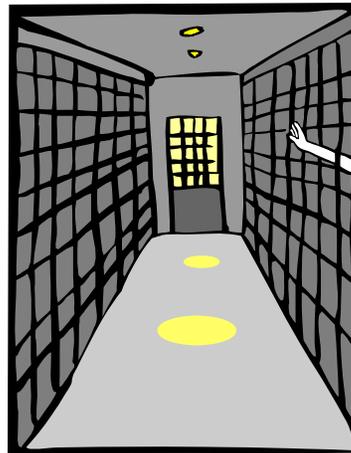


TAVISTOCK

IN A COUNTY JAIL



THE SUCCESSFUL IMPLEMENTATION OF A PROCESS GROUP...



**WITH SEVERELY MENTALLY ILL
DETAINEES.**



WHAT IS A JAIL?

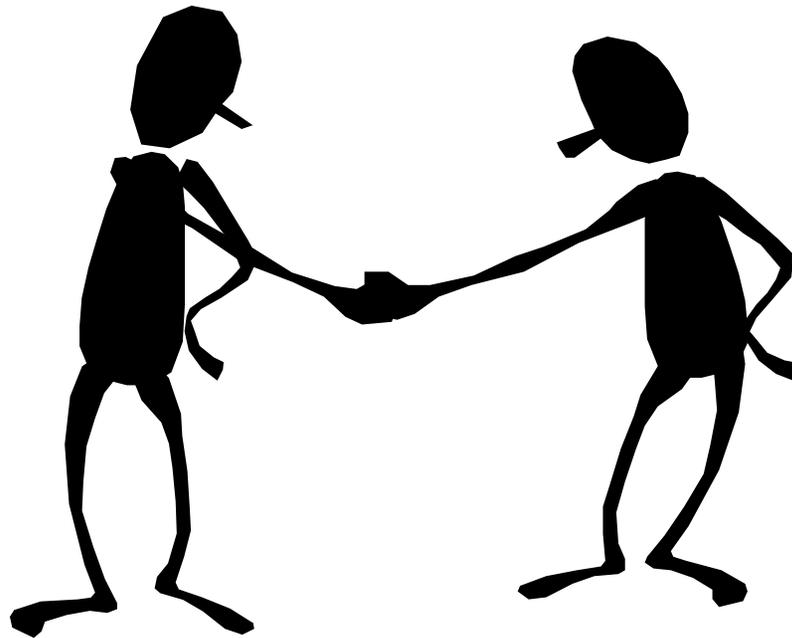
- A HOLDING FACILITY FOR ACCUSED INDIVIDUALS (DETAINEES) WHO ARE AWAITING TRIAL.



**IN A JAIL THERE ARE
FEW OPPORTUNITIES
FOR TREATMENT!**



IN A JAIL THERE ARE FEW OPPORTUNITIES FOR AUTHENTIC CONNECTIONS WITH SELF OR OTHERS.

