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TeamCaring, TeamBuilding or Team Mediation?

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Abstract

Reducing the Level of Conflictual Tension within the team and increasing the pleasure of "working together" are the fundamental and constant tasks of the facilitator when putting together with the team a form of collective reflexion and action. Although it is challenging to set up and implement, it is nonetheless essential and a culture based on the team's own Good Practices of Communication and Collaboration will anchor and consolidate the resulting synergy.

By gathering in advance a multiplicity of information (even subjective and partial), both on Operational and on Relational issues between team members and by making explicit the Level of Conflictual Tension, one can evaluate the general state of the team. The humanistic Action Methods are a major asset in this assessment of needs and objectives, as well as in the implementation of the appropriate type of facilitation.

Distinguishing among the three types of facilitation and choosing the most appropriate depending on the general state of the team is sine qua non. The facilitator can improve the chances of success by selecting the ways and means to implement and by applying Moreno's method and action techniques that will match specific needs for evolution and team change.

This article presents a fairly detailed overview of these issues.

Key words: *teambuilding, management, action methods, mediation, conflicts*

Introduction

"When the cooks fight, the roast burns" says a Chinese proverb. Any manager knows how essential it is to keep an eye out for tension and stress between members of the team.

Hence the importance of regular collective times for taking a step back, even if it's only once or twice a year. This is why Human Resources Directors (HRD) and managers increasingly organize, for example, activity days in the country, retreats, and teambuilding exercises which develop cohesion and strengthen bonding between co-workers. The need for such activities arises for a variety of reasons. Aside operational issues that need to be addressed such as process improvement, project management etc., there is always an overriding goal to improve communication, to foster cohesion and co-operation between the members of a team and, consequently, to boost their efficiency.

In fact, what differentiates one situation from the other is the existing Level of Conflictual Tension (LCT). Indeed, neither the real objectives nor the way to achieve them are the same, depending on whether the team (including the leader and the company itself) are doing well, or if they are slowed down or even damaged by relational problems, tensions and conflicts. The situation 'on the ground' will determine the nature of the support and the collective reflexion and action that are required. Tasks and Relationships have to be observed and analysed, as Bales clearly showed more than 60 years ago (Bales, 1953), and the job of the manager (or the HRD) is to identify the type of support needed in relation to the general state of the team. To do this they need to be able to distinguish the type of facilitation required and to identify specifically the indicators, the objectives and the means of implementing a facilitative program. The Action Methods as defined by J.L. Moreno (Apter, Décembre 2014) are all the more effective in the evaluation process as well as in the implementation of the program, for as long as the action techniques are adequately chosen.

This article will address a number of related issues.

Levels of tension and types of facilitation

The role of a team manager is to recognize the need to constantly decrease the tension rate in the team, to foster the pleasure of "working together" and to develop a culture of Good Practice. The most desirable Good Practices in communication and collaboration are of course those co-elaborated with the team itself. In this way they can be appropriated and implemented all the more easily. Unfortunately, all this is difficult to promote in the heat of the work place, especially if the existing tension rate makes this task more difficult. Even so it is essential:

"Pleasure is one of the fundamental motors of life, in all its forms"
(de Rosnay, 2012)

In reality, the pleasure of "working together" and the effectiveness of actions increase substantially when tensions are lower and the working culture of the team (including the leader) is based on dialogue, exchange and the implementation of Good Practices, both from an operational and a relational point of view. Hence the importance of at least taking stock here and there, setting up a mechanism for developing collective awareness and a shared overview to reduce any tensions, and to encourage progress in this direction. Since managers are not necessarily trained in this exercise it is sometimes simpler, more appropriate and more efficient to call in an external specialist. This situation is presented in detail below, identifying the need for vigilance in certain areas and in relation to managers and HRD professionals.

Initial Diagnosis of the Facilitator

During the interview stage with the client (be it the manager and/or the HRD) it is important not to focus solely on operational issues, even if the goals of developing collective reflection and action must include the precise clarification of missions and roles, process adjustments and project management. Assessing the relational state of the team, even imprecisely and subjectively, is *sine qua non*.

In reality, it is necessary to make assessments based on what the client expresses (e.g. "the team is fine" ... "the team is unstable, tense" ... "tensions prevail"). A scale of 1 to 10 can be deployed when listening to a client to indicate the level of conflictual tension (LCT) within the team. It is very

important to ask the client in a clear but non-influencing way to give their assessment of the level of conflictual tension.

