper wrote a detailed response to Ivan Urlic's Foulkes lecture: Trauma and Reparation: Morning and Forgiveness. He sent it to Contexts because he would have had to wait until next year to be published in Group Analysis, and he preferred to give a more current response. As it is, the lecture took place in May last year. Earl summarises:

Through a brief review of fairly well known literature, it is suggested that this process of resolving various aspects of pathological mourning is characterised by several phases. However, Ivan argues that in addition it is important to establish through the work of the group a culture of forgiveness and reconciliation that supports the view that the only way to forget is to forgive. We must *believe* that new beginnings are possible.

Ivan concluded his lecture by suggesting that the willingness to embrace the 'spiritual' is an essential component both of the restoration of the self and the restoration of the matrix, on which the re-discovery of the good object is based. It is especially important for traumatised people to renounce vengeance and to accept the value of reconciliation.

In my view these words appear to be relevant on a smaller scale to the predicament we have been facing in GAS. Who knows what we have been carrying with us into GAS from the various cultures of

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Europe, of the last 50 years? We group analysts ought to know about historical and cultural matrices as well as committee ones.

Trevor Mumby's comments follow on Mannie Sher's presentation of his book *From Groups to Group Relations*. The topics of how to apply group analysis in the world of business has been fascinating, and Mannie is a very experienced exponent. Trevor's enthusiasm ought to be catching and perhaps more of us would try, because if we do not, others will, even if their ideas are not so good.

In Members' Forum Olov Dahlin approaches the problems of our changing organisation with the eye of a diagnostician and calls GAS an ill society. He thinks we cannot solve the problem by changing our name and electing a new chair of the same kind of older people as ourselves. His hope is in the new generation of group analysts, who quite naturally see things differently.

I am not sure of our problems in GAS follow us in whatever topic we pick on, or are the various topics in the world share those problems and we in GAS re-experience them inside?

After all, there is globalisation, reorganisation of political structures all over the world. How many countries have changed their name in the 20th century? Not because changing names solves problems, but because it can be an expression of desired change.

We wish you all good reading, as always.

Tom Ormay

Mary Raphaely

Candles for Malcolm

We had an EGATIN study day in Rome, on the 24th of April convened by Jaime Ondarza Linares. It was a very interesting meeting on the theme of the teaching process.

We had the opportunity, then, to celebrate with Malcolm Pines his 80th birthday that was going to be on the 25th.

On behalf of the Committee and the whole membership I wish Malcolm all the best and thank him for the great deal of knowledge he has always been able to contribute to the development of group analysis.

Happy birthday, Malcolm!

Luisa Brunori

President's Page

Dear members of GAS,

I come back to you as some time has passed after the big discussion on the Presidency and connected issues. I hope that Easter has been enjoyable for you all and the following months will be good enough for us and for our Society.

In February, we had an official Management Committee meeting that basically went well enough.

I must say that the atmosphere was, all together, quite constructive and I am particularly pleased about it. I have started asking Gerda to chair the meeting and this has been seen as a sign of good will for the whole group. The same good will has been shown by all the other members.

The requests from our membership that came up from the Special General Meeting expressed basically the need for us, the MC, to go on as best we can despite all difficulties.

I think this attitude was accepted and a great "need to find the way" has been the main effort for everybody.

Several important proposals and decisions have been made; first of all election procedures have been settled and it will be up to the Honorary Secretary, Anne Lindhart, to take care of the whole process. I am sure that it will be her main commitment to have it properly done, in cooperation with the Administrative Secretary who will be invested of the practicalities.

A further point is that of the Yahoo group launched by Juan Campos. I think it provided us with a good opportunity to share feelings and comments about our events. I want to thank Juan and Malcolm and all the others who contributed to what I think has been a great support for our difficulties. A good side effect has been to improve communication between members. I do believe that free discussion is a very important "tool" to be developed and I hope we will be able to make it an official tool for our Society as we take advantage of new information technology to improve our communication system. Something similar has been started already several

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years ago by Lauren Stork as a SIG at AGPA. Several things should be defined anyhow for what concerns freedom in the communication system as we have to discover if we share the same thinking and attitude.

We have discussed also another basic question that needs answering. It has to do with the structure of GAS. Shall we think of it as an international body or a local one, or do we expect it to become a net of connected local bodies? Many comments have been made by many persons during these last months, according to the spirit of the study day when all the struggles started....

Our Association as it is now, was created in early fifties and I do believe that in its present structure it cannot keep up with developments that have occurred since then, both technologically and in the increase of our membership.

I have proposed that a working party is to be created to develop these ideas and to understand which structure could be the best one for our actual peaceful coexistence and future development.

I think that such basic issues cannot be avoided anymore if we believe that our being associated to a common body is meaningful to us.

I want to add one sentence: I have been informed by Thor Christian Island, chair of the next European Symposium, that the number of participants so far is high. It makes us all happy for the interest that is evidently paid to our work and for the economic support we derive from their effort. Thank you and congratulations to the whole Committee.

The Foulkes Lecture has been prepared, with Ralph Stacey as a lecturer and Malcolm Pines respondent. The study day is still under definition; Kewin Power is convening the whole event.

The theme can be very much connected to our associational life and hope it will inspire us all.

Hope to see you all there.

Luisa Brunori

AWARDS

We are especially pleased to announce that Earl Hopper has received the Anne Alonso Award for Excellence in Psychodynamic Group Psychotherapy for his book *Traumatic Experience in the Unconscious Life of Groups* (2003) London: Jessica Kingsley Publishers. The Award recognises the value of original thinking in theoretical work. The Scholarship and Award Committee of the Group Psychotherapy Foundation commended Earl for his long-standing and dedicated interest in the study of group psychotherapy, clinical practice, supervision and publication. The Award was presented in March in New York at the Annual Conference of the American Group Psychotherapy Association. American group psychotherapists have found it difficult to grasp and appreciate the Foulkesian group analytic perspective, and we hope that this is a further step towards creative intellectual and professional development.

