Article

A Relational Approach in Consulting: A New Formulation of Transactional Analysis Theory in the Field of Organizations

Servaas van Beekum

Abstract

The author explores how the relational approach, which is prevalent in psychotherapy, can be applied to organizational consulting in which the client system is often so much more complex than in one-on-one therapy. In addition, he elaborates on some analytic concepts that can be implemented in relational transactional analysis consulting, providing there is a willingness to expand from a cognitive, informational, and behavioral use of transactional analysis toward a transformational one by focusing on the undertow of organizational dynamics as they occur in the work between consultant and client.

Foundation of a Relational Approach

When Stephen Mitchell (1988) published his relational matrix, a metamodel for psychoanalytic theory, he clearly had psychoanalytic concepts and practice in mind. He promoted the idea of an inter-actional relational pole for analytic theory in addition to classical drive theory (centered around the self pole) and developmental models (centered around the object pole). Mitchell felt the urgency of alerting practitioners to the stuckness of analytic theory at the time, caught as it was in classical Freudian history, a black-and-white split between psychoanalysis and psychotherapy, and the restraints of a the-doctor-knows-best approach in which the analyst is reduced to a distant expert-observer of what emerges from inside the client. He was aware that so much more was at stake than finding the right diagnosis for the client or providing the right interventions. Mitchell envisioned a form of dialogue, a dialectical process, a conversation that went in two ways rather than just one. He had deep thoughts about the dynamics in the consulting room—in particular, the mutuality of trans-ferential dynamics between client and analyst—and was looking for ways to work with those dynamics more overtly, more inclusive of the client, and therefore more relationally.

Corresponding Author:
Servaas van Beekum, 158 Wellington St., Bondi/Sydney 2026, New South Wales, Australia.
Email: servaasvanbeekum@bigpond.com

It is not hard to see the parallels between Mitchell's work and Eric Berne's struggle 40 years earlier. But where Berne went on to seek a more direct integration with the then emerging humanistic psychologies, Mitchell sought to find extensions of theory close to the analytic frame. In this endeavor, he and other contemporary authors faced the task of challenging the inward-looking character of psychoanalysis as manifested in two ways: first, its own focus on the intrapsychic, which, arguably, has also been the template for its focus inward on its own theories, and second, its cutting off from theories and observations outside of psychoanalysis, which is evident in the observation that psychoanalytic authors mainly quote from other psychoanalytic authors.

Currently, almost 30 years into this development, relational analytic authors increasingly make links with insights from attachment theory, infant research, and dynamic systems theory. As a result, the relational theorists are adding a more contextual component to the intrapsychic inner worldview. The emphasis in contemporary relational psychoanalysis is no longer on the client's drives but on the intersubjective relationships that exist between the client and his or her subjects, which include the analyst. Essential to this development is the recognition that what enables a deep emotional impact on the client is achieved in the context of an intimate and meaningful relationship (Stolorow, Brandchaft, & Atwood, 1987).

Establishing a Theory of Relational Transactional Analysis

Psychotherapists from most modalities seem to have gone with the flow of the relational psychoanalysis movement. In transactional analysis, the rise of the psychoanalytic relational approach coincided with TA's renewed interest, beginning in the 1980s, in its own analytic roots. In their introduction to a collection of relational papers from the *Transactional Analysis Journal,* Cornell and Hargaden (2005) reflected on this: "The shift from a cognitive, informational psychotherapy towards an affective, transformational psychotherapy has become evident in the evolution of relational paradigms in transactional analysis as well as psychoanalysis" (p. 6).

However, for transactional analysis theorists, this move was always about more than supporting a movement. It was about establishing a specific platform for a transactional analysis relational theory. This challenge was, and to a certain extent still is, twofold: one, to understand, or at times readjust, transactional analysis concepts into an in-depth relational approach, and two, to understand and readjust existing analytic concepts into a transactional analysis relational approach. Hargaden and Sills (2002) published *Transactional Analysis: A Relational Perspective,* which won the Eric Berne Memorial Award in 2007, and several other theoretical contributions were made over the years showing a rich tapestry of thinking (Erskine, 1991; Moiso, 1985; Müller, 2002; Novellino, 1984, 2003; Shmukler, 1991, 2001; van Beekum, 2006). Fowlie and Sills (2011) recently edited a collection of articles about the practice of the relational approach in transactional analysis, and Leigh (2011) wrote a practical contribution on how to train psychotherapists in this relational frame.