"According to you, on a scale of 1 to 10 (from 1 to 3 relations seem to go rather well, 10 is "war"), what is the rate of conflictual tension within your team? And between her and you?"

These estimates, including hesitations, are valuable indicators of their perception of the team. In addition, a simple question, such as

"Why have you chosen these figures or degrees?"

prompts the managers and HRDs to set out their criteria of evaluation which in turn become very useful material for group reflexion. This information not only makes it possible to better co-assess the needs, the demands and the goals that must be looked at, it also and above all shows us how to achieve a transformation of tensions into resources and how to activate the desired movement toward change for the team.

The initial Double Focus (Tasks and Relations) Meeting with the team that takes place before any specific accompaniment, gives everyone the opportunity to express their impressions, needs and objectives, both operational and relational, in a variety of ways. In this sense, a few targeted sociometric exercises are a good way to rapidly glean a lot of information and to evaluate the team and its needs. Here are some examples³:

- Locograms
- Clusters
- Circle of talent
- Dialogical lines of evaluation
- Projections into the future

Even if a manager does not call on an external specialist, they would still need to ask themselves these questions and to create a dialogue with the team on these two main issues: Tasks and Relationships. Thus, the state of the team can be evaluated and solutions adapted to desires and needs expressed. Indeed, this multiplicity of "subjective diagnostic information", both operational

³The description of these action techniques can be found in the online journal Relation et Action <https://www.odef.ch/relation-action/> by entering the term in the Glossary field.

and relational, makes it possible to co-elaborate a project of taking a collective step and action, and to determine the type of facilitation necessary.

The three types of facilitation

This article identifies three distinct types of facilitation, with different functions for the team. These types are named distinctively, according to the Relational and Operational State (ROS) of the team and according to the co-evaluated conflictual tension rate (LCT). See Table 1 on the following page.

Please note that Teambuilding's challenges (walking in the mountains, climbing, paintball, jet-skiing, sailing ...) will not be treated in this article. Their efficiency is real in the teams whose tension rate is low and in what it is referred to later as "TeamCaring".

The essential skills of the facilitator

The unexpected is predictable: only its timing, its content and form are not.

In cases when the LCT in a team rises from 3-4 or above, it becomes essential that the facilitator (manager, HRD professional, external specialist...), has acquired substantial team support skills in the following areas;

- Group / Team (Apter, Avril 2015; Devillard, 2005; Huszycz, 1996);
- Team Leadership (Cartwright & Zander, 1960; Morrison, Gregersen, & Black, 1999; Tissier, 2001);
- Constructive Climate (Kirschenbaum & Land Henderson, 2001);
- Facilitation of meetings (Maccio, 2010);
- Multiple Intelligence (Gardner, 1996) and Collective Intelligence (Zara, 2016);
- Handling difficult situations: Problem and conflict resolution, Crisis intervention, Team mediation (Barner, 2001; Schellenberg, 1996);

These skills are among the key components in developing collective security and efficiency, regardless of the level of apparent tension in such team meetings. On the strength of these acquired skills if, unexpectedly, tensions

Evaluate the type of facilitation needed through the Relational and Operational State (R.O.S.) of the team and its Level of Confictual Tension (L.C.T)

General R.O.S.	L.C.T.	Type of facilitation
The team is fine	Between 0 and 3	TeamCaring
TEAMCARING's Goals		
Prevent tensions and difficulties. Maintain and increase Good Practice of communication and collaboration, as well as the team's efficiency. Renew together stimulating perspectives...		
The team is unstable and tensed	Between 4 and 6	TeamBuilding
TEAMBUILDING's Goals		
Reduce the tensions. Readjust / consolidate the team. Reinstall a constructive climate. Clarify together the team's functioning. Transform difficulties and problems in creative and stimulating ways...		
Tensions prevail	Between 7 and 10	Team Mediation
TEAM MEDIATION's Goals		
Produce an alternative to conflict(s) and come out of the crisis by (re)opening channels of constructive communication. Unravel conflicts and look for co-creation of acceptable options in order to establish efficient collaboration...		

Table 1: R.O.S. and L.C.T. vs Type of Facilitation

great or small, latent or emergent arise or even explode, the facilitator will be able to constructively accompany the reduction of the tensions that have been revealed. The conflicts can thus be transformed by treating the needs for operational and relational changes.