Martyn Livingston also received the Alonso Award for *Vulnerable Moments: Deepening the Therapeutic Process*. Recent recipients include Richard Billow for *Relational Group Psychotherapy*, and Victor Schermer and Robert Klein for their collection *Group Psychotherapy for Psychological Trauma*.

Dear members,

As you have witnessed lately from different communications official and non official the Management Committee of the Group Analytic Society (London) has gone through a time of serious crisis. After apparently lasting problems and disagreements it culminated at the Annual General Meeting November 2004. At this same meeting it was decided to have a Special General Meeting with the purpose of finding a solution to the crisis. The Special General Meeting was held in the beginning of December 2004 and a proposal by Werner Knauss was unanimously accepted. The content of which meant that the President and the Management Committee should stay in office until the next Annual General Meeting in Molde, Norway August this year and that a full member elected by the Management Committee should act as Interim Chair until then. I was elected by the Committee to that role, which I accepted.

The above account is a very short and as neutral as possible version of what happened. My intention of addressing you is not to give my interpretation of the events or express any opinion on how it came that far, that I will leave to others and to another occasion, but to tell, how it has evolved since then, as I imagine you are all very much concerned about what has happened.

In the beginning of February 2005, we had our first ordinary Management Committee Meeting after the events above described, which, everything considered, went fairly well. There was a lot of tension in the air and how could it be otherwise. However I felt from the start that everybody was intent on making an effort to get the work done and to help me in my not too easy job. It was a terribly difficult situation for everybody with lots of feelings under the surface and from time to time above the surface. I was very conscious of not getting stuck in the past as I found that it would lead us nowhere in that particular situation. With that I don't mean to say that feelings and conflicts should not be addressed, but they should have their own time and place. I am not in favour of mixing administration and process. We went through the agenda and

discussed and planned important future scientific events, election procedures, clarifying tasks and roles etc.. At a few occasions emotions flared up, but was landed in a constructive way. I think the way the Committee and the President handled this extremely difficult situation gave back hope for a new beginning. Of course not all problems and conflicts are solved, that would be an illusion to think and we probably will use large groups and other open fora for a long time to come to analyse and try to understand what happened, but hope is installed for a constructive cooperation in the future, which will generate new and creative ideas for scientific exchanges and events and for the development of the Society as an organisation.

Gerda Winther

Professional & Managerial Dilemmas

working in and with organisations

A working conference
on Professional and Managerial
relationships in Organisations

June 10th – 12th 2005

The Institute of Group Analysis
1 Daleham Gardens, London NW3 5BY
telephone: 020 7431 2693 fax: 020 7431 7246
e-mail: iga@igalondon.org.uk
www.groupanalysis.org IGA

Overview

Today professionals, managers and leaders find themselves faced with rapid change and working in increasingly diverse and complex environments. They work on the boundaries of different systems, their autonomy affected by many factors and forces. The need for greater inter-dependency and collaboration imposes greater constraints on their roles resulting in a need to assess and reflect more frequently on the consequences of their actions. They are less assured about the impact of decisions and actions and are faced with increasing uncertainty about their development.

Aims of the conference

The Conference will identify and work with current issues faced by professionals and managers in their roles. This will enable participants to:

- Identify the difficulties of working and collaborating with others in multi-disciplinary teams.
- Explore the demands of management and other forces including technological, social and political changes that affect their role, autonomy, functions, leadership and authority.
- Work with the inherent conflicts of different professional, managerial and organisational cultures and values.

- Recognise the hidden constraints and forces which add additional stress to the working role.
- Manage more effectively the boundaries and interfaces with other systems and organisations.
- Understand how these issues impinge on their work roles, relationships, functions and personal lives, and develop strategies to deal with them.

Methods

The Conference will act as a temporary community providing an opportunity for members, coming from similar and different contexts to explore the above issues. This will include:

- a) small groups in which members will be able to examine the dynamics, roles, authority patterns and methods of working as they arise,
- b) groups to explore a specific work problem and modes of consultation
- c) inter-group work to enable members to look at some of the processes that go on between as well as within interacting groups and
- d) short talks. Learning from experience will be central to the Conference.

Membership

Participants will come from both the private and public sectors, working in both profit and non- profit organisations including business, finance, health, education, social services and local government.

IGA Professional & Managerial Dilemmas

Consultants

Marlene Spero – Director
Organisational Consultant, Group Analyst,
Executive Coach, Associate RightCoutts and
Bayswater Institute.

Miranda Alcock
Organisational Consultant, Jungian Analyst
and Tutor Tavistock Clinic.

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Francesca Cardona

Organisational Consultant, FRC Consulting Group, Tutor Tavistock and Portman Trust and The Cassel Hospital.

The design of the Conference is based on the work of Harold Bridger, a Founder Member of the Tavistock Institute of Human Relations.

Date and times: Registration commences at 9:30am on Friday 10th June 2005, the Conference starting at 10.00am ending on Sunday at 4.00pm. A detailed programme will be provided on receipt of application.

Fees: £535 (IGA members £485) if paid before 7th April. After this date the fee will be £565 (IGA members £525).

Accommodation: A list of nearby hotels will be available for members requiring accommodation.

Application: Please apply to the: Conference Administrator, Professional Dilemmas, Institute of Group Analysis, 1 Daleham Gardens, London NW3 5BY.
e-mail: iga@igalondon.org.uk
www.groupanalysis.org IGA

NB: All Applications must be received by May 20th 2005. Places are limited to 24.

Nicholas Sarra

Organisational Consultant, Group Analyst,
Consultant Adult Psychotherapist, Devon NHS Trust.

Derek Raffaelli

Organisational Consultant, Psychoanalytical Psychotherapist working independently and with the Bayswater Institute.

