

The



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HEAD OFFICE: 11 MILLSTONE CRES., WHITBY, ONTARIO L1R 1T4 (905) 683-0099

FROM THE EDITOR'S DESK

A good part of this issue is devoted to reports from the recent CGPA conference in Vancouver. Put simply, if you were not there you missed a very good time indeed. The conference program was exceptional, the meeting itself was superbly organized, and the weather justified Vancouver's reputation as one of the world's most beautiful cities. Anne Oakley provides a presidential view on the "state of the union." The 1993-94 budget estimates for CGPA and reports on various initiatives are included. Danielle Nahon tells us that the Ottawa section is alive and healthy. Maureen Coleman furnishes information on executive positions currently available; included with this issue are a nomination form and submission form for the next CGPA conference in Toronto.

This issue also serves up substantive food for thought. Kent Mahoney asks the question, "What are legitimate group approaches?" The feature article is by Paul Rodenhauer, M.D. The article provides a fascinating and scholarly look at developmental dynamics in professional associations, using our own organization's birth and early years as a case example. Dr. Rodenhauer's thesis is that orienting our association towards *learning* is one way to insure that we are nurtured through our membership. Finally, for our entertainment Shalom Camenietski submits a tongue-in-cheek look at an early group endeavour. I hope you enjoy this issue.

Please send your feedback, by way of letters to the Editor, regarding specific features or the *Chronicle* as a whole. Your submissions are also always welcome. The next issue is scheduled for February, 1994, with the deadline for submissions January 15, 1994. Please accept my wishes on behalf of CGPA for a Merry Christmas and a Happy New Year!

Anthony S. Joyce, Ph.D., FCGPA

Presidential Message

Anne Oakley, Ph.D., Toronto

After returning from my exciting and revitalizing time in Vancouver two weeks ago, I have found it hard to settle down to my everyday work. Not only was the conference a tremendous success, but the weather in Vancouver couldn't have been more beautiful. Everyone who was involved with the conference, including presenters and participants, deserve hearty congratulations! Feedback on the workshops, speakers and posters indicate that they were of very high quality and the participants themselves brought a vast array of interest and expertise to enrich the interactions. The two-day Institute Groups, our new addition to the conference this year, were enthusiastically received and it appears that they will become a permanent part of the conference format.

Again, I would like to extend my special thanks to Allan Sheps and Tim Gillese, Program Co-Chairs, for their outstanding work in putting together such an innovative and successful program--it offered all the participants a very rich menu indeed. Also, Sherry de Rappard and Cristina Ciccone, Co-Chairs of Local Arrangements, with the help of their energetic committee, contributed greatly to making the conference the success it was. And, finally, to Hassan Azim, thank you for organizing such a well-received Institute.

At this year's Annual General Meeting there were well over fifty in attendance, which speaks to the energy and interest that is currently present in our organization. One of the highlights of the meeting was the presentation of several well-deserved awards. Fellowships were awarded to three highly respected members of our organization: Maureen Coleman, Anthony Joyce, and Anne Mahoney. Their unique achievements were memorably highlighted by Roy MacKenzie, Heather White, and Kent Mahoney, respectively. Irene Myrah, who was nominated by ten members of the Calgary section, received the first Honourary Membership designated by CGPA. On behalf of the membership, I extend my sincere congratulations to all of you.

Two very productive Council Meetings were held during the conference. There was an atmosphere of cooperation and collegiality. Although the meetings were well attended, I was concerned that two sections (Toronto and Red Deer) were not represented. At the meetings, we continued our commitment to financial accountability and a balanced budget. We were successful in establishing priorities for budget requests for 1993-1994. (*Editor's Note. The proposed 1993-1994 budget*

for CGPA can be found elsewhere in this issue.) For the coming year there will be an increase in paid hours for our Head Office secretary, Anne Eberle, which will be more in keeping with the work that she actually does for the organization. Further, contingent upon profits from the Vancouver conference, there will be a reinstatement of section rebates to 20% for 1993-1994. Members of the Council revisited the concept of increased membership fees. The general consensus was that this was a reasonable idea but that we should keep the increases to a minimum. A motion was passed to propose increasing fees as follows: Full Members to \$100 (from \$75), Associate Members to \$65 (from \$60), and Auxiliary Members to \$50 (from \$45). This motion will be put to a vote of the membership at the Annual General Meeting next year in Toronto. I want to thank all the members of Council and the Executive for their commitment and cooperation at this year's meeting and for their considerable work throughout the year.

I am very pleased to report that we have 311 paid-up members--the highest number ever and an increase of 10% over last year. In the past year, forty-four new members were processed and there was an attrition of only 12 members. I think this is very encouraging in these tough economic times. Velma Karpa and her committee deserve to be commended for their hard work and efficiency. I am encouraged to hear that efforts are ongoing in Winnipeg for a section to be established there soon, hopefully in the coming year.

In order to determine possible future directions for CGPA, ongoing input from as many of the membership as possible is necessary. During the conference open sessions were held on training, the constitution, and women's issues. The two sessions I was at were well attended with high levels of participation and interest. Reports on these sessions appear elsewhere in the *Chronicle*. Please write Kent Mahoney (Training), Bonnie Robson (Constitution), or myself (Women's Issues) if you have further thoughts to convey.

I am pleased to let you know that the financial agreement made with the IAGP regarding the 1992 International Congress has been finalized. As per the agreement, CGPA received \$5000 from IAGP for giving up its annual conference. My sincere thanks goes to Fern Cramer-Azima for her cooperation on this matter.

Publicity for CGPA will be in new hands this year. Welcome to Fae Chato Manchuk (an active member of the Vancouver Local Arrangements Committee) as Publicity Chair. We should all give her support in her new role. Thanks go to Danielle Nahon for taking on Publicity for an extra year.

As you know, next year's Annual Conference is in Toronto, home of the World Champion Blue Jays!! There is a great deal of excitement about this being our Fifteenth Anniversary Meeting. I am pleased to be working with Lucy Ann Kubina and Cheryl Rollman-Gilman, Co-Chairs of Local Arrangements '94. Tim Gillese will continue in his role on the Program Committee and will be joined by Anne Mahoney as Co-Chair. I am sure they will make a great team. Plan now for the meeting, to be held October 12-15, 1994. Send in Program Submissions (*Enclosed in this issue. Ed.*) and be sure to put the dates in your calendar.