The Moreno humanistic method in taking a collective step back

The humanistic vision of the method of Moreno (Apter, 2003), the Action Methods combining his method and that of Carl Rogers, is a powerful support in the accompaniment of the teams. Regardless of the state of the team to which the collective reflection and action time is addressed, whatever the facilitator's methodology, his or her attitude and personality are fundamental elements in the process of consolidating a team, as they are in mediation. The person-centred approach of Carl R. Rogers (Rogers, 1952, 1968, 1972, 1980) lays a solid and secure foundation and facilitates the establishment of a relational climate within the team, conducive to constructive dialogues and to the development of each and every individual.

Proceeding on these solid foundations the humanistic Action Methods facilitate conscious pro-activity towards the solution of existing problems (Williams, 1991), all the more so because the humanistic methodology employed is respectful and reassuring. The use of action mobilizes, and allows conscious and creative involvement in the desired changes (Wiener, 1997). By implementing action, the Multiple Intelligence of everybody involved is put to work, and the interactions produced increase the effectiveness of the process by deploying Collective Intelligence. Moreover, 6 *lines*⁴ of integration are activated:

Expressing – Exploring – Exercising – Elaborating – Evaluating – Evolving
(Apter, 2011, 2013).

In every action and interaction, the influence, in particular, of what a person thinks combines for better or for worse with what they feel and how they will perform. This can occur very quickly, without the person necessarily being aware of it. This may mean they have no conscious control over their reactions. Allowing the individual to revisit and update their emotions, thoughts, and behaviour, gives them an enhanced sense of empowerment in their lives.

⁴Lines: is one of the translations of the French word « voies », other translations could have been « ways », « lanes »... For a long time, the term used was « Axes » (Apter, 2011) but in 2013 this was changed due to the connotation of « Axes » in World War II. The term « Line » does justice to the complexity of the movement and to the unexpected elements that one can encounter.

This empowerment of people and of the team is all the greater because the Action Methods also facilitate the emergence of reflexes and the possibilities of becoming aware of them, of grasping them, influencing them and transforming them. Ways of being, behaviours, relationships with oneself and toward others are thereby renewed little by little.

Thus we can see that the activation and interactions favoured by Moreno's method produce, right from the outset, a movement of dynamic integration towards the desired change, with all concerned engaged in a direction in which

- internal-external systems, individual and collective, are solicited in multiple ways;
- reflexivity increases;
- new possibilities are explored, they are experimented, tested and experienced;
- the revitalization of the system begins and a reorganization (Krüger, 2002) takes place in real time.

As individual and collective change is orientated towards the desired future, individual or group problem solving strategies are greatly facilitated. As Marcia Karp says, in an interview for the newspaper *Le Temps* (Lietti, 1999), Moreno's method is indeed "extraordinary for resolving conflicts". It is an undeniable asset during TeamCaring, TeamBuilding and of course during Team Mediation.

Giving attention to team tensions

How? When to set up what? What to keep in mind? What are the transversal objectives? With what means ... and what possible techniques? Can one evaluate the type of facilitation required.

For each type of facilitation, the following are specified:

- *basic indicators*: the markers and signals that must be identified in order to identify the type of useful or necessary facilitation;
- *the basic axiom and its corollaries*: what to keep in mind, according to the LCT rate within the team;

- *the transversal objectives*: apart from the operational objectives chosen, these objectives are specific to the period and the state of the team and its manager;
- *the fundamental means* to be used in the reconstruction process, in order to keep the tension rate low, or, if it is higher, the means to bring it down;
- *some examples of action techniques that can be used*: these techniques (and innumerable others) will be more effective once Moreno's humanistic methodology (The Action Methods) is mastered. (Apter, Juillet 2015).

The following section presents a closer look at each of the three types of facilitation.

Team Feels Fine?

TeamCaring LCT 1-3

When to implement it – Basic indicators

When the team is fine, the atmosphere is pleasant and light, the effectiveness of the team is stimulating. Communication is simple, even when exchanges are intense. The desires, needs, differences and frustrations are expressed and give rise to creative discussions to move forward together. A tendency towards conciliation rather than confrontation prevails, all the more easily as the rate of conflictual tension and the related issues are low. Concrete, practical, operational and relational problems are tackled and resolved in a constructive and motivating manner. These resolutions reinforce in the team a sense of belonging and of meaningfulness, which in turn creates a greater dynamism.