London Business School

University of Wales

Dallah Albaraka Group

Time Bank

Plymouth Primary Care Trust

Commission for Health Improvement

Lutheran World Federation

Ford Motor Co

Bayswater Institute

Norwich Union Life
Caldecott Foundation
City University Counselling Service
Scandinavian Airline Systems
New Economics Foundation
London Borough of Barking and Dagenham
Sandahl Partners Stockholm AB
Newham Alcohol Advisory Service
Sir William Perkins School
Scope
Lex Service PLC
Henderson Hospital
Brighton and Hove Social Services
University of Hertfordshire
Federal Academy of Public Administration Vienna
National Childrens Bureau
Riverside Community Health Trust
Kings Fund
University of Barcelona
Linwood Community Mental Health Centre
Personnel Decisions International
Herne Hill Group Practice
Westminster Learning Support Services
Lysis Consulting

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www.groupanalysis.org IGA Participating organisations

Of the Winter Workshop 2005

The Winter Workshop of the Group-Analytic Society, January 2005, was held in Budapest, organised by Tom Ormay, who lives there. There were forty participants, more than enough to cover the administrative costs. Many of us stayed in the City Hotel, which is just beside the Elizabeth Bridge, in the heart of the city. The hotel has a conference centre a few minutes' walk away, with nice rooms and attentive staff who provided drinks and snacks between sessions. As the theme of the workshop was Neuroscience and psychoanalysis, it was appropriate that papers on neuroscience were given by Malcolm Pines (London), Maria Silveira (Lisbon), and Ana Nava (Athens). Malcolm spoke about the information that he has been gathering about the neuroscience of sympathy, empathy and cooperation: on the mirror neurone and what has been discovered recently from scientific identification only a few years ago. Maria Silveira has written a book on neuroscience in Portuguese and gave a comprehensive, clear outline of the structure of the higher centres of the central nervous system and what is becoming known of their functional anatomy. Ana Nava, who is a neurologist, as well as a group analyst, gave a more detailed account of the pathways whereby psychological factors affect the immune system and showed us the pathways, which are involved in psychological and psychosomatic disorders.

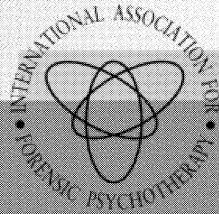
The experiential aspect of the workshop took place in small groups, median groups and social dreaming groups. The combination of these three produced a sense of a deep connection between the members of the workshop. Social dreaming was used for the first time in a Winter Workshop and in my opinion contributed considerably to the sense of connection and interconnection, structuring and strengthening the institutional matrix.

The nine nationalities represented in the workshop were: Australia, England, Ghana, Greece, Hungary, Italy, Croatia, Norway, Portugal. Holding the Workshop in Budapest was an indication of the presence of group analysis and the Group-Analytic Society in Eastern Europe and hopefully will have strengthened its presence

there. Tom Ormay was able to invite Dr. P. Halász, a senior neurologist, and Dr R. Bódizs, a research psychologist, who gave us stimulating accounts of their work and of their interests.

My personal opinion is that this was a successful workshop as the participants were able to relate to each other relatively quickly and deeply and because there was also a significant input regarding the neurosciences. Tom Ormay has to be congratulated on having organised this Workshop very much on his own.

Malcolm Pines



International Association for Forensic
Psychotherapy

First Announcement and Call for
Abstracts for the

14th ANNUAL CONFERENCE

"AFTER TRAUMA:

within families and between strangers"

ON

20th to 21st May 2005

DUBLIN CASTLE, IRELAND

CALL FOR PAPERS: The Scientific Committee would welcome outlines for papers or workshops describing clinical or research work in progress addressing the conference theme. Closing date for abstracts 15th December 2004.

Please send abstracts (300 words maximum) preferably by email, to abstracts@forensicpsychotherapy.com or fax to Paul Shield at +353(0)18824116.

For further information about registration please email 2005reg@forensicpsychotherapy.com or by fax to Paul Shield at +353(0)18824116 or contact IAFP, P.O. Box 9946, Dublin 7, Ireland.

To sign up for updates about the IAFP and the conference please fill in the form at <http://www.forensicpsychotherapy.com>

Dear Maureen,

I have heard about your husband's sudden death and I am terribly sorry about it.

I think I can imagine your despair and would like to hug you in my arms.

I remember very vividly his voice when I was trying to get in touch with you and he answered me with his very special Italian he still remembered from the time he came here on the 25th of April 60 years ago at the end of the second world war.

I phoned him on that later day and, we always planned another trip for him to Bologna to remind him and to see how different Bologna is now after so many years... Now it will never happen, but we have enjoyed dreaming of it for so many years.

Dear Maureen, I know that you are in hospital at the moment and wish you a quick recovery and to be with us again. We miss you very much.

Luisa

Study Day Response to SH Foulkes Lecture 2004

Trauma and Reparation: Mourning and Forgiveness

by Ivan Urlic

Response by: © Earl Hopper, Ph.D.

I am pleased to have this opportunity to respond to Ivan Urlic's S.H. Foulkes Lecture 'Trauma and Reparation: Mourning and Forgiveness'. I assume that my Response will not be made redundant and irrelevant by the eventual publication of the Lecture next December in *Group Analysis*.

Introduction

Although I have some experience working with people who have suffered massive social trauma, I have not had Ivan's experience in helping to put people back together psychologically shortly after their military units, their families and friends have been destroyed, or after they have destroyed those of others. However, with us today are several people who are extremely knowledgeable about this kind of work, both clinically and theoretically, for example, Robi Freedman from Haifa. Perhaps others will introduce themselves as the day goes on. It will be good to hear from them.

Despite the seriousness of our topic, and the anxieties associated with thinking and talking about it, there is a certain pleasure that usually occurs when we come together like this for what is after all a ritual occasion – a 'tom-tom event'. We need the stimulation afforded by thought and discussion with fellow group analysts even when the topic is horrific, and perhaps especially when it is horrific.