In the coming year, three executive posts are open for

nominations: President-Elect, Secretary and Treasurer. Nomination forms are available from Maureen Coleman, Nominations Chair. Nothing would make me happier than having the first election for officers in this organization during my term of office.

My message to you would not be complete without asking you to support the *Chronicle*. For Tony Joyce to continue to be successful in upgrading the *Chronicle* he needs your support. Share with the membership the work you are doing locally. Send reports or articles, or even write about what you learned at this year's conference.

With my first year as President over, I want to close by thanking Anne Eberle, our Head Office secretary, for all her assistance and support. She is invaluable in making CGPA the vital organization it is today.

P.S. Please note that Head Office has a new area code. The new number is (905) 683-0099.

Training and Education Committee Open Session, Vancouver, 1993: A Summary

Kent Mahoney, Ph.D., Calgary

The CGPA Training and Education Committee is chaired by Dr. Kent Mahoney, with the membership consisting of Dr. Richard Winnick, Dr. Anne Oakley, Peggy Liswood, Linda Goddard, and Maureen Coleman. The committee met "in camera" before twenty "observers" at a breakfast meeting during the Vancouver conference. Three items were on the agenda:

- 1) Perspectives on the proposed conference-based training program;
- 2) A proposal to develop the category of a CGPA Approved Supervisor for group therapy training programs; and
- 3) What group approaches can be considered "legitimate" for training programs.

Unfortunately, the discussion was held primarily around the first two items listed. (*Editor's Note. Kent has provided an overview of the "legitimate groups" concept elsewhere in this issue.*)

There was a majority interest expressed--at least from those who responded--in considering a possible conference-based program. This interest seemed to be often raised by individuals whose geographical location makes it difficult to attend and participate in one of the two presently approved group training programs in Calgary and Toronto. There was also a number of concerns raised regarding maintaining quality supervision, finances, implementation, and program monitoring.

Following the "in camera" meeting, the committee convened to review and discuss the issues that were raised. Two major considerations were addressed. The first was the concern about "competition" with the established training programs. That is, would the conference-based program draw potential trainees away from the Calgary and Toronto programs? Second, it was recommended that the Training Chair present a motion to Council to begin a process for considering the implementation of such a program. The motion, presented to the wrap-up Council meeting on Saturday, October 2, 1993, was worded as follows: "That the Training and Education Committee identify and develop the principles of a nationally based training program (note the change in terms), and that this work be presented for review at the 1994 conference in Toronto."

It is hoped that the committee would work closely over the upcoming year in further developing the ideas that were generated in Vancouver.

What Are Legitimate Groups? Kent Mahoney, Ph.D., FCGPA, Calgary

One is constantly bombarded with new types of group therapy approaches. Sometimes a closer inspection shows that they are simply old groups with new names. Group therapists have a hard time keeping up with the popular treatment fads that can be translated into effective group therapy practice. Even the serious psychotherapy literature reflects a proliferation of group types. Beginning group therapists have been confused by what are essential differences in the models that they are learning. Perhaps this is a fact that we just have to live with and accept. As demonstrated by Lieberman, Yalom, and Miles (1973), we may say what we believe and what theoretical school guides our interventions, but what observers see us do is not so different from other leaders from "different" schools.

The analysis of the behavior of leaders in encounter groups indicates that how leaders conduct themselves does make a substantive difference in the relative benefit or harm group members experience. Differences in what leaders do in their groups, however, were shown to be unrelated to differences in their theoretical orientations or to the labels conventionally used to describe diverse schools of thought regarding encounter group techniques. Four basic dimensions were found to underlie a variety leader behaviors: Stimulation, Caring, Meaning-Attribution, and Executive Function. Caring and, particularly, Meaning-Attribution were found to be associated with beneficial effects, whereas excessive Stimulation or inordinate attention to the Executive Function were associated with negative outcomes. (p. 264)

Even though this leadership research was on brief, 30-hour groups, the results may have lulled us into believing that all leaders are more alike than they are different. It could confirm our vague hope that there is a single group method that is natural and pan-theoretical. Nothing could be farther from the truth.

At the Fiftieth Anniversary of the American Group Psychotherapy Association, it was noted that the founders of the organization had expected that THE method would eventually jell. To their surprise, THE method had actually come to encompass several methods. At the annual AGPA Institute, all new participants were required to attend a two-day process training group of approved orthodoxy, but this was never meant to curtail other "legitimate" group approaches.

After 50 years, the *International Journal of Group Psychotherapy* (the official journal of the AGPA) decided to try and find out what types of groups can be considered legitimate psychotherapy groups. Senior clinicians among AGPA were polled. There were responses from 111. Ten treatment models (and their major proponents) were identified. Choosing mentors of the model helped clarify both similarities and differences. Theorists, proponents and teachers who represented a classification category were identified. The groups and their associated sponsors were as follows:

1. Psychodynamic/Psychoanalytic (Alonso, Rutan, Scheidlinger, Stone, Wolfe).
2. Group-as-a-Whole/Systems (Agazarian, Bion, Borriello, Durkin, Rioch).
3. Transactional Analysis/Gestalt/Redecision (Berne, Gladfelter, Goulding, Perls, Polster).
4. Interpersonal/Interactional (Yalom).
5. Cognitive/Behavioral (Beck, Ellis, Lazarus, Meichenbaum, Rose).
6. Object Relations (Alonso, Ganzarian, Horowitz, Kibel, Rutan).
7. Group Analysis (Anthony, Foulkes, Pines, Stock-Whitaker).
8. Psychodrama (Moreno).
9. Existential/Humanistic (Goulding, Mullen, Yalom).
10. Self Psychology (Arensberg, Bacal, Kohut, Stone).

A glance at this list confirms that there are major differences among and between these models. Hope for a common denominator across all forms of group has thus not been realized. The future looks as if it will continue the trends of the past. There is one commonality present in this list, however. That is the capacity of group psychotherapists to understand and articulate these differences. Maybe we have succeeded in constructing a "group language" that allows us to communicate across schools, across leadership styles, and across therapeutic factors. This is a formidable achievement!

The group movement in Canada might enjoy a needed surge of energy if CGPA formally recognized these ten models as legitimate group approaches. As far as training is involved, we would be well advised to broaden our umbrella and welcome training programs which incorporated a range of different models.