What to keep in mind – Basic axiom

The fact that the team is functioning well is never a definitive achievement

Good relational and operational health need to be maintained, anchored and reinforced. "To rest on their laurels" would be a mistake. In addition to daily and weekly attention to the needs of each person, to the whole team, and to any small problems (before they get bigger), a stock taking exercise is required periodically. Especially since incidents are bound to happen over time, it's inevitable, that's life. Whether coming from outside or inside the team, in life "*Conflict is inevitable. War is optional*" (Stillwell & Moormon, 1998).

Maintaining and strengthening the professional health of each person and the team as a whole is therefore an indispensable preventive and consolidating strategy.

In 2007 TeamCaring was coined as a term for this essential kind of facilitation. It reflects on the one hand the action of "caring for the team", and on the other hand, the attitude that is an inseparable part of this process, "benevolence".

What are the transversal objectives

TeamCaring is defined by taking a *collective step back* which aims at

- Maintaining, anchoring and reinforcing the good operational health of the team
- Preventing upcoming tensions
- Enriching the climate of collaboration

What are the fundamental means

Taking care of the Team is about taking responsibility for pro-active attention and encouraging benevolence. This is instigated by the manager, and needs to gradually become part of the common working culture.

The co-construction of this common culture as a team is a dynamic and empowering way to enhance levels of communication, as well as attitudes, and to encourage the individual and collective behaviours that promote this. Taking care of the Team also requires, at least once a year, an in depth period of reflexion. Experience has shown that two successive days is a very effective format to explore in depth the fundamental ways (1) of capitalising on the good health of the team and (2) of maintaining and increasing the team's own Good Practices of communication and collaboration. This should include:

- Developing and profiting from collective intelligence
- Enhancing the reciprocal benevolence and the pleasure of working together
- Revisiting a time period and exploiting the experiences gained
- Building on strengths and building on successes
- Addressing and improving what has given rise to difficulties
- Asking fundamental questions
- Co-developing motivational evolutions both in the operational and relational spheres

What techniques of action can be applied – Examples

The specialist in the Action Methods of J.L. Moreno will bring into play a variety of relatively simple TeamCaring techniques such as⁵:

- Back to the Future
- The Cordiogram
- The Cohesion Circle
- Photo-language
- Heuristic dolls
- What film is this?
- The museum visit

Team is Unstable and in a State of Tension? TeamBuilding LCT rate 4–6

When to implement it – Basic indicators

When the atmosphere is tense within a team, communication is complicated, defensive-aggressive positions appear, often followed by periods of calm before reappearing. The whole team begins to suffer more or less openly, with, here and there, misunderstandings and unspoken issues, demotivation and other dysfunctions. The presenteeism and absenteeism increase. Sometimes even a scapegoat is named and alliances for and against are built up over time. The team needs some real changes, i.e. to recover a capacity to communicate and collaborate constructively.

What to keep in mind – Basic axiom

The instability of the team does not bode well, things will deteriorate if problems are not addressed, and time alone will not necessarily 'heal'.

Tackling problem solving collectively is imperative. But beware, it cannot simply be a question of applying stop gap measures, which will have no lasting effectiveness. Existing difficulties must be identified and solutions found, especially if these problems risk building up and causing greater damage and more frequent dysfunction.

⁵The description of these action techniques can be found in the online journal Relation et Action <https://www.odef.ch/relation-action/> by entering the term in the Glossary field.

The accumulation of difficulties, even with moments of respite as a consequence of stop gap measures is detrimental to the collaboration, coherence and cohesion of the team and can lead to more serious latent and open conflicts further down the line.

All the unease or suffering present are ("fortunately") indicators and signals that more or less clearly (alas) indicate the fundamental need for the team to take a real step back in order to revisit its functioning whether in concrete, practical and operational terms or from the relational point of view so to produce change. Especially since the sense of belonging, of team identity, the meaningfulness of procedures, projects and activities are at risk of declining little by little.

A re-construction movement needs to be activated and maintained. In this sense the term TeamBuilding means re-building the team.