In thinking about the war in the Balkans, I remembered that I was last in Zagreb in 1986. Some of you were with me. I had a horrible experience. Most of us felt, as we walked from one hotel to another, where we ate too much caviar and drank too much vodka, that it

was only a matter of months or even weeks before a tragedy would explode. Actually, at the time I did not have enough experience to realise that this is precisely what I felt. I just thought that I was in a bad mood, disappointed with various aspects of the Conference. However, in retrospect I know that I sensed in my bones that the world of Yugoslavia was about to fall apart. Nowadays, I would be more open to using what in effect is a group analytical epistemology, that is, the acceptance of benign regression in the service of the ego as a way of knowing. In any case, I did sense that a war was coming. On the Friday night of the Conference, Adele Mittwoch, Hans Reijzer and I happened to meet outside the Conference Hall, and said to one another that somehow we were in a bad mood. We talked a little about the atrocities in Croatia during World War II, and decided that in order to commemorate the destruction of the Jewish community as well as to comfort ourselves we would 'see in' the Sabbath. Neither of us was an observant Jew, but each of us wanted to make such a gesture. With some effort we found a small synagogue on the first floor above a dilapidated shop in a run down neighbourhood. Hans and I were made especially welcome, because we made up a *minyan* – a group of ten men who are required for collective rituals and prayers. However, the three of us participated in the Sabbath service. We emptied our pockets into the collection tin before we went to dinner, wondering if apart from these eight old men there were any other Jews in Zagreb.

The purpose of this Response is to form a bridge between you, your questions, comments and feelings, on the one hand, and the lecturer and his ideas, on the other. I do not want to get in your way. I do not want to stop a discussion, but to facilitate one. After all, it is not by accident that usually bridges are the first things that are destroyed in a war, whether by very sophisticated rockets or by terrorist activities. What must be destroyed is the possibility of any connection. However, here today in an event like this we want to connect, which is what we also do when we provide psychotherapy for those who have experienced psychic fragmentation. We try to connect with them, and to help them make internal connections. Going back to the 60's, I think of Simon and Garfunkel's 'Bridge Over Troubled Water'. This song is still relevant today. Unfortunately, I keep getting it mixed up with 'Cross Over the Bridge' another song from the 60's, which was a manic injunction to refuse to mourn the loss of a girl, to forget her and to move on. This is always the temptation, both in love and in war.

The Lecture

Many of you have realised that we have only had the gist of Ivan's argument. However, I have had the benefit of reading Ivan's notes for his lecture. These notes were the basis of Jane Campbell's presentation. I would like to summarise what I think Ivan was telling us.

Firstly, as you all know, in working with a group of veterans Ivan is very much following in the Foulkesian tradition. Group analysis was born while Foulkes was working with a group of veterans in Northfield. We have all benefited from his having made creative use of traumatic experience. Although Ivan did not mention Foulkes, it is obvious that his identification with Foulkes and group analysis is very strong.

Basically, Ivan argues that various kinds of events can rupture our safety shields, in both their archaic and more mature forms, regardless of the effects of constitutional resources and personalities, and, therefore, some events are highly likely to cause profound helplessness and the fear of annihilation. However, we all try to defend and protect ourselves against the fear of annihilation, in various ways, for example, patterns of dis-association and patterns of encapsulation, both of which are associated with psychic numbing, some aspects of which can be considered in terms of what our colleague Alfred Garwood calls fight, flight and freeze reactions.

The phenomenology of these reactions to the fear of annihilation includes the loss of the good object, which can be considered in terms of the loss of innocence and the loss of hope, associated with the break up of social and cultural ligaments, resulting in the fear of intimacy with others. Ivan asked how the internal good object could be kept safe in the face of aggression towards others and from others. Implicitly, he also raised the question of the nature of aggression and its possible expression of envy and the death instinct as opposed to the expression of aggressive feelings resulting from extreme frustration.

Ivan then identified a number of aspects of normal mourning. People can mourn and work through a variety of anxieties associated with loss, abandonment and damage, whether this involves personal grief or collective grief, whether idiosyncratic in origin or socially induced. In fact, we have learned that normally mourning takes at least one year before people have a sense of

being able to move on, partly because it requires the sad experience of anniversaries and seasons.

The key point in the lecture was that under certain circumstances various kinds of pathological mourning occur. Ivan does not discuss pathological mourning in depth, but this is the main characteristic of the people who comprise his groups of veterans. He treats these men in a group setting in order to help them acknowledge and work through pathological mourning and its vicissitudes. This work involves the development of 'K', the reversal of denials, the re-awakening of feelings and memories, the thawing of psychic numbness, etc. He aims to 'achieve', if this is the right word, the re-establishment of links within the self and between the self and others. He assumes that such links will function as a matrix for the re-birth of hope. I say 're-birth' because Ivan assumes that hope existed in the first place, primarily in association with innocence and the good object, almost by definition.

Through a brief review of fairly well known literature, it is suggested that this process of resolving various aspects of pathological mourning is characterised by several phases. However, Ivan argues that in addition it is important to establish through the work of the group a culture of forgiveness and reconciliation that supports the view that the only way to forget is to forgive. We must *believe* that new beginnings are possible.

Ivan concluded his lecture by suggesting that the willingness to embrace the 'spiritual' is an essential component both of the restoration of the self and the restoration of the matrix, on which the re-discovery of the good object is based. It is especially important for traumatised people to renounce vengeance and to accept the value of reconciliation.

This basic argument was illustrated with several extremely interesting clinical vignettes. I do not want to go into these data, for fear that we will get lost in the details of it. I do not want our discussion to degenerate into a clinical seminar.

A few questions and comments

I would now like to ask a few questions and to make a few comments for further discussion. Obviously, my views stem from my own orientations and clinical experience, as presented, for example, in *The Social Unconscious: Selected Papers* (2003a) and

Traumatic Experience in the Unconscious Life of Groups (2003b), from which Ivan quoted.