Food for Thought: A Memorandum

To: Dr. Kent Mahoney, Chair, CGPA Education and Training Committee

From: Linda Goddard, CGPA Training Paper Competition Coordinator

Date: June 23, 1993

Re: Paper Competition

I would like to inform you that three papers have been submitted to the Western Division of the competition during 1991-1993. Bob O'Brien reports that the Eastern Division has not received any submissions in the past three years. The guidelines that we have used in the past suggest that the competition be run when three papers have been received. Therefore, I have requested that the current papers be circulated for judging.

In view of the low number of entries couple with the national organization's budget restraints, I would like to suggest that the Education and Training Committee consider looking at some of the other emerging issues regarding the competition.

1. It is not clear what the low number of entries is reflecting. In speculating, it could be:
 - that because of the number of trainees in the programs, the competition is only required every third year;
 - that the directives are no longer consistent with the current training programs; or
 - that the competition requires more promotion.
2. As we discussed in terms of CGPA's shortage of funds, the cash scholarships could be exchanged for conference or membership fees over a 2-3 year period. Another alternative would be to approach the Canadian Group Psychotherapy Foundation for support.

Please advise me if there are other questions or concerns that I have not raised. The paper competition was first held in 1989. I believe the competition is a worthwhile project; I therefore hope that these issues can be addressed and the competition can continue. Please let me know what assistance I can offer to this end. *(Editor's Note. The Chronicle would welcome letters regarding the paper competition. I'm sure that Linda and Kent would appreciate the input. Ideas would be especially welcome from participants in training programs.)*

Research Funds Available from the AGPA Group Psychotherapy Foundation

The Group Psychotherapy Foundation is currently offering funding to support research in group psychotherapy that focuses on one of four populations: children, the elderly, the chronically mentally ill, or substance abusers. The research proposal must demonstrate clear clinical and/or social relevance. Awards are typically in the amount of up to \$8,000, although in exceptional cases grants up to \$12,000 may be funded. The grants are designed to support the basic costs of research (e.g., supplies, computer services, statistical consultation, research assistant salaries); normally, travel expenses, equipment and investigator's salary are not funded. The principal investigator or one of the co-investigators must be a member of the American Group Psychotherapy Association. Applications are available from the Group Psychotherapy Foundation, 25 East 21st Street, 6th Floor, New York, NY 10010.

First Women's Caucus: A Summary Anne Oakley, Toronto

Fifteen women attended the first Women's Caucus Meeting at the CGPA Conference in Vancouver. The format was open and relaxed. The purpose of the meeting was to hear what women in the organization want and need that is presently not available to them. A variety of issues were raised. For many of us it was a place to network, to meet other women who share similar interests or concerns about their work, and to break down feelings of isolation. Women wanted to know how they could contribute to the organization. Some women felt that mentorship of women within the organization was an important role. A number of women wanted to have an opportunity for discussions with other women who work from a feminist perspective. Others wanted to discuss what it was like to work with men (specifically abusive men) as a woman. The issue of training models for women therapists was thought to be important. The possibility of having an all women's experiential group next year was raised. All of this in just 45 minutes!

We shared names and addresses and I agreed to circulate a list of those who attended. It is our hope to meet again for a more extended period of time in Toronto and see what the needs are in the eastern part of Canada. If anyone is interested in their name being added to the list, please call Anne Eberle at Head Office.

Feature Article

The Life Cycles of Professional Associations: Organizational and Administrative Dynamics

Paul Rodenhauer, M.D., Tulane University School of Medicine, New Orleans

[Editor's Note. Dr. Rodenhauer's article came highly recommended. Presently, he is Professor of Psychiatry, Director of Medical Student Education in Psychiatry, and Assistant Dean at Tulane. The article originally appeared in Administration and Policy in Mental Health (18, 1991, p. 411-420). When I contacted Paul to request permission to use the paper in the Chronicle, he could not have been more helpful. I was very appreciative of his openness. Thanks also to the publisher, Human Sciences Press.]

The success of professional associations may depend on a blend of factors important to the management of businesses, clinical systems, and voluntary associations. Despite the number of associations comprised of organizationally and psychologically minded professionals, there is a noteworthy dearth of publications on applicable organizational dynamics, and, in particular, the dynamics of the growth, development, and life cycles peculiar to professional associations. A celebration of the tenth anniversary of the Canadian Group Psychotherapy Association (CGPA) provided the occasion to develop this topic for presentation.

The literature relevant to professional associations is limited in breadth and depth and is distributed among a variety of disciplines. A review of the psychiatric and medical literature on professional associations resulted in the discovery of some surprising and diverse entries such as the growth and development of the American Association of Orthodontists (Riedel, 1987), a history of the Association of Medical Offices of the Army and Navy of the Confederacy (Franke & Stone, 1966), and roles for professional associations in international social development (Ladbrook, 1987). A brief early history of the American Group Psychotherapy Association (Committee on History, 1971) and the early history of the Canadian Psychiatric Association (Dickson, 1980) were particularly relevant.

The momentum derived from works by theorists such as Lewin (1951) and Brown (1983) continue to validate theoretical and illuminate practical perspectives of organizational psychology. The work of Harold Bridger (1968, 1972) through the Tavistock Institute, London, on open systems and systems change is also invaluable in dissecting the dynamics of voluntary and professional associations. The fields of sociology and anthropology have contributed most directly and significantly to the literature on voluntary associations, however (Banfield, 1958; Chapin & Tsouderos, 1956; Israel, 1972; Sills, 1949; Smith & Freedman, 1972; Starbuck, 1965; Warner, 1949). Professional associations are voluntary in nature and their characteristics overlap significantly with voluntary associations in general; however, the differences between professional associations and voluntary associations as they are commonly understood relate to the

mutuality of background, interests, education, and training peculiar to professional groups. These differences introduce variables which significantly affect the dynamics of associations. Associations such as the CGPA, comprised of multiple disciplines, specialities or professions, embody more complex and potentially precarious variables resulting in additional opportunities for dynamic consequences and challenges for leadership and management.

In addition to providing descriptions and discussion of a variety of possible dynamics in the developmental stages of professional associations and a series of caveats for preventive management, this article might serve as both a resource and stimulus for further research.