Transactional analysis has always considered its theories and methodologies to be applicable in diverse professional environments. There are dozens of fields in which transactional analysis is applied, varying from the therapy room to the boardroom, the classroom, the courtroom, the hospital ward, and the factory work floor. The transactional analysis training and certification system, however, differentiates only four fields for certification: psychotherapy, education/training, counseling, and application in organizations.

Although the need for psychotherapists to rethink their theories and practices in the context of the rise of the relational approach is evident, the question remains whether this approach offers any added value to the work of consultants, coaches, trainers, teachers, and counselors. Isn't the focus for these professionals more on the behavioral and functional side of transactional analysis, for which the classical and cognitive-behavioral approaches offer enough concepts and methods? And isn't the fine-tuning of the working relationship between an organizational client and a transactional
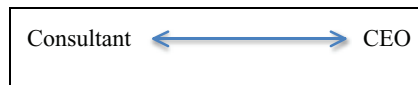
Figure 1. Complexity 1.

analyst consultant of marginal interest? Can working with the unconscious process or with transference and countertransference dynamics be applied in the classroom, boardroom, and/or consulting room? In general, do relational transactional analysis and relational psychoanalysis offer a theoretical framework and methodology that is useful for consultants?

In this article, the answer to these questions is positive. However, this is based on one crucial condition, which is that consultants need to be willing to expand from a cognitive, informational, behavioral use of transactional analysis toward one that is transformational by focusing on the undertow of (organizational) dynamics as they occur in the work between themselves and clients. I have written about this in several previous publications (van Beekum, 2006, 2008, 2011, 2012, 2014).

The Complexity of the Organizational Client and Its Consequences

For readers not familiar with organizations, it is probably worthwhile to elaborate on some of the specifics of working with organizations and corporations. When working with an organizational client, we focus on the organization as a whole rather than on a single role keeper who works in the corporate or organizational context. Individual coaching of executives and senior managers as well as team supervision for a working group are, of course, meaningful pieces of work, but they are not part of an organizational consulting perspective. The organization as a whole is the client.

When consultants start work with an organizational client, the assignment ideally comes from someone at the top of the organizational hierarchy, for example, the chief executive officer (CEO). The CEO may follow orders from the board, may have listened well to his or her senior managers, or may be alarmed by a sequence of negative monthly budget reports. Most of the time, just as in psychotherapy or counseling, an organizational client also seeks consulting when in a state of (pending) crisis. In general, the more enlightened the CEO, the more likely it is that the organization will seek consulting when not in crisis. However, practically, in a first interview, we can assume a rather classical one-on-one situation with two people in the room, the consultant and the CEO, which looks pretty much the same as a therapist with a patient (see Figure 1).

In my response to Novellino (van Beekum, 2011), I focused extensively on the process of meeting for a first time in consulting. I argued that in contrast to psychotherapy, the consulting process work starts long before a first meeting with the client. The consultant will already have formed some hypotheses about the organization by working with the dynamics of the referral, with whatever public information is available about the organization, with the dynamics of setting up the first appointment, and with internal reactions experienced by the consultant before the first meeting has even started.

The relational conceptualization of this relationship is that from early on, based on the three poles described by Mitchell (1988, pp. 17-62), there are three entities in the consulting room: the two people (the consultant self as subject and the CEO other as subject) and the interactive pole (the intersubjective space) in which the two meet (see Figure 2).

This interactive pole is a cocreated space filled with the intersubjectivity of both parties, with the conscious and unconscious creations of both about themselves, the other, and themselves with the other or the other with them. The relational approach champions a two-person psychology (Stark, 1999), adding an acknowledgment of contextual impact. There are always psychological contextual
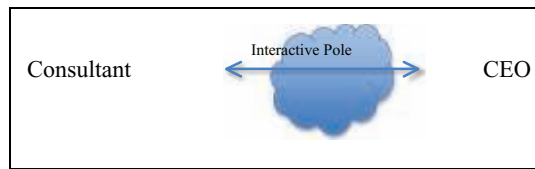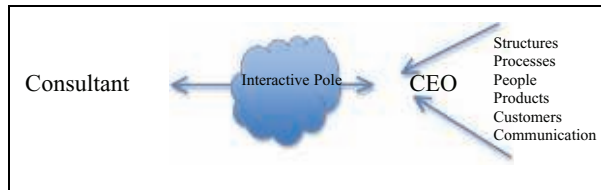
Figure 2. Complexity 2.

Figure 3. Complexity 3.

structures involved in any therapeutic relationship, but in consulting to an organization this catapults into another dimension.

The CEO (let me make him a man) may be the only one from the organization in the room in the initial interview. He is there, however, not as an individual coming for therapy who mainly represents himself but as the CEO who represents all the layers of the organization. When the CEO speaks, metaphorically, the whole organizational context enters the room. This is a context of financial issues, markets and customers, legislation and regulations, and internal production and communication processes as well as of the people who work there, including the board, the managers, and other staff. The presented organization is an entity with layers, procedures, and structures beyond the individual. Therefore, an organization provides the consultant with an extended complexity, which expands into areas such as time, task, and territory; work relations, roles, and authority; organizational hierarchy and aspects of anxieties; and defenses against change (van Beekum, 2011). This complexity will come out in content through the CEO during the interview and thereby affect the (unconscious) process (see Figure 3).

This complexity has an impact on the conceptualization of the third pole, the mutually shared space of intersubjectivity, which "is constituted by the reciprocal interplay between two (or more) subjective worlds" (Stolorow, 1994, p. 37). Hargaden and Fenton (2005) referred to this as a *third subjectivity,* where mutual, dialectic, and unconscious dynamics between two individuals meet. Emotions and experience, carried by language, are not simply within the two subjective parties but "the relationship between two individuals contains more than the sum of the parts" (p. 177). Symington (1986) pointed out that the truth is found "in the dialogue with each other. . . . [The truth] emerges in between and in the moment of understanding . . . there is a change in both [parties]" (p. 19). This is the area in which the consultant works relationally and participates in the process.

A good deal of material will be brought into this space. The consultant fills the space with his or her own imago of the organization and reactive patterns, consciously and unconsciously, toward the CEO. The CEO starts to fill the space with facts and organizational narratives, problems and images about the company from his perspective, his emotions about the situation, and the conscious and unconscious expectations and projections he puts onto the consultant. What comes in are the organization's history or script, the organizational structure, the relevant role keepers in the structure, the processes within the organization, and its relationships internally among staff and externally with suppliers and customers. The space will be filled with the CEO's perspective as well as with his
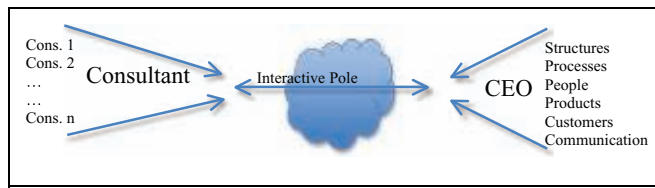
Figure 4. Complexity 4.

understanding of the perspectives of relevant others. There is information about past failures and current organizational games as well as hopes for expected and projected outcomes. In addition, unconscious projections and transference dynamics from the CEO about the consultant, and everything that is represented by him, can enter this space.

The magnitude of all of this can be baffling for the consultant, in his or her mind and emotions, and can easily become too large to contain and hold. As a result, content wise, consultants will often lose details and miss relevant information. Moreover, they may become overwhelmed by the enormity of the transference onto them as well as by their own countertransference. This is relevant when we operate from a relational frame with an organizational client because in such a frame consultants make themselves available to be affected and influenced by the organization's transferential reactions toward them and to use their countertransferential responses for interventions.

Relational consulting is described (van Beekum, 2006) as the creation of a transactional space in which the consultant and the organization together are able to enact, bring into awareness, make sense of, and ultimately transform and integrate the organization's destructive and unhelpful ways of relating to itself and others. As a means of achieving this transformation and integration, the consultant not only observes but participates in the organization's relational world, enacting the many and varied aspects of the offered relationships as they occur in the process between them. When the consultant finally intervenes, he or she shares parts of his or her internal world as a way of offering meaning to where the organization is at.

My thesis is that the offered dynamics are too big to be handled by a single consultant. The organization's relational world not only extends the individual world of the CEO in the room but also extends the extent of the containing capacity needed from the single consultant. In my view, the best thing the consultant can do is to create a group of coconsultants who will be part of the containing process. This group of consultants can (or maybe even should) be involved from the earliest stages of the consulting process in a variety of roles (van Beekum, 2012). Later they can take up specific tasks as the process continues. Each consultant will pick up, content wise, specific aspects of the CEO's input, which in itself legitimizes cooperation (see Figure 4).

The interesting point is, however, that each of these coconsultants will develop his or her own countertransference in this process as a reaction to the content, the CEO, other entities in the client organization, colleague consultants, the process as a whole, and his or her own proclivities. These multiple countertransferences can stretch from vertical (boss-staff) to horizontal (staff-staff) dimensions. All of these fill the interactive pole from the side of the consultant. Add the material from the CEO and it is clear that there is a wealth of material to work with.

Case Vignette

A consulting company was asked to develop a strategic plan for a middle large production company (1200 staff, 600 million turnover) whose history, structure, and processes were stuck. It did not seem possible for the company to compete successfully in the current market.

A team of 6-7 consultants was formed who started in-depth interviews with key stakeholders in the company. The information from those interviews was used to design a developmental process for the company as a whole, one that would include staff in new targets and a new culture. Some months into this process, the consultant group leader picked up a sense of stuckness in his own consulting team. The colleagues on the team were each doing pieces of work in the client company, in line with the targets agreed on, but there was an increasing sense of lack of movement. It seemed like an enactment of the client's company dynamic, which it probably also was. But as the consultant team leader started to reflect with his team of consultants on their collectively held countertransference reactions to the client organization, they started to explore what they brought into the interactive space.

In a 3-hour meeting among themselves, all seven consultants left the content of the company issues aside and only spoke about their own emotional reactions to the client and to each other. This led to an important breakthrough. The variation among the team in their experiences of key role players in the company and of dynamics they had witnessed was beyond expectation. They actually surprised each other with insights and experiences that were hidden until then, and simply exchanging them with one another brought out a level of naming and hypothesizing about organizational issues that they had not thought of before. Some team members identified more with the board and management, some more with the staff, and some with the customers of the company. Some were hooked into the organization's internal communications or even the production process. As a result of this exchange, differences among the consultants, which created a rusty, stuck team process, became apparent. The challenge was not to workshop those differences in order to iron them out but to use them as information about the company, which showed up as a mirroring dynamic that was available through enactment and through working with the parallel process. In doing so, the consultant team members could build hypotheses about company relational processes, which they eventually offered back to the client.

This changed the dynamic of the consulting from being rusty and stuck to being alive again. The group also transformed from an expert group of consultants who "treated the company" into consultants who offered an elaborated form of action research in which the company started, increasingly, to take responsibility for itself.

Some Analytic Perspectives in Relational Consulting

When Berne broke away from psychoanalysis, it is often argued that, among other things, he wanted to engage in a different language with his clients, one that differed from the language of psychoanalysis. It is documented (Jorgensen & Jorgensen, 1984) that he was looking for a language that was more contactful and easier to understand. Bypassing the conceptual differences here, the usual example is the way Berne moved away from the Über-ich (superego), the Ich (ego), and the Es (id) and introduced the concepts of Parent, Adult, and Child—and how he replaced the concept of repetition compulsion with games and unconscious with out of awareness.

However, beyond the language, there is a more important part that did not change. Psychoanalysis and transactional analysis have always shared the same psychodynamic perspective on human and organizational behavior, which includes the idea that the answer to the way ahead is available in the client and can be found by unblocking unconscious processes. Both modalities support the client in discovering what is excluded from consciousness by attending, in detail, to the client's experienced subjectivity. In the current relational approaches in both modalities, this means that engaging in a mutual process with the client's subjective experience makes the client feel understood rather than diagnosed, interpreted, or squeezed into a model.

When understood, the interconnectedness between subjective experiences, blocked unconscious processes, and actions in the client's real world becomes visible. The more analytically trained

practitioner will be able to work in a state of mind that enables clients to bring forward, study, and work through their own states of mind (Long, 2001).

I have come to consider that the analytic concepts of splitting, unconscious, and enactment, as they are currently understood in psychoanalysis, can be used to better understand the dynamics leading to problems in organizations. In the next sections, I explain how these can be used in relational consulting.

Splitting and the Developmental Process

Bion's (1961) contribution to these ideas was to apply the original Kleinian concepts of splitting and projective identification to our understanding of the development of groups and organizations. In its most primitive origin, the paranoid-schizoid process of splitting is about simplifying, which is developmentally necessary because of the limited mental space a group has in its forming stages. Like a newborn baby, a new group or organization meanders in its early existence between experiencing comfort and discomfort. I see splitting as a necessary, unavoidable, and helpful dynamic in the early development of any group. It is so much easier for a group to define itself without the stress of dealing with the complexity of others. Focusing on a specific understanding of self settles a group and supports the emergence of a primitive group imago. Dividing the world into good and bad, the bad comfortably projected onto the outside world, creates clarity, and with clarity comes comfort. The group knows, avoids the discomfort, and has no doubts. Relationally, these experiences are perceived as caused either by self or others, which leads to feelings of omnipotence or powerlessness and fear. The projection of feelings of badness outside the organization then produces a state of illusory goodness and self-idealization. This includes a process by which parts of the organization are disowned and cannot be utilized. Disowned projections are then experienced as coming from some outside malevolent source, creating an enemy that must be fought against.

This primitive process of splitting is enacted in group or organizational survival behaviors, observed and described as dependency, fight-flight, pairing (Bion, 1961), one-ness (Turquet, 1975), and me-ness (Bain & Gould, 2000). These are unconscious group survival strategies serving the basic assumption that the organization will survive if only it depends on its leader, fights outside enemies, creates good pairing on which the future can be projected, has a false collective self-imago, and/or persists in self-serving narcissistic behavior. Bion (1961) coined the concept of *basic assumption groups,* which develop when an organization is in the grip of unconscious processes that take it away from the work. Berne's (1963) concept of different stages in the group imago allows viewing a primitive group imago as a splitting dynamic on a survival level, and a fully differentiated imago suggests that work can be done in a group.

Eventually, organizations can (and need to) learn to integrate good and bad aspects of the outside world, take back projections, and face the damage done by the survival mechanism of the splitting phase. That is when survival behavior moves into work, and the depressive stage of development takes over. This is a zigzag transition, which the consultant needs to contain. The source of good and bad feelings, previously split, projected out, and kept separate, can now be experienced as coming from inside. This leads to a more realistic perception of self and other, with the pain of giving up the comfort of simplifications. Trusting the outside world becomes a painful process, but it is a necessary condition for making real connections directed toward the well-being of others.

The consultant's task is to contain this process with the client by allowing upheaval to happen for the client without the consultant having to mend it, which would be an enactment. Lawrence (2009) described how the consultant is often drawn into the "politics of salvation" (p. 109), which can be compared to the Rescuing role in the drama triangle (Karpman, 1968). Lawrence promoted the idea of the consultant applying the "politics of revelation," thereby revealing the unconscious functioning of the organization. Consultants, especially the more analytically minded, like complexity and

do not succumb to their own and/or their client's anxieties about the enormity of it. Actually, they consider it a part of their professional ethos to provide containment so that organizations can deal with that complexity and anxiety.

Understanding the Concept of Unconscious Process

Understanding the concept of unconscious process is central in the work of the organizational consultant who pursues the task of supporting an organization in transcending the paranoid/schizoid position to reach a depressive state. Mental processes are not simply conscious or unconscious (which would be another split) but range in a variable degree of consciousness that is contextually determined. Freud distinguished between different layers of consciousness. There are those mental processes that are temporarily out of awareness (preconscious) but that can potentially be brought or brought back into awareness. In transactional analysis language, this can be compared with lifting awareness from a psychological to a social level. Berne (1961) defended his use of the terms *psychological* and *social;* they "may not be scientifically impeccable, but these are the most cogent, clear and convenient terms available" (p. 115). There are, however, also mental processes that are avoided and anxiously defended against (the unconscious). Beyond being understood as a simple dichotomy, this original distinction is today in psychoanalysis considered more fluid and as having many grades and varieties (Stern & Bruschweiler-Stern, 1998; Stolorow & Atwood, 1989; Wachtel, 1982).

Conceptually, discriminating between what is conscious (the direct, pure observation of reality), preconscious (the latent part, which is potentially conscious), and unconscious (the repressed part, which is not potentially conscious) (Freud, 1925, p. 357) is reflected in Berne's conceptualization of processes being in or out of awareness. The idea of the unconscious goes into deeper layers of not knowing and maybe never knowing and is quite chaotic. Something from this level may bubble up occasionally and make itself known or is sometimes discovered through analysis. But even then, the meaning of unconscious phenomena can only be hypothesized and probably only taken for real in a specific context.

Although Berne abandoned the concept of the unconscious (see Cornell, 2008), he let the reader play with different layers of awareness. He suggested starting from structural analysis and transactional analysis proper to control internal conflicts, then moving into game analysis in order to gain social control, and finally doing script analysis for life plan control, "a stage that may never be reached in many therapy groups" (Berne, 1961, p. 87). For him, it was very much about control. He also suggested that what is out of awareness can be brought into awareness and therefore be known and controlled. Ego is "'the organ of mastery' ... [that works] in accordance with the Reality Principle" (Berne, 1957/1973, pp. 73-74). Freud was less sure. He mentioned learning, not controlling. Learning about unconscious energy occurs through analytic work (Freud, 1925), but this learning can only marginally be controlled. Freud used a famous metaphor in explaining the power of the unconscious by referring to a rodeo rider. If the rider (ego) does not want to be separated from the horse (id), which is more powerful than he is, the rider has no choice but to pretend he leads the horse (p. 369).

Most management theories work from the assumption that this chaotic unconscious energy can be controlled, and many consultants collude with that idea by giving wording to mission statements, setting clear organizational goals, building structures, defining roles, setting procedures, and pretending to sell controllability. The relational consultant is challenged to implement the open and unpredictable nature of unconscious dynamics, without pretending that the process can be controlled and without colluding with company leaders who believe they can.

Enactment and Symbiosis

When the consultant is exploring the area of shared intersubjectivity with an eye toward unconscious dynamics, both the organization and the consultant evolve in "a mutually growth-enhancing

symbiosis" (Searles, 1975, p. 98). The transactional analysis understanding of symbiosis focuses mainly on its unhealthy aspects (Schiff, 1975), referring to a relationship in which the parties involved will not use their full potential and instead enact parts of each other. As such, symbiosis interferes with the development of autonomy. From this perspective, we-ness (Saner, 1989), as an expression of collectivistic cultures, should be avoided in the therapeutic relationship for fear of symbiosis (Summers & Tudor, 2000). Symbiosis can only be considered healthy between a mother and her newborn baby. However, enactment is both the origin of symbiosis and an expression of it. And even more, enactments occur, they are real acts. By attempting to avoid of any form of symbiosis, the opportunity to explore this dynamic and its origin is actually killed off.

The concept of enactment originated in the interpersonal school in psychoanalysis (Sullivan, 1953) and has worked its way into mainstream psychotherapy. In organizational consulting, the consultant and the organization, as two participants, are in an ongoing process of mutually affecting each other. Most of this occurs in the transference-countertransference dynamic, which at times pulls consultants out of role in enactments of key organizational issues. Sullivan and the interpersonal school moved away from viewing the consultant as an objective, separate, and neutral figure to seeing him or her as a participant-observer who interacts with the client continuously.

Historically, in the consulting process, enactment by the client was considered a defense against the consultant's interventions, that is, as a defense against thinking. Enactment by the consultant was long considered to be an error of judgment that should be avoided or a lack of technique that should be fixed in supervision. Nowadays, the consultant's countertransferential reactions are increasingly valued as important resources and data about the internal world of the organization. Intense emotional engagement on the part of the consultant is now considered inevitable and even necessary for productive analytic work (Hirsch, 1996).

For consultants, this may lead to a different awareness about their reactions such that a strong internal tendency or drive can be contained and used for the benefit of understanding the client rather than enacted. Yet, if enactment does occur and a symbiotic relationship manifests itself, this can also be used as a way to gather data about the organization, data that may only be available through the enactment and otherwise would remain unknown. My recent case study about a client in the aviation industry (van Beekum, 2014) shows the depth of this process and the slippery slope that can result during it.

Epilogue

The relational approach has a good deal to offer consultants whose clients are organizations, corporations, institutions, and teams by way of its philosophy, positioning, conceptualization, and methodology. The added richness is in working with the intersubjective shared space in which the unconscious dynamics between organization and consultant-group meet. When consultants are ready to stop being driven by so-called models that tomorrow can be applied or by an expert cognitive-behavioral mindset, they may be ready to work in a relationally containing state of mind, which enables the client to bring forward and work through their own states of mind.