I want to know more about individual variations in response to trauma. What determines individual variations in the short and long term sequelae of terrible events in general and of specific terrible events? Among the factors that influence outcomes are the nature of the traumatic event, that is, whether it is catastrophic, strain or cumulative trauma, whether it is ‘accidental’ or intended by others, and whether it is individual or collective, etc. Especially important is whether the trauma in question is connected to previous traumatic events and to a variety of responses to them. How the traumatised person was treated by other people and by the community generally must be considered. Was the traumatic experience understood by the victim and by others as ‘meaningful’, for example, was it defined as ‘God-sent’, or as part of an age old struggle by one nation against another, or was it understood as meaningless, for example, as a random event?

Post-traumatic stress disorder is not a sophisticated concept. It emphasises stress and psychic numbing, and these factors are very important, but the concept itself is neither psychoanalytically nor group analytically informed. The essence of the concept is the fear of annihilation, but ‘post-traumatic stress disorder’ does not tell us much about varieties of pathological mourning and grieving, or about the dynamics of the internal world in general.

What does Ivan actually think about the nature of aggression? At one point he makes assumptions about envy and the ‘death instinct’, although he does not use the term specifically, i.e., when he accepts the group’s statement that animals or the animal-part of human beings can not be held responsible for evil; yet, at another point, he connects aggression to the prior experience of aggression, that is, to aggressive feelings following frustration following profound helplessness. This ambiguity is especially apparent in his explanations and assumptions about the transgenerational transmission of patterns of aggression. Group analysts have explanations for this, but such explanations are not really represented in this lecture. It is important, for example, to distinguish among self-assertion, self-defence, sadism, etc. Are these phenomena dependent on instincts? Perhaps, but what instincts specifically? Would it have been more helpful to think about these forms of aggression in terms of conscious and unconscious intentions and functions, and in the light

of such processes as the sexualisation of aggression, as seen in the perversions?

Ivan uses the term ‘good object’, but what is the nature of the good object? Is it based on the experience of the breast? The experience of a good mother who feeds in a timely way? Or is there something else involved? If evil and the bad object are attached to the devil, to what is goodness and the good object attached? Is the good object a matter of idealisation as a defence against envy, and as a counterpart to denigration? Or is each of us born with a good object, so to say, and is the problem really that under certain conditions we lose it or suffer its damage? How is the good object kept safe within the mind? Would Ivan use a notion such as ‘positive encapsulation’ in the service of protecting the good object? Does he think in terms of this kind of psychoanalytical approach?

I missed a discussion of the value of homogeneous groups. Many argue that for traumatised people heterogeneous groups are more helpful than homogeneous ones, although traumatised people can do well in both kinds of groups. In my own experience I have found that hierarchies of suffering and the envy of those who have suffered most, and, thus, who are regarded as having the right to the attention that such suffering bestows, becomes a very great obstacle to sharing the time and attention of group members and the group analyst. When people have shared roughly similar experiences, this problem is somewhat mitigated. Perhaps we should consider homogeneous groups followed by heterogeneous groups in order that traumatised people are able to transcend the traumatised victim component of their evolving identities.

I also missed references to the large body of literature on group psychotherapy for traumatised war veterans in the United States and perhaps especially in Israel. Our colleagues in these countries have considerable experience, and have published the results of their research into the outcomes of various kinds of group-based interventions. It is important for group analysts to read widely, and to modify our thinking and our style of work in the light of evidence.

There was no discussion in the lecture of the dynamics of groups in which trauma is of the essence. The fourth basic assumption of Incohesion: Aggregation/Massification or (ba) I:A/M is typical of such groups. Aggregation reflects personal fission and fragmentation, and massification reflects personal fusion and confusion, which generates the illusion of safety and comfort. Scapegoating and

related forms of aggression are absolutely typical of massification processes, which depend on the elimination of difference and diversity. The key roles associated with aggregation and massification are characterised by very powerful suction processes. The victims of trauma who suffer pathological mourning are highly likely to become the personifiers of aggregation and massification processes. They are likely to be sucked into the roles that are typical of the fourth basic assumption, because they offer new skins of identity. Moreover, such people become the perpetrators of trauma for the next generation. In effect, those who suffer pathological mourning link the trauma of one generation to the trauma of the next.

Unfortunately, victims who become perpetrators and, thus, who are both victims and perpetrators, are not really likely to be free from the constraints of war trauma on the basis of short term group psychotherapy with other war veterans. Identification with the aggressor and the compulsion to turn passive into active are common place and intense, as seen in addiction to danger and taking extreme risks. For example, 'Russian Roulette' is very highly sexualised, and like all risk taking games can be understood in terms of the compulsion to masturbate, mainly as a form of self-soothing. (Many of you may remember one of the central characters in the 'Deer Hunter', an American Veteran of the war in Vietnam who was compelled to return to the scene of his torture, and the death of many of his comrades and his own victims in order to dice with death.) The inability to symbolise traumatic experience is the basis for the enactment of the loss of innocence, as seen in the fantasies about having sex with little girls, and most likely the fantasies of raping them. While cleaning his weapon a veteran shot and killed his friend by 'accident', but we might explore the possibility that this involved an enactment of betrayal and violence associated with traumatic experience, and that this was highly sexualised.

Ultimately, in so far as they wish to free themselves from the burden of their past experience, victims must try to forgive. However, one of the essential ingredients in forgiving is remembering. Not merely remembering in a general and diffuse way, but fully and in detail, in order that the experience is not repeated in the service of expulsion, control, sadistic attack and the communication of that which cannot be symbolised. Remembering and grieving are not the same as compulsive rumination. Actually, forgetting is

always a matter of negative encapsulation. In fact, conscious hatred may be essential for psychological survival, and may even be a prophylactic against the enactment of unconscious hatred.