Dynamic Underpinnings

The roots of our modern study of groups and their use as instruments for behavioral change can be traced to the turn of this century. In the 1930s Marsh stated, "By the crowd they have been broken; by the crowd they shall be healed" (Committee on History, 1971). This followed LeBon's consolidation of his consciousness-raising observations and theories published in *The Crowd* (LeBon, 1922), which serves as a major contribution to our library of knowledge about group dynamics. Freud's criticism of LeBon's work (Freud, 1955) focused on the lack of appreciation for the dynamic of regression to a more primal developmental role in the nuclear family, the principal group to which Freud's attention was directed. Meanwhile in 1905, Joseph Hersey Pratt, a Boston internist, observed that shame and discouragement interfered with treatment compliance among tubercular patients and designed a group approach to inspiration and education. Psychoanalytic applications paralleled extensions of this approach to diabetic, cardiac, and peptic ulcer patients. In his "group analysis," Burrow originated the "here and now" concept (Committee on History, 1971, p. 407), and Marsh wrote on "the psychological equivalent of revival" (Committee on History, 1971, p. 407).

Bion's (1961) work on basic assumptions has also significantly influenced our understanding and knowledge of systems and organizations, as has Schutz's (1966) work on stages of group life. Although operant in an ongoing fashion

in the life of a professional association, dynamics such as those by Bion and Schutz may be particularly poignant during annual meetings. Yalom's synthesis and consolidation of the body of knowledge on group dynamics and its therapeutic application (Yalom, 1983, 1985) has facilitated the purpose, the existence, the meaning of membership, and the multidisciplinary nature of associations such as CGPA. The *raison d'être* for the CGPA is grounded in group dynamics and it is, itself, a dynamic system. This results, therefore, in the intrigue and conundrum of a play within a play, a magnificent opportunity for parallel processes. Perhaps some dynamics similar to those in Freud's (1955) description of religious and military systems also apply here.

The roots of the modern study of systems and organizations date back to the merger of industry and the behavioral sciences in their current form. Mayo's 1927 Hawthorne studies of group influences and Lewin's discovery that groups have personalities of their own led to the concept of organizational psychology (The Conference Board, 1969). The addition of sociology's contributions to the study of "living systems" has resulted in a new field called organizational behavior.

Modern society is an organizational society (Israel, 1972). Memberships in associations are natural extensions of interests generated in and relationships experienced in the nuclear family. Professional membership and associations are integral parts of our organizational society as are social institutions (e.g., schools), political-economic policymakers (e.g., corporations), and government. A profession has been artfully described by Greenblatt (1967) as a contract between society and a group of knowledgeable individuals who possess a highly developed and unique skill acquired through long study, sacrifice, and practice.

Anthropologists suggest that modern voluntary organizations, of which professional associations have many characteristics, represent institutions distinctly different from the sodalities of pre-industrial, primitive, tribal, and traditional societies (Smith & Freedman, 1972). The circumstances of colonialism have often served as the bases for religious organizations, political parties, and trade unions. These developments contrast sharply with the concept of "amoral familism," a cultural ethos which emphasizes loyalty to the nuclear family and distrust of outsiders (Banfield, 1958).

The Genesis of the CGPA

A decision was made at the 1943 meeting of the American Orthopsychiatric Association to begin an organization to promote interest in group therapy and to coordinate and clarify efforts of those involved in its practice and theory. The American Group Psychotherapy Association (AGPA) emerged. The controversial multidisciplinary membership of the AGPA has been considered both a strain

and a strength (Committee on History, 1971). What began as an organization based on professional competence and professional interest has evolved into one defined as a competency organization. The first bibliography, published in 1946 by AGPA, contained 105 papers. The institution of the *International Journal of Group Psychotherapy* in 1951 apparently significantly influenced organizational growth as well as interest in establishing a knowledge base in the field.

Similar to the process involved in the origins of the Canadian Psychiatric Association (CPA) in the late 1940s (Dickson, 1980), the CGPA evolved in the late 1970s. Just as many members of the CPA were members of the American Psychiatric Association, many members of the CGPA were members of the AGPA where, at meetings, a Canadian group frequently pondered whether the time had come for a Canadian association.

It is predictable that many difficult-to-manage dynamics come into play on occasions as herculean as the creation of a national professional organizations such as the CGPA. Canada is a vast country with a relatively sparse population and two common languages. Difficulty with communications and meetings would be anticipated. Despite the rational nature of such decisions and the wisdom involved, the process of creating, separating, individuating, and organizing can embody moments of both inspiration and paralysis. Indeed, the relationship of the newly formed CGPA and the already seasoned American Group Psychotherapy Association was one of the early painful issues to be resolved (Salvendy, 1989). In identifying with and reacting to an organization of such former importance, pioneer leaders and members might play out dynamics reminiscent of Bion's basic assumptions (Bion, 1961). Fight-flight tendencies might be observable in leadership while regressive, dependent tendencies would not be surprising dynamics among general members. It is also likely that Schutz's stages of inclusion and control (Schutz, 1966) would be operant at various levels in undertaking the establishment of an association. Feelings of rivalry reportedly did emerge between members of the new national organization and members of the Ontario branch which flourished for about 15 years prior to the origins of the CGPA (Salvendy, 1989).

In addition to regrouping, subgrouping would occur by design as well as by nature for purposes of support and nurturance. These phenomena can serve to foster meaningful organizational cohesion and group sentience depending on the available sensitivity of leadership to these elements. In actuality, another early CGPA issue centered around how much authority the national organization should have over its regional branches (Salvendy, 1989). These important features underscore the value of small group theory and dynamics in the design and understanding of especially large, new organizations.

Overall, the process of assembling and disassembling

must have been enormous. Only the participants know. To the outside observer, however, the here and now reveals a rich opportunity for discussion based on hypotheses. One among many visible testimonials to the CGPA's current level of developmental integrity is the fact that the Association will (*sic*) host the International Association of Group Psychotherapy Congress in Montreal in 1992.

Perspectives on Professional Organizational Life

Useful perspectives on organizations include their function in the social system, their characteristics as an environment for the person, and their administration (Smith & Freedman, 1972). Sills (1949) describes functions for the individual such as social integration and training (examples of environmental characteristics) as well as functions for the social system, which in the case of the CGPA would involve a highly valued and unique skill. Professional associations are subject to leadership regression and/or organizational regression, both extremely palpable dynamic issues from an administrative perspective. The factors that influence regression in leadership are complex and have been described in detail by Kernberg (1978).