Declaration of Conflicting Interests

Funding

References

Bain, A., & Gould, L. (2000). The fifth basic assumption. In W. G. Lawrence (Ed.), *Tongued with fire: Groups in experience* (pp. 92–119). London, England: Karnac Books.

Berne, E. (1961). *Transactional analysis in psychotherapy: A systematic individual and social psychiatry*. New York, NY: Grove Press.

Berne, E. (1963). *The structure and dynamics of organizations and groups*. New York, NY: Random House.

Berne, E. (1973). *A layman's guide to psychiatry and psychoanalysis*. New York, NY: Ballantine Books. (Original work published 1957)

Bion, W. R. (1961). *Experiences in groups and other papers*. New York, NY: Basic Books.

Cornell, W. F. (2008). What do you say if you don't say "unconscious"? Dilemmas created for transactional analysts by Berne's shift away from the language of unconscious experience. *Transactional Analysis Journal*, *38*, 93–100.

Cornell, W. F., & Hargaden, H. (Eds.). (2005). *From transactions to relations: The emergence of a relational tradition in transactional analysis*. Hawthorne, England: Haddon Press.

Erskine, R. G. (1991). Transference and transactions: Critique from an intrapsychic and integrative perspective. *Transactional Analysis Journal*, *21*, 63–76.

Fowlie, H., & Sills, C. (Eds.). (2011). *Relational transactional analysis: Principles in practice*. London, England: Karnac Books.

Freud, S. (1925). Das ich und das es [The ego and the id]. In S. Freud, *Gesammelte schriften* [Collected writings] (Vol. VI, pp. 352–392). Leipzig, Germany: Internationaler Psychoanalytischer Verlag.

Hargaden, H., & Fenton, B. (2005). An analysis of nonverbal transactions drawing on theories of intersubjectivity. *Transactional Analysis Journal*, *35*, 173–186.

Hargaden, H., & Sills, C. (2002). *Transactional analysis: A relational perspective*. Hove, England: Brunner/Routledge.

Hirsch, I. (1996). Observing-participation, mutual enactment and the new classical models. *Contemporary Psychoanalysis*, *32*, 359–384.

Jorgensen, E. W., & Jorgensen, H. I. (1984). *Eric Berne, master gamesman: A transactional biography*. New York, NY: Grove Press.

Karpman, S. (1968). Fairy tales and script drama analysis. *Transactional Analysis Bulletin*, *7*(26), 39–43.

Lawrence, G. (2009). Social dreaming as a tool of consultancy and action research. In B. Sievers, H. Brunning, J. De Gooijer, L. J. Gould, & R. R. Mersky (Eds.), *Psychoanalytic studies of organizations: Contributions from the international society for the psychoanalytic study of organizations* (pp. 105–122). London, England: Karnac Books.

Leigh, E. (2011). The censorship process: From distillation to essence. In H. Fowlie & C. Sills (Eds.), *Relational transactional analysis: Principles in practice* (pp. 327–336). London, England: Karnac Books.

Long, S. (2001). Working with organizations: The contribution of the psychoanalytic discourse. *Organisational and Social Dynamics*, *1*, 174–198.

Mitchell, S. A. (1988). *Relational concepts in psychoanalysis: An introduction*. Cambridge, MA: Harvard University Press.

Moiso, C. (1985). Ego states and transference. *Transactional Analysis Journal*, *15*, 194–201.

Müller, U. (2002). What Eric Berne meant by "unconscious": Aspects of depth psychology in transactional analysis. *Transactional Analysis Journal*, *32*, 107–115.

Novellino, M. (1984). Self-analysis of countertransference in integrative transactional analysis. *Transactional Analysis Journal*, *14*, 63–67.

Novellino, M. (2003). Transactional psychoanalysis. *Transactional Analysis Journal*, *33*, 223–230.

Saner, R. (1989). *Culture bias of gestalt therapy: Its current practice, implications and theory*. London, England: Constable.

Schiff, J. (with Schiff, A. W., Mellor, K., Schiff, E., Schiff, S., Richman, D., Fishman, J., Wolz, L., Fishman, C., & Momb, D.). (1975). *Cathexis reader: Transactional analysis treatment of psychosis*. New York, NY: Harper & Row.

Searles, H. (1975). The patient as therapist for the analyst. In R. Langs (Ed.), *Classics in psychoanalytic technique* (pp. 104–138). Oxford, England: Rowman and Littlefield.

Shmukler, D. (1991). Transference and transactions: Perspectives from developmental theory, object relations, and transformational processes. *Transactional Analysis Journal*, *21*, 127–135.

Shmukler, D. (2001). Reflections on transactional analysis in the context of contemporary relational approaches. *Transactional Analysis Journal*, *31*, 94–102.

Stark, M. (1999). *Modes of therapeutic action: Enhancement of knowledge, provision of experience and engagement in relationship*. Northvale, NJ: Jason Aronson.

Stern, D. N., & Bruschweiler-Stern, N. (with Freeland, A.). (1998). *The birth of a mother: How the motherhood experience changes you forever*. New York, NY: Basic Books.

Stolorow, R. D. (1994). Subjectivity and self psychology. In R. Stolorow, G. Atwood, & B. Brandchaft (Eds.), *The intersubjective perspective* (pp. 31–39). London, England: Jason Aronson.

Stolorow, R., & Atwood, G. (1989). The unconscious and unconscious fantasy. *Psychoanalytic Inquiry*, *9*, 364–374.

Stolorow, R. D., Brandchaft, B., & Atwood, G. (1987). *Psychoanalytic treatment: An intersubjective approach*. Hillsdale, NJ: The Analytic Press.

Sullivan, H. S. (1953). *The interpersonal theory of psychiatry* (H. Swick Perry & M. Ladd Gawel, Eds.). New York, NY: Norton.

Summers, G., & Tudor, K. (2000). Cocreative transactional analysis. *Transactional Analysis Journal*, *30*, 23–40.

Symington, N. (1986). *The analytic experience*. New York, NY: St. Martin's Press.

Turquet, P. (1975). Threats to identity in the large group. In L. Kreeger (Ed.), *The large group: Dynamics and therapy* (pp. 87–144). London, England: Karnac Books.

van Beekum, S. (2006). The relational consultant. *Transactional Analysis Journal*, *36*, 318–329.

van Beekum, S. (2008). Elk voordeel heeft zijn nadeel [Every advantage has its own disadvantage]. In A. de Graaf & J. Levy (Eds), *Klimaatverandering in organisaties* [Climate change in organizations] (pp. 111–120). Amersfoort, Netherlands: BMC.

van Beekum, S. (2011). Before saying hello: A commentary on Novellino. *Transactional Analysis Journal*, *41*, 296–302.

van Beekum, S. (2012). Connecting with the undertow: The methodology of the relational consultant. *Transactional Analysis Journal*, *42*, 127–133.

van Beekum, S. (2014). Il potere della risacca: Uno studio di attuazione nella consulenza dell' organizzazione [A study of enactment in organizational consulting]. In M. Novellino (Ed.), *Seminari Berniani, la prassi dell' analisis transazionale* [Bernean seminar: The practice of transactional analysis] (pp. 184–195). Milano, Italy: Franco Angeli.

Wachtel, P. (1982). Virtuoso: A review of David Shapiro's autonomy and rigid character. *Contemporary Psychology*, *27*, 181–182.

Author Biography

Servaas van Beekum, *drs., is a social scientist with a background in analytic, humanistic, and systemic modalities. He is a Teaching and Supervising Transactional Analyst, a psychotherapist (Pacfa registered), a supervisor and executive coach (EASC/AAoS registered), and a consultant to organizations. He is the 2015 recipient of the Eric Berne Memorial Award. Servaas is also a past president of the European Association for Transactional Analysis (EATA) and the International Transactional*

Analysis Association (ITAA) and works globally as a guest trainer, author, speaker, and consultant. Servaas is a cofounder of Group Relations Nederland (1992) and Group Relations Australia (2005), both of which are associations that study unconscious group process in organizations. He lives in Sydney, where he has a private practice as a psychotherapist, executive coach, and supervisor. He is also the director of the consulting training arm of the Australian Centre of Integrative Studies (ACIS). Servaas can be reached at 158 Wellington Street, Bondi/Sydney 2026, New South Wales, Australia; email: servaasvanbeekum@bigpond.com. The original version of this article was pub- lished under the title "Un approcchio Relazionale nella Consulenza" in Neopsiche: Revista di ana- lisi transazionale e scienze umane*, the Italian Journal for Transactional Analysis, No. 17, pp. 11-29, November 2014.*