I want to conclude with a brief comment about ‘hope’, both in the secular and in the sacred sense of the word. I define hope as the ability and willingness to exercise the transcendent imagination. As opposed to ‘hurt’ and ‘hate’, two further ‘h’ words associated with hope are ‘heal’ and ‘whole’. In the case of ‘whole’, the ‘w’ is silent, but I am sure that you will forgive my poetic licence. In order to develop and to maintain hope it is necessary to feel whole and to be integrated into and with the whole community. To heal means to make whole. The development and maintenance and regeneration of ligaments and social connections are essential. To symbolise means to bring together two parts of an intrinsic whole. This is essential for meaning. To symbolise demands the ability to accept the outcomes of integration in all its forms, ranging from parental intercourse to the negotiated reconciliation of warring partners. Whereas ‘curing’ is about making tobacco leaves ready to smoke, or turning the skin of animals into wearing apparel, or soaking salmon in brine, healing is about making whole both people and groups, and instilling hope into them (Pines, 1998).

From a religious, eschatological point of view hope is a much more difficult subject, one that requires even more assumptions than psychoanalysis and group analysis. However, most of us who work with traumatic experience have come to feel that we need to respect and to appreciate what *transpires* between and among us. The restoration of meaning depends on our willingness to explore these processes, which is essential to the development and re-development of the capacity to hope and to be in touch with the good object. Attempts to understand the ‘transpirational’ is easier when underpinned by a system of religious beliefs. (As you know, ‘religion’ derives from the Latin ‘religio’, that is, to make connections.)

The tension between a secular and a sacred view of mature hope is captured in the fact that apart from the little girl who was a possible victim of fantasy rape, Ivan did not refer to women, but he did refer symbolically to the ‘female’ and the ‘mother’. Consider the ambiguous preoccupation of the veterans with the snake and the bowl of milk. Assuming that this was ‘mother’s milk’, why did the veterans adopt the snake as a pet, and allow it to drink mother’s milk during a session? A displacement from drinking in the group

process as well as Ivan's interpretations, that is, the milk of the mother group and possibly the milk of the group-father? An unconscious displacement from Ivan himself? A symbol of the 'animal' part of the human nature of the victims? A symbol of evil, temptation and lowness? However, was the snake also a symbol for hope and transformation and elevation, e.g. a representation of phylogeny of the development from fish to reptile to animal? Might the snake have symbolised the fecundity and self-sufficient fertility of what Jung and later Neuman termed the 'Great Mother'? In other words, was the snake a UR-ORBORUS, the mythical reptile who sucks its own tail, a manifestation of a circular perfection, a symbol for the Female Goddess who represents redemption and salvation, the primordial Goddess from whom the Judaic-Christian God was later split-off? Or should the snake have been understood in terms of a totally narcissistic defence against profound helplessness and sadness associated with the loss of social bonds and intimacy with others? If so, taken up in terms of the Transference to Ivan and the multitude of transferences in the group, connecting the experience of the Here and Now with all of the other cells in the time x space paradigm in the hope that these traumatised veterans might be able to imagine a better life for themselves and those with whom they are involved, and then to try to make this vision a reality.

Thank you, Ivan, for a stimulating lecture. I hope that we can now do our part by making creative use of what you have given us.

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GROUP ANALYTIC SOCIETY.
Scientific Meeting.
22nd February 2005. London.
MEET THE AUTHORS.

DR MANNIE SHER.
FROM GROUPS TO GROUP RELATIONS.

BION'S CONTRIBUTION TO THE TAVISTOCK-"LEICESTER" CONFERENCES

In many ways listening to Mannie Sher was like listening to me! I had been through learning experiences almost identical to his.

Mannie was trying to get across the experience of working with Tavistock type groups to an audience who, if they knew anything about the Tavistock methodology were not letting on!

He did it in a way which gave us all the opportunity to speak freely by describing his work in a modest low key manner, not in any way blowing his own trumpet for the successes he had experienced as the Director of the Tavistock Leicester Conference and as a consultant with a very large South African bank during its transformation into a people's rather than banker's bank.

That latter experience resonated loudly with my own in relation to the degree of entrenchment there is in banks.

I remember talking with the chairman of one of the UK's largest banks during his visit to a residential workshop. After a friendly chat at the bar which was buzzing with goodwill and camaraderie, he touched my shoulder and gently guided me out of the bar into the hotel foyer and quietly expressed his concern about the extent to which the men were **fraternising** with the women.

The primary task of this organisation development strategy was to eliminate sexism in the bank! I did remind him!

Mannie gave a very revealing account of the experiences he went through as the Director for then, his first time.

Using extracts from the chapter he had written he described the feelings of role pressure there was in the management role and the stresses these invoked.

It was truly refreshing to hear this very experienced mature group

consultant confessing to a few “howlers” he made because of the pressure

One which particularly amused me was forgetting to tell the conference that “conference time” was governed by the large clock on the wall in the main entrance of the Tavistock Leicester Conference Centre. This would have caused a “feast day” for the anxiety ridden “blamers” in the conference. Wow! Fancy the DIRECTOR forgetting THAT!

There could have been no doubt for anyone present that taking on the role of director of such a large group event, there were 64 participants and 13 staff members, was, to say the least highly stressful.

This evidence of “normality” in our distinguished speaker helped the meeting to become interactive. Questions were raised about the usefulness of group analytic methods for changing organisations.

What about changing an institution like the NHS? Mannie described the work he had done to help a Health Authority to change the methods they were using to manage themselves, “you need to be subversive, especially in meetings where there are twenty four people trying to make decisions”. He was supporting the notion that a few people in such a group should form a subversive sub-group and exercise their influence in that way.

Unfortunately the NHS is such a monolithic monster, the notion that it can change quickly is a myth. There has been a centrally lead Change Management programme in the NHS for years and many of the hundreds of people who have been through it would vouch for the positive effect it had on them and their workplace *for a few weeks/months.*

The NHS is a vast swamp and people working in it tend to forget that they are there to clear it when surrounded by alligators in the form of omnipotent consultants with closed shop attitudes or patients, who, like the consultants, insist that it is **their** health service.

There seemed to be a general agreement that our National *Sickness* Service might change when our cultural norms moved towards a national *health* service.