Factors that influence organizational regression, some of which have been considered in this article (Bion, 1961; Schutz, 1966), require perspicacity on the part of leadership as well as occasional, well-timed, counter-regressive management (Kernberg, 1984). Ironically, organizational regression and the need for counter-regressive management measures can serve to severely frustrate leader needs. This frustration serves as a principal contributor to regression in leadership (Kernberg, 1984). The periodic need for counter-regressive leadership might be unavoidable in professional associations considering the multiple influences on the professional and personal lives of members and the voluntary nature of contributions to associations. Katz and Kahn (1966) describe memberships in organizations as segmental in nature.

Several concepts which apply to organizations in general have been formulated from theoretical and experiential perspectives as caveats particularly for leaders of professional associations. The caveats listed are not necessarily derived from observations of the evolution of the CGPA. It is suggested that they might apply, however. Some hypothesized dynamics were validated by experiences within the CGPA. These included problematic interorganizational relationships, intraorganizational rivalry, and issues pertaining to the balance of power. Ongoing awareness of these and the following dynamic factors will encourage proactive leadership and management stances which can serve to prevent regression, preserve the health of the association, and provide optimum opportunity for continued development.

Organizations innately embody hidden functions. Warner

(1949) elaborates the manifest and latent organizational functions, i.e., the professed purpose versus the "real purpose." Sills (1949) defined the manifest functions as those which the participants intend and recognize, whereas latent functions are unintended and unrecognized by participants but can be observed by the analyst outside the system. Hirschhorn (1988) elaborates social defenses such as the covert coalition and the organizational ritual. Although of a different genre and quality, Bion's basic assumptions also apply here.

Organizations often suffer from unclear purposes. According to Bion (1961) and many others, groups by definition need a task. The purposes of the membership are usually varied; the organizational (manifest) purposes need to be well formulated so that function can be related to task. Lack of clarity often results in disappointments, power struggles, and wasted energies. Kernberg (1978) points out the potential for serious distortions at many levels in institutions when, for example, political objectives replace task-oriented or functional ones.

Organizations develop blind spots. Goal displacement is described as a tendency to become focused on organizational procedures and their proper functioning instead of the achievement of organizational goals (Smith & Freedman, 1972). Blau and Scott (1962) describe a stage in the organizational life cycle when a growing emphasis on self-preservation displaces the original goals of the organization. Departing from the traditional definition, Marcos (1988) discusses imprisonment of political or ideological dissidents as an extreme example of goal displacement in psychiatric institutions.

Organizations develop power struggles. The tendency to develop non-democratic internal power struggles has been described as the "iron law of oligarchy" (Smith & Freedman, 1972). Democratization alone will not successfully overcome authoritarianism in institutions, according to Kernberg (1978).

Organizations move toward institutionalization. This is the spontaneous process that moves a loosely organized group of adherents to an idea or goal in a formal organization (Sills, 1949). In their study of 91 organizations in one city, Chapin and Tsouderos (1956) found that the process of institutionalization (often known as formalization and bureaucratization) is general and uniform in character and accompanies the growth of an organization's membership. Bureaucracies can have irrational as well as rational characteristics (Starbuck, 1965).

In organizations, integration often occurs before differentiation (Reichard, 1989). Fear of disintegration inhibits the process of definition of organizational parts. (In fact, differentiation can encourage integration.) When egalitarianism is a priority, as is the case in the CGPA, differentiation is more difficult. In a multidisciplinary psychiatric facility, the process of hammering out general

categories for evaluating performances in psychotherapy required first crystallizing interdisciplinary differences before a common performance appraisal framework could be developed (Rodenhauser & Segal, 1983).

Organizations promote preoccupation with comparisons of competency (Reichard, 1989). The deeply ingrained human tendency to compare weighs heavily on self-esteem. Rather than benefiting from membership, self-esteem often falls into question (as does the dynamic of regression). Unfavourable comparisons, whether objective or against a personal standard, are usually associated with a sense of loss (Zalenik, 1984) and some individuals who function well professionally and personally falter in organizations for this reason. Acting-out sometimes follows. Examples of this category of dysfunctional behavior hark back to the tendency for organizations to embody hidden functions and power struggles.

Organizations foster excessive focus on recruitment (Reichard, 1989). For the health of the membership, leavings as well as comings are important. Homeostasis is desirable. In this way, organizations demonstrate their resistance to self-regulation. Resistance to outside regulation is often more readily observed.

Organizational communication lines often suffer from disuse. Effective formal and informal vertical and horizontal communication is critical to the success of systems of any size as is the clarity of organizational hierarchy and authority structure. In mental healthcare systems, communication between clinicians and administrators can be a complex problem (Marcos, 1988). Starbuck (1965) points out that institutionalization (previously described in this article as inevitable) may have a negative effect on communication in voluntary organizations.

Organizations resist change. Katz and Kahn (1978) capture the dynamic influence of resistance to change on the process of change: "Organizations as open systems show characteristic striving to insure survival by defending their sovereignty over those parts of the outside world that impinge on them. Those who have the greatest stake in the organization seek to secure it as a system yet this effort, paradoxically enough, leads to demands for organizational change."

Learning organizations become learned organizations. Individuals scurry for teaching as participant status is devalued. A learned organization is in grave danger of remaining in a state of sustained immaturity. This caveat is derived from the thinking of the distinguished social scientist, Eric Trist, who believes that these dynamics apply to societies in general (Reichard, 1989). The CGPA cannot be offered as an example of this tendency. The interest of the CGPA in examining its decade of growth and development, which produced the material for this article, evidences commitment to organizational learning.

In his hypothetical model of the phases of development of psychiatric organizations, Kaplan (1983) points out that during the last of three phases--the phase of consolidation and efficiency--success depends on negotiating the simultaneous needs to consolidate the development of the organization and to maintain a continued capacity for growth and change. The process of institutionalization which envelops the process of consolidation may enhance resistance to change (Starbuck, 1965). Growth is a type of organizational change. Because the role of middle managers becomes crucial during this phase, consideration must be given to reshaping the organization's structure and operation (Kaplan, 1983).