What are the transversal objectives

A TeamBuilding is a time when the whole team takes a step back that aims at:

- Reducing the tensions
- Re-launching constructive communication, and hence improving the relational climate
- Clarifying the team's (operational and relational) functioning
- Resolving and transforming emerging issues and conflicts
- Re-anchoring individual and collective resources
- Renewing the perspectives

What are the basic means of approach

Faced with an emergence of a multitude of sources (small or large) of tension, unease and dysfunction, the team needs to have its difficulties taken seriously and to be given a period for collective reflexion and action.

The facilitator (manager or external specialist) will need, during such a TeamBuilding exercise, to bring into play his problem solving and conflict resolution skills to effectively use the basic means necessary for reconstruction:

- Establishing a collective overview in an open and caring framework;

- Clarifying communication (i.e. clarifying what is expressed, what is heard and what is understood);
- Using intelligence and collective creativity in the search for options;
- Revisiting, depending on the circumstances, the team's mission, roles and functions, procedures, team meetings, relationships, etc.;
- Establishing and reinforcing the complementarity of talents;
- Co-producing the necessary changes.

When the reduction of tension is effective (bringing it down to around 3–4), everyone needs to be proactively involved in the development and maintenance of a TeamCaring culture. Often at the end of a TeamBuilding session a concrete action plan is devised that includes a "Good communication and collaborative Practices" dimension developed by the whole team.

What Action Techniques can be applied – Examples

The essential basic techniques are undoubtedly Problem solving, Conflict transformation Crisis intervention (in cases where an unexpected crisis flares up).

When the methodology of Moreno is fully applied, certain action techniques can advantageously facilitate the research and the activation of necessary changes⁶:

- Communication scarves
- The triangles of power
- Possible? Impossible?
- Brainstorming-in-action
- The 7 interactive lines (Morenian adaptation of Gregory Huszco, 1996)
- The thousand chairs
- Interactive SWOT (interaction-based analysis of Strength, Weaknesses, Opportunities and Threats)
- *When the LCT rate reaches 4–5: The delayed dialogue*

⁶The description of these action techniques can be found in the online Journal Relation et Action <https://www.odef.ch/relation-action/> by entering the term in the Glossary field.

Hightension Level within the Team Mediation *LCT rate 7-10*

When to implement it – Basic indicators

When tensions reign, communication becomes more and more fragile and problematic. Various warning signals can be observed, for example: loss of meaningfulness, defensive-aggressive positioning and power games. "Clans" may form, rumours hold sway, explosions occur, arguments go out of control. Implosions also occur (absenteeism, burn-out). There are head to head confrontations, repetitive negative incidents and an increasingly perceptible sentiment of exhaustion, frustration and suffering.

These are so many desperate calls for help, the various protagonists would like to get out of this awkward painful system but they don't know how. This feeling of helplessness and the accumulation of cries for help weaken and sensitize communication: the vicious circle of "war" has been unleashed.

What to keep in mind – Basic Axiom

*There is an urgent need to act, to put all the protagonists together and offer them a facilitated alternative to conflicts: **Team Mediation**.* Mediation is a complex process facilitated by a trained, experienced third party. In the process of team mediation, each protagonist remains entirely responsible for their statements, actions, attitudes, emotions, thoughts and values. They are then fully engaged in the acceptability and application of the decisions that arises from their positions. Often, the fear of an aggravation, a stalemate in the conflict, or even a flare up of latent conflict will stimulate the protagonists to consider a real search for acceptable solutions by and for all concerned, despite the difficulties (Moore, 2003). Hence the usefulness of a third party facilitating the process: the facilitator / mediator.

Do not confuse mediation and adjudication.

In an adjudication process the parties are considered to be unable to resolve their conflicts and must refer to an external actor for a decision. This can be done without their mutual consent (e.g. legal proceedings and judgements).

Do not confuse mediation and arbitration.

The arbitrator is a third party, chosen by mutual consent, to draw the conclusion of the conflict and of the negotiation and take a decision. This will

be the case even if the arbitration is ordered by a judge, or a manager, or if it represents a contractual obligation.

Adapted from (Wilmot & Hocker, 1997; 5th edition)

What are the transversal objectives

Team mediation aims at:

- Easing tensions;
- Re-opening channels of direct and respectful communication;
- Re-engaging collective intelligence;
- Substantially improving the working climate of the team;
- Emerging from crisis and transforming conflict into constructive dialogue;
- Finding options to implement, that are acceptable (if not satisfactory) to all concerned;
- Elaborating anew the team's Good Practices of communication and collaboration;
- Revitalizing the team's perspectives.