Malcolm Pines mentioned the Peckham Clinic project where the emphasis on healthy living had made significant improvements in organisation health.

I suppose, like the million or so people in the steel and coal industries that lost their jobs when both were no longer economically viable, a million or so people would lose their job if sickness was no longer economically viable and the nation started to become healthy.

How many more billions will be spent before healthy living is a norm?

This was a scientific meeting which, with ten members, might well have produced more interactive energy. Certainly the topic could have been applied to the dynamics of QAS as an organisation which is in a transformational process. Boundaries, authority and leadership, inter-group dynamics, resistance to change, bottom-up, versus top-down management are all a part of the Tavistock model.

The extent to which IGA training touches on the model, was raised, and group analytic concepts are POWERFULLY relevant to organisation and cultural change strategies;. My perception of the meeting was that similar to Mannie's description of the perception of the South African hard nosed bankers. Any reference to the language of group dynamics was perceived as alien to their vocabulary.

The clinically, client centred, group analytic vocabulary would perceive Tavistock similarly to Mannie's banker clients.

I am personally saddened by this. I know from 40 years working in organisations as a consultant, that the expertise from training and working with groups, and the enormous benefits derived from using the group analytic model, could be used on a much wider stage than its current applications.

Perhaps there are members reading this who might wish to contribute towards further discussion on the relevance of group analytic methods to social change? Scientific meetings are a MUST for anyone wishing to extend their network of contacts in other areas of experience. Even on this freezing, snowy London evening, the effort to attend was rewarded with the pleasure of hearing Mannie Sher talk so fluently and modestly from many years experience.

Thank you again Mannie.

By Trevor Mumby

Members' Forum

AN ILL SOCIETY.

Group Analytic Society (London) is in my opinion an ill society. During the last year its illness has been personified by conflicts in the Management Committee. Malcolm Pines has in a letter sent to us by email suggested that we should tackle the conflicts by applying our group analytic experience to the situation. Theresa von Sommaruga Howard also seems to suggest something of that sort. I would say it is too late. It might be we lost the group analytic culture in the society years ago on the way to become a learned society. Once upon a time we were members of a *learning* society. I believe that is at the heart of the society's illness. We might now be to big and to split to achieve some sort of reflective work and an analysis of our problems based on groupanalysis. As I see it the Society is cracking.

Nothing lasts forever. Organizations are transitional and to day extremely adaptive. Even churches change over time now a day. They used to be very conservative as they saw preserving old traditions as an important task. The Group Analytic Society is by its regulations tied to Group Analysis and the Society cannot sell for example psychodrama or neuropsychiatry if that would be more asked for by the consumers and therefore more profitable. It is not so that anything (in our branch) goes if it generates money. The Society's primary task is not to generate money but to generate something called Group Analysis. To day it is very difficult if not impossible to say what this abstract, Group Analysis, is. There is only one authority that might do so formally and that is the Society founded by S.H.Foulkes but this society is in a crisis.

We need money to run the Society. If the president and/or the honorary treasurer and/or the honorary secretary do not live in the London area, we are in troubles as the office's address still is London. One must have some local knowledge to manage business in London. If we had had the money, we would be able to employ

competent secretaries for a London office able to translate the cultural and economic infrastructure for a foreign president and board of many not British members. As things are, I am convinced that an international Group Analytic Society cannot afford a head office in London. Local (London) members have done a lot of “voluntary” work in moments of crises and confusion making up for this lack professional local competence.

We have never had real professional secretaries. We have always blamed the secretaries, often very nice ladies, for not being good enough when it comes to business. But we have got what we have paid for and all of them have to the best of my knowledge done a good job. What is new is that we now also blame the presidents for our shortcomings. I might say, standing up for election is probably not sound judgement under the actual circumstances if one does not have a clear-cut strategy for the restoration of Group Analytic business and plans how to implement the strategy.

It was an excellent idea to have a seminar before the last AGM but we got stuck in scapegoating our president blaming her for lack of an effective leadership. Very much the same people who knew her merits and faults and had voted for her now let her down. I believe that is very unlikely that the members of the Committee were ignorant victims to the alleged insufficiency of their president. There was very little or no open communication about this. I agree with Malcolm Pines, we did not manage to look at the problems from a groupanalytic perspective nor did we try to understand them against the background of the troubles the Society has been in for years. The context was lost. Groupanalytic theory was certainly applied but in a moralistic and destructive way, as arguments against those who were supposed to be blind and deaf. I think, and this is my answer to Malcolm Pines, an invitation to join in a groupanalytic process now is like throwing the yeast after the loaf into the oven. We have changed from a learning into a learned society - curiosity and creativity have been replaced by expertise and know-how e.g. know-best. We are not any longer a pears' group. We are on the international level of the Group Analytic Society a hierarchy and a politicized organization.

I had expected our president to step down when a great majority of the board refused to work with her and to respect her and when the AGM and the SGM did not give her the convincing backing-up she needed. I think stepping down would have been what a managing director of a company would have done under similar

circumstances, leaving to the board to solve the problems behind the crisis, which they from the director's point of view would not be able to – this is basic and a consequence of the dynamics of different interpretations of facts such as economy, recruitment (sales) etc. Tom Ormay offers in his text "Back to the Future" in *Group-Analytic Contexts* in December several interesting points of view on the problems of collaboration in boards where the members come from different cultures. But: the Management Committee is not a psychotherapeutic group seeking insight but a board where the members handle power in their own interest and in the interest of the organization they serve. This is a political problem that cannot be transformed into anything that can be handled as conflicts in a psychotherapeutic context. Cultural distortions must be tolerated and processed by the board in the progress of their work.

Tom makes a lot out of "international". To me "international" is an almost empty word. It might be synonymous with "colonial" or "missionary" or "dominion" or.... We might need each other in different countries, but for what? The Management Committee must answer that impertinent question. Groupanalytic *theory* does not need an organization for its survival. The theories or similar theories will be used as long they fit the problems they are applied to. Peter Wrede points in the chat on the web at that the international must be preceded by the national: "All the 'natives' of other lands (than UK) can find energy to support nationals GASS".