The symbolic role of the leader also undergoes permutations in the developmental phases of organizations. For example, the symbolic construct of the "self-healer" applies to both leaders and members of psychiatric organizations in the phase of organizational maturity. This represents pride and achievement as well as continued striving toward the organization's ideology (Kaplan, 1983). Bennis and Nanus (1985) stress that one of the most important functions of leadership may be the quality of fostering organizational learning. To be an organization of learners is, according to the "learned," an ideal which might benefit all professional associations.

Summary

One sign of maturity is an organization's willingness and ability to observe itself and learn from experiences in its growth and development. This process enables further growth and may be a prerequisite for maturation in the life of systems and organizations. The most straightforward route to understanding an organization's growth, development, dynamics, and interest in learning can best be derived from its history. Such an investigation, however, depends on accurate documentation and/or consensual validation. An alternative approach is one which combines a review of the literature and organizational theory in a context of developmental sequence with hypothetical and experiential contributions. This article, which is an example of the latter approach, features many commonsense messages to managers for the prevention of dysfunction and regression in loosely integrated organizations such as professional associations. Some familiar but frequently forgotten caveats for organizations and their leaders are illuminated.

A professional association takes on a dynamic life of its own. The CGPA, with its distinctive history and characteristics, serves as an example. Professional associations can be understood in terms of current knowledge of systems and organizations with special allowances for factors such as their peculiarities with regard to their bases for cohesion, their evolving nature, the segmental nature of their membership, and the experience of members. Indeed, several

of the developmental dynamics suggested herein as probable were confirmed by CGPA founders.

Although it is possible to develop a plausible construct for understanding life cycle dynamics of professional associations, such organizations and their leaders could benefit significantly from additional study and investigation of the dynamics of their development and function.

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Ottawa Section in Fine Health

Activity of the PR Committee, 1992-93

Danielle Nahon, Ph.D., Ottawa

In 1992-93, the CGPA Public Relations Committee completed its recruitment campaign. After drafting and printing a new CGPA brochure and poster, we implemented a mailing to professionals and professional associations across Canada, as well as to every hospital in underrepresented areas in Saskatchewan, Manitoba, the Maritimes, the Yukon and North-West Territories, and centres in Ontario outside of Toronto and Ottawa. The mailing included a letter of introduction to CGPA and to the Vancouver fall conference, as well as our CGPA poster and brochure, all of which were drafted to enhance an invitation to join our organization. In addition, the PR Committee advertised the Vancouver fall conference through the Current Events sections of *Psynopsis* and the national publication of the Canadian Mental Health Association. A letter and poster regarding the Vancouver meeting was also sent to the heads of psychology and social work departments in every university across Canada. Replies and further enquiries regarding CGPA were received from colleagues in Manitoba, Alberta, and Quebec. Through joint work with the Ottawa section, an intensive Public Relations campaign was initiated in the Ottawa area, resulting in increased interdisciplinary visibility of CGPA. This also prompted an excellent turnout for our closing Continuing Education workshop on "Survivors of Incest Anonymous."

I have greatly enjoyed the privilege of serving as Chair of the Public Relations Committee between 1991 and 1993, and look forward to continuing to serve CGPA in the future.

Life in the Ottawa Section During 1993

Danielle Nahon, President, Ottawa Section

The Ottawa Section enjoyed an active and vital year during 1992-1993. Much work has continued to be directed towards advertising CGPA and the Ottawa section to as many professionals in our area as possible. Our mailing list continues to grow, as we have endeavoured to send a letter of introduction and CGPA PR material to all affiliated professionals (e.g, all psychiatrists in town!). The section has also hosted a series of Continuing Education Workshops in the past year:

- The fall season got off to a great start with a presentation

entitled "Self-help Groups: Their Role as an Adjunct to Traditional Therapies" by Elizabeth Lortie, founder and group leader of Ottawa's Migraine and Agoraphobia support groups. This stimulating and informative presentation explored the definition, process and *modus operandi* of self-help groups and their usefulness as adjuncts to more established group therapies. Betty's presentation culminated in a feature article in the spring *Chronicle*.

- In "Male-Female Partners as Co-Leaders of Mixed-Gender Groups: Multiple Boundaries and Multiple Roles," long-time Ottawa CGPA members and veteran group therapists Shari MacFarlane and Dr. Roy Salole offered a highly innovative and thought-provoking presentation on the challenges facing partners/group co-therapists. Creative resolutions of several potential pitfalls of this type of working relationship were explored, and several of the professionals who attended this workshop indicated they worked with their partners as group co-therapists.

- In a presentation entitled "The Personal Growth Workshop: A Novel Approach in Counselling Skills Training for Fourth Year Medical Students," I described a 10-year teaching program I have developed for students at the University of Ottawa School of Medicine. The approach incorporates a unique personal growth group as a vehicle for teaching counselling and psychotherapy skills, offering a model for didactic work as well as for identifying and addressing mental health issues in medical students.

- Finally, in "Survivors of Incest Anonymous: The Recovery Process," founder and group member Sylvie outlined the process of a 12-step program adapted to the needs of incest survivors, providing an adjunct to traditional therapy approaches. This informative presentation brought about an unprecedented turnout of over 50 professionals, as well as students of various mental health disciplines from all over Ottawa. Several university departments and community counselling centres were represented. I was personally delighted to meet and welcome our new guests to the Ottawa CGPA, as it has been my goal as President to reach out to our colleagues throughout the professional community.

We will thus be starting out the 1993 fall season with an enhanced mailing list and the hope of a sustained increase in attendance at our meetings--and an increased membership for CGPA. Several exciting workshops are planned for the fall season. Also this fall, we will be holding elections to select the new section executive for 1994-95.

Proposed CGPA Budget for the 1993-1994 Fiscal Year

Expected Income

Membership Dues	\$ 21,000.
Processing Fees	800.
Certificates	200.
Interest from Term Deposit Assets	500.
Vancouver Annual Meeting Profit	10,000.
 Subtotal	 \$ 32,500.
Surplus from 1992-1993 Fiscal Year	5,000.
 TOTAL INCOME	 \$ 37,500.

Expected Expenses

President's Expenses	\$ 200.
President-Elect's Expenses	25.
Secretary's Expenses	25.
Treasurer's Expenses	25.
Head Office Secretary	14,040.
Head Office Postage and Stationery	400.
Head Office Telephone/FAX	3,000.
*Head Office Computer Equipment	2,500.
Head Office Printing	75.
Bank Charges	50.
Secretary's Travel/Hotel for Toronto Meeting	500.
Committees:	
Budget and Finance	25.
Constitution	25.
Intersection Liaison	400.
Membership	450.
Newsletter	1,500.
Nominations	150.
Public Relations	400.
Research	100.
Training and Education	150.
Fellowship	75.
Toronto Annual Meeting	5,500.
*Section Rebates (20% of Membership Dues)	4,200.
*IAGP Dues (\$900. U.S. Funds)	1,170.
 TOTAL EXPENSES	 \$ 34,985.
 INCOME MINUS EXPENSES	 \$ 2,515.

*Contingent upon Vancouver Annual Meeting Profit

Call for Nominations for CGPA Executive Maureen Coleman, FCGPA, Calgary

The CGPA Council Executive positions of President-Elect, Secretary, and Treasurer become open after the 1994 conference in Toronto. The position of President-Elect is actually a six-year term position, with two years as President-Elect, two years as President, and then two years as Past President. The positions of Secretary and Treasurer are two-year term positions, each renewable for another two year term.

Included in this edition of the *Chronicle* is a nomination ballot. Please note that the deadline date for acceptance of nominations for these positions is February 28, 1994. Should more than one person be nominated for these positions, a voting ballot will be distributed to all eligible CGPA members who are in good standing. The ballots will be distributed through the *Chronicle* mailing in the summer of 1994 and must then be returned to head office. Further information regarding the voting procedure will be available through future editions of the *Chronicle*. If you have any questions regarding the requirements for each of the positions, please get in touch with Anne Eberle at head office. Any questions regarding nomination procedures may be forwarded to the Nominations Chair, Maureen Coleman. The contact address and FAX number can be found on the enclosed nominations form.

Is the Dentist Allowed to Have Cavities? Shalom Camenietzki, Ph.D., FCGPA, Toronto

(Editor's Note. Dr. Camenietzki characterizes what follows as a "post-modern satire on the topic of group psychotherapy," and indicates he has written a series of similar satiric pieces for future submissions. As editor, I was not sure whether these writings have a place in the Chronicle, and would happily leave this decision to the readership. Please write and give your opinions.)

The paradigm of a dentist's cavities leaving their marks on his group emerged even before World War I. Dr. Sigmund Freud--then an under-recognized, somewhat isolated theorist--dealt with his loneliness by leading a group of colleagues on Wednesday evenings at his home. From the beginning, this group had a lot of problems. For one thing, it was too homogenous and this lack of variety sparked off many frictions. Except for a gentile from Zurich, named Carl, all group members were male and Jewish, and except for Otto, were all physicians. The group members smoked cigars, wore beards and three-piece suits, and looked uptight in group portraits. In those days, serious group work was just beginning, and even the best leaders were easily duped. Dr. Freud let his group get away with florid intellectualizations, like dissecting the sex life of Leonardo da Vinci, for months. The group members concocted clever theories about sex and libido, but nobody--ever!--let out how they honestly felt about one another.

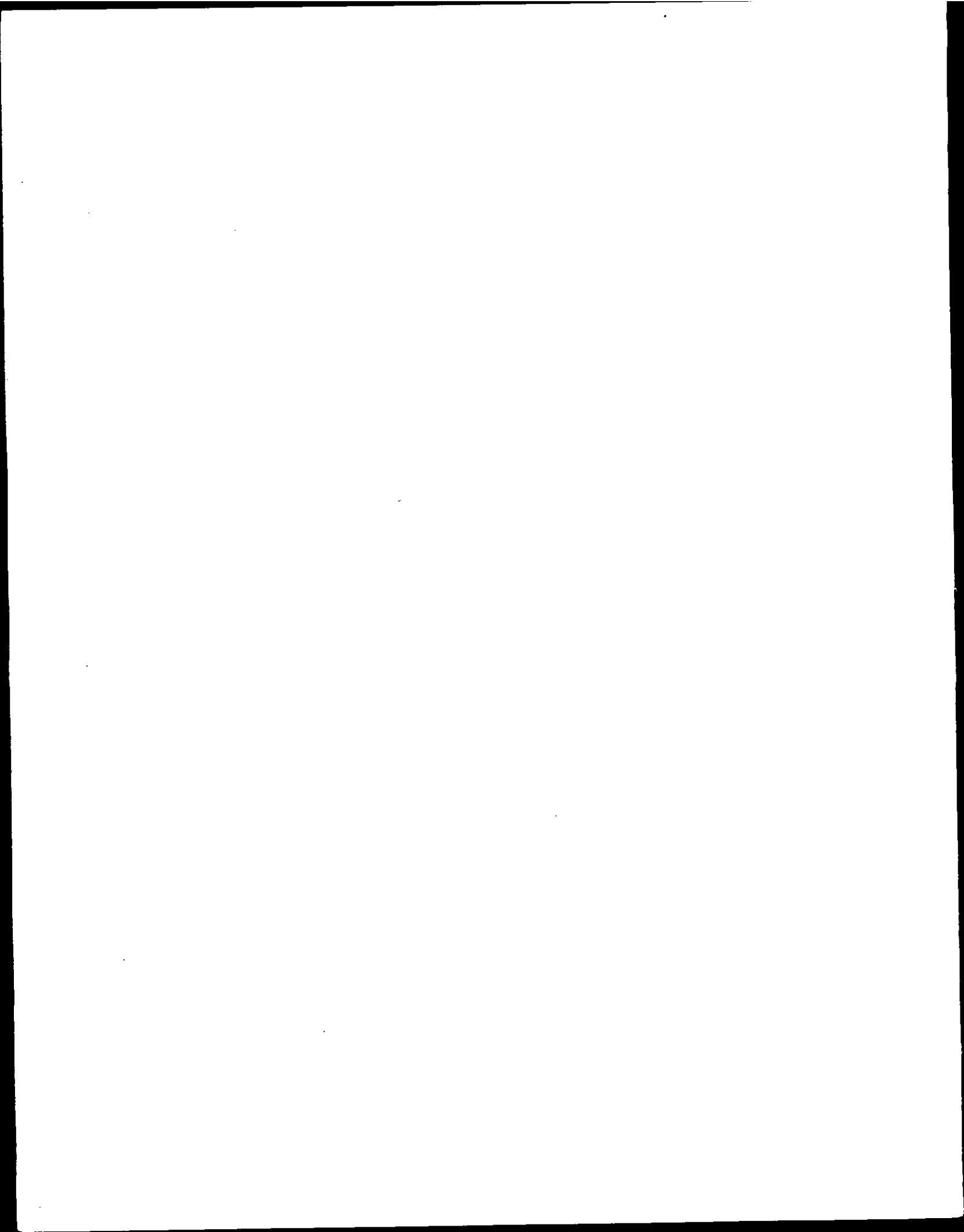
Dr. Freud soon made a discovery. When therapists get together to sort out who has the most brilliant theories on a given topic, their real passion is to topple the leader. Members of the Wednesday group wrote erudite papers on obscure issues, such as the interpretation of wet dreams, to prove that their theories dug even deeper than Dr. Freud's.

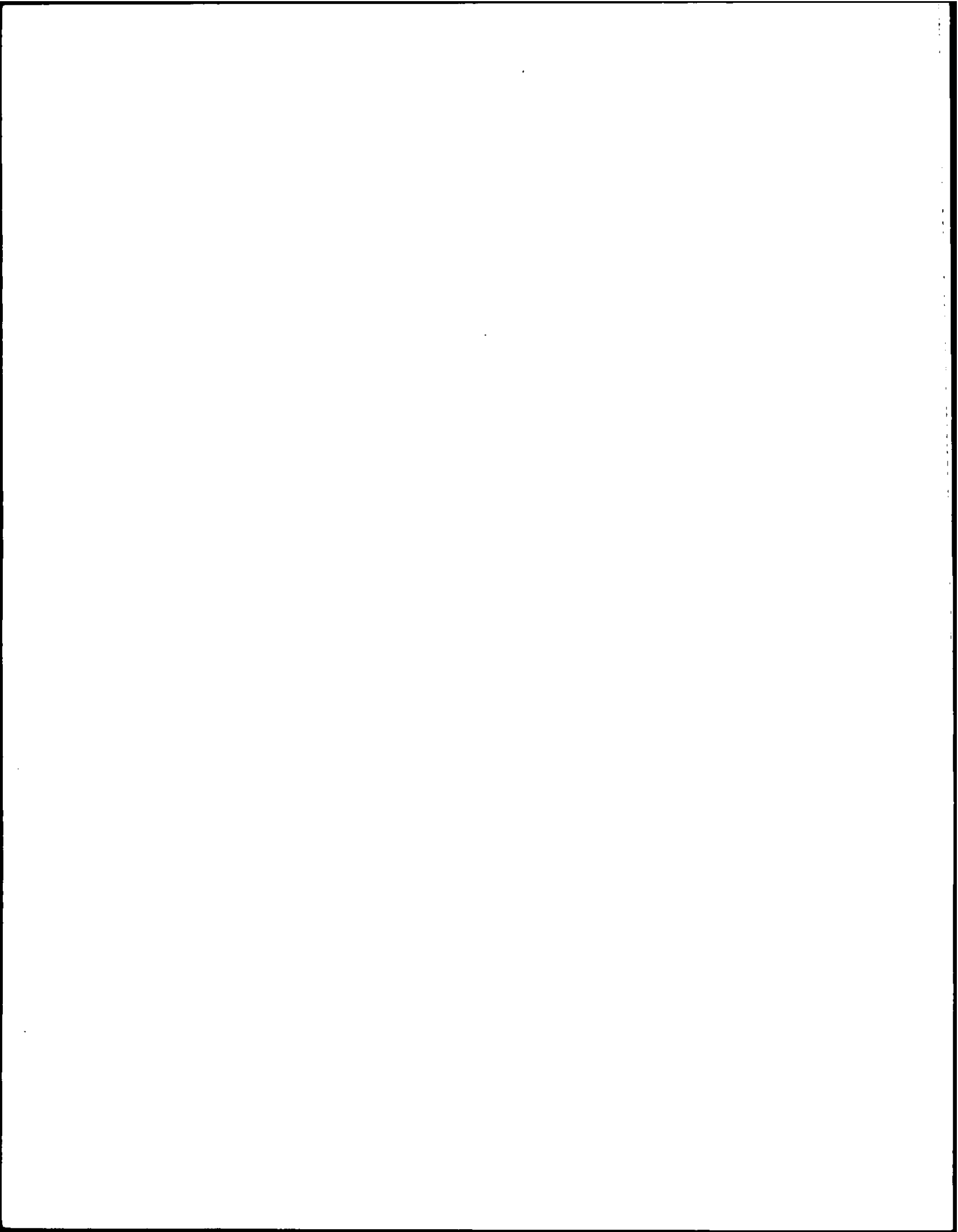
The wars among the theorists came to a head one late Wednesday. That evening they had sparred on whether subclinical scopophilia--or "girl watching" today--was good for the soul. Throughout the evening Dr. Freud's followers ripped to shreds each other's arguments. At one-thirty in the a.m., a sleepy leader mumbled that there was not enough evidence to draw firm conclusions.

Here, Carl jumped to his feet, livid. He had waited for the right moment to tell an old Swiss joke that proved his theory: optical sex, as he called it, is not at all a symptom, but a pearl from the oceans of collective lust. Having rehearsed the punchline in his mind, he was certain it would bring him the glory that had eluded others. "Sigmund," Carl hissed, looking down at his mentor, "It's about time you accept the fact that some people understand depth psychology a little better than you do." The leader eyed his rival but did not say a word.

The Wednesday group was never the same again. Several members left for vacations, all of a sudden, and Dr. Freud started coming late to meetings. Carl returned home. A while later the group disbanded. Unfortunately, the end of the Wednesday group experience led to some sad casualties. Back in Switzerland, Carl frantically involved himself in alchemy and black magic, and remained psychotic for a number of years. Otto became so disgusted with the Viennese scene that he emigrated to the United States. In Vienna, they heard he was pushing some weird theories about babies emerging from the womb and, right on the dot, becoming traumatized for life. In the New World, only a few never-married social workers fell for his ideas; the American obstetricians and paediatricians learned that Otto had no background in Medicine, and never returned his calls.

After his Wednesday group, Dr. Freud no longer led groups of competitive males. He dealt mostly with compliant women, who smiled and asked, "How high, Herr Professor?" when the old leader told them to jump.





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