What are the basic means

*When tensions reign in a team, the fundamental approach is, of course, **Team Mediation**.*

This implies:

1. Promoting within the search for transformation, above and beyond any strategy of mediation:
 - constructive communication;
 - the emergence of collective intelligence;
 - a renewed level of confidence;
 - empowerment for all.
2. Bringing attention to the different phases of mediation, typically:
 - Setting the framework – Evaluating – Considering together –
 - Co-elaborating – Establishing an agreement – Concluding.

3. Trusting the process: the art of the mediator resides both in his or her way of getting things done, and in his or her ability to trust the process (not just in strategies or procedures). This is all the more essential since mediation is by no means a linear process (see Table 2) and the role of the facilitator is to accompany and prompt the Team and its leader on the path to transformation by creating a flexible framework for this activity.
4. Mastering the essential skills: the facilitator will be well advised to have acquired, apart from the skills mentioned in the first part of this article, those related to crisis intervention when dealing with a dysfunctional team, given the possibility of open conflict breaking out as a result of such desired but difficult collective time.

What action techniques can be applied – Examples

The application of the Moreno method makes it possible to associate various techniques with each phase of the non-linear process of mediation. It goes without saying that dual competences (in Action Methods and Mediation) are necessary in order to avoid losing mastery of the situation. The mirroring between phases of mediation and the stages of Moreno's method (warm up, action and sharing) is shown in Table 2 together with examples of techniques⁷.







PHASES OF MEDIATION		EXAMPLES OF TECHNIQUES
W A R M U P A C T I O N	 Opening statement	Verbal warmup Circle of confidentiality
	 Evaluation	The three types of sociometry The interactive lines
	 Examining together	The 1000 chairs Reversing roles
	 Co-elaborating	Sociodrama Back to the future Brainstorming in action
	 Establishing an agreement	Small group proposals Sociometry
S H A R I N G	 Closing	What type of movie is this? Sharing

Table 2. The mirroring between phases of mediation and the stages of Moreno's method.

⁷The description of these action techniques can be found in the online journal Relation et Action <https://www.odef.ch/relation-action/> by entering the term in the Glossary field.

Conclusions

Taking a step back to regenerate the team is rich in possibilities, especially when one chooses adequately the type of facilitation, the ways and means to implement and the action techniques that will match the specific needs for evolution and team change.

Because managers are primarily focused on matters of urgency, they do not really have time to ask themselves important questions about team dynamics, and these non-addressed issues can gradually undermine the basis and the path to success. Managers and human resources professionals are increasingly aware of these risks and the potential dangers resulting from relational and operational issues within their teams. They are more and more committed to avoiding these pitfalls by ensuring constructive communication and effective collaboration, and by preventing or addressing tensions before it is "too late".

But in order to do this, it requires a paradigm shift: to go beyond only paying attention to the urgent or what is considered as such, beyond the "day-to-day", beyond prioritizing of short term goals and pre-occupations with immediate results, i.e. *it is about taking the time – especially when there is none – to focus on what's important: the proper functioning of the team.*

This is the essential condition to ensure that the objectives of a reconsolidated team, a reinforcement of the pleasure of "working together" and a renewed collective efficiency may be attained. This is all the more important as the more that needs are satisfied, the more the Level of Conflictual Tension decreases and the pleasure of "working together" increases.

From there, the synergy of achievements and personal accomplishment within the team and within the company can really grow!

So why not take more care of our teams? This is not a luxury: we have everything to gain!

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About the Author

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Pioneer of humanistic Psychodrama and Action Methods in the French part of Switzerland, Norbert Apter is an international trainer and certified trainer for trainers who has worked in more than 20 countries. Specialist of groups / teams, and of Action Methods (as defined by J.L. Moreno), he has facilitated numerous teams in the development of their collaborative competences, in their problem solving and conflicts transformation, whether it be in institutions, in companies, in international organizations etc. Director of Institut ODeF (www.odef.ch), elected member of the Board of FEPTO (2011-2015) (www.fepto.com), author of a large number of articles, he is also a lecturer and has taken part in numerous conferences. Accredited person-centred psychotherapist-psychodramatist, Norbert Apter has a private practice (individuals and groups) in Geneva. More details: www.norbertapter.ch

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