Going for the international might be an escape from conflicts and problems on the national level. I learned at the seminar preceding the AGM that a problem for the British is that the old Society no longer is attractive to younger grouptherapists. It is burdened by an older generation of groupanalysts and their interests, many of them not British and not in contact with the needs of the young generation of groupanalysts there, especially when the Society goes international.

Juan Campos and I have proposed a change of the structure. We proposed that the Society could be a Group Analysts' Society developed as a network very much relying upon internet-communication between local units. We suggested a decentralisation. Still there must be an administrative spider in the net, running the central computer, arranging the Foulkes' lecture, collecting subscriptions for the journal GroupAnalysis and tasks I might have forgotten. I guess it is, say, 90% administrative tasks. That leaves 10% for creative decisions.

I shall stop here. I would like to end my short notice by reminding you that the Group Analytic Society (London) is an ill society that probably cannot be cured by having its name changed and by electing a president of the same vintage as most of us. We must have a change of the Society's structure. And we must recruit the young(er) generation.

Olov Dahlin, Stockholm

Age: 70.

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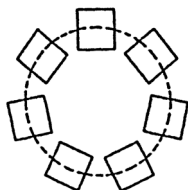
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New Books

Below is a list of new titles added to the library since June 2004. We are grateful to Sandra Evans, Jason Maratos and Malcolm Pines, for their generous donations.

If you would like to receive regular new titles updates by email, please contact the librarian.

Towards the end of 2004 we received a bequest of four hundred books, journal issues and pamphlets from the late Elizabeth Foulkes. Currently, we are processing this collection.

- APPELBAUM, STEPHEN A. (1981) *Effecting change in psychotherapy*. New York: Jason Aronson
- BARKER, C. and PISTRANG, N. and ELLIOTT R. (2002) *Research methods in clinical psychology: an introduction for students and practitioners*. Chichester: John Wiley
- BARTEN, SYBIL, S. and FRANKLIN, MARGERY B. (Editors) (1978) *Developmental processes: Heinz Werner's selected writings*. Vol. 1: general theory and perceptual experience and Vol. 2: cognition, language and symbolisation New York: International Universities Press
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- BINNEY, GEORGE and WILKE, GERHARD and WILLIAMS, COLIN (2005) *Living leadership: a practical guide for ordinary heroes*. Harlow: Prentice Hall

- BLACK, D. and WOLKIND, S. and HARRIS HENDRIKS, J. (Editors) (1991) *Child psychiatry and the law*. 2nd Ed. London: Gaskell/ Royal College of Psychiatrists
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- CLARKSON, P. (2003) *The therapeutic relationship*, 2nd Edition London: Whurr
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- HASLEBO, G. and NIELSEN, K. S. (2000) *Systems and meaning: consulting in organizations*. London: Karnac
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Librarian's working hours

The library is open and the librarian is on duty at the following hours:

Monday 10 am. to 7.30 pm
Thursday 12.45 pm to 4.45 pm

Lucia Asnagli, the librarian, can be contacted via the IGA telephone and fax lines or directly by email:

Lucia@igalondon.org.uk

All IGA and GAS members are entitled to:

- Loan of books
- Photocopy of journal articles or chapters from books held at the IGA or the Tavistock libraries (subject to copyright law)
- Literature searches on specific subjects on which you may be working
- Checking bibliographic references
- General information and desk research

CONFERENCE ACCOMMODATION IN LONDON

Visitors attending events held at 1 Daleham Gardens, London NW3 5BY might find it convenient to stay nearby, i.e. in Hampstead or Belsize Park. London hotels need to be booked well in advance and by credit card.

Hotels (at between £60 & £95 per person per night)

The Swiss Cottage Hotel at 4 Adamson Road, London NW3, has been well recommended by members who have stayed there in the past. They offer us a special rate of £60 for a single room: when booking, ask for Alex and say that you are a Group-Analytic Society member.

(Swiss Cottage Hotel, Tel. 0207 722 2281),

Dawson's House at 72 Canfield Gardens, London NW6, is a small, rather basic hotel at the cheaper end of the local price range. It is situated, two minutes from Finchley Road Tube Station and 15 minutes walk from Daleham Gardens.

(Dawson's House Hotel –Tel. 0207 624 0079).

The House Hotel at 2 Rossllyn Hill, London NW3 1PH is a more pricey, but rather nicer place less than five minutes from Daleham Gardens.

(The House Hotel, Tel. 0207 431 8000, Fax 0207 433 1775)

The Forte Hotel at 215 Haverstock Hill, London NW3 4RB is a Trust House Forte chain hotel in the same area with all major hotel facilities.

(The Forte Hotel, Tel. 0208 70 400 9037)

Langorf Hotel at 20 Frognal, London NW3 6AG

Good, comfortable hotel, with all facilities.

0207 794 4483

Alternatively, here are some numbers of hotel booking agencies you can use:

0700 080 8800

0207 309 5500

0207 388 4443

Bed & Breakfast Accommodation

We cannot recommend any specific Bed & Breakfast address used by our members in the past, but there is an agency which will find you a B&B in any chosen area. Prices start at around £45 per night.

(London Bed & Breakfast – 0207-586 2768).

If you prefer to stay in Central London, please keep in mind that the central tourist areas, i.e. Bayswater, Marble Arch and Oxford Street, are about 40 minutes from Daleham Gardens by either taxi or tube (you will have to change tubes to the Northern or Jubilee Line).

HOSPITALITY IN LONDON

The multi-cultural nature of our society provides a unique opportunity. If you would be interested in hosting a colleague for a night or two, **or** are visiting London and would like to stay with a colleague

contact Mary Raphaely (GAS) fax: 020 7602 7421
81 Gunterstone Road London W14 9BT
email: mary@raphnet.dircon.co.uk

Name:
Address:
Telephone number:
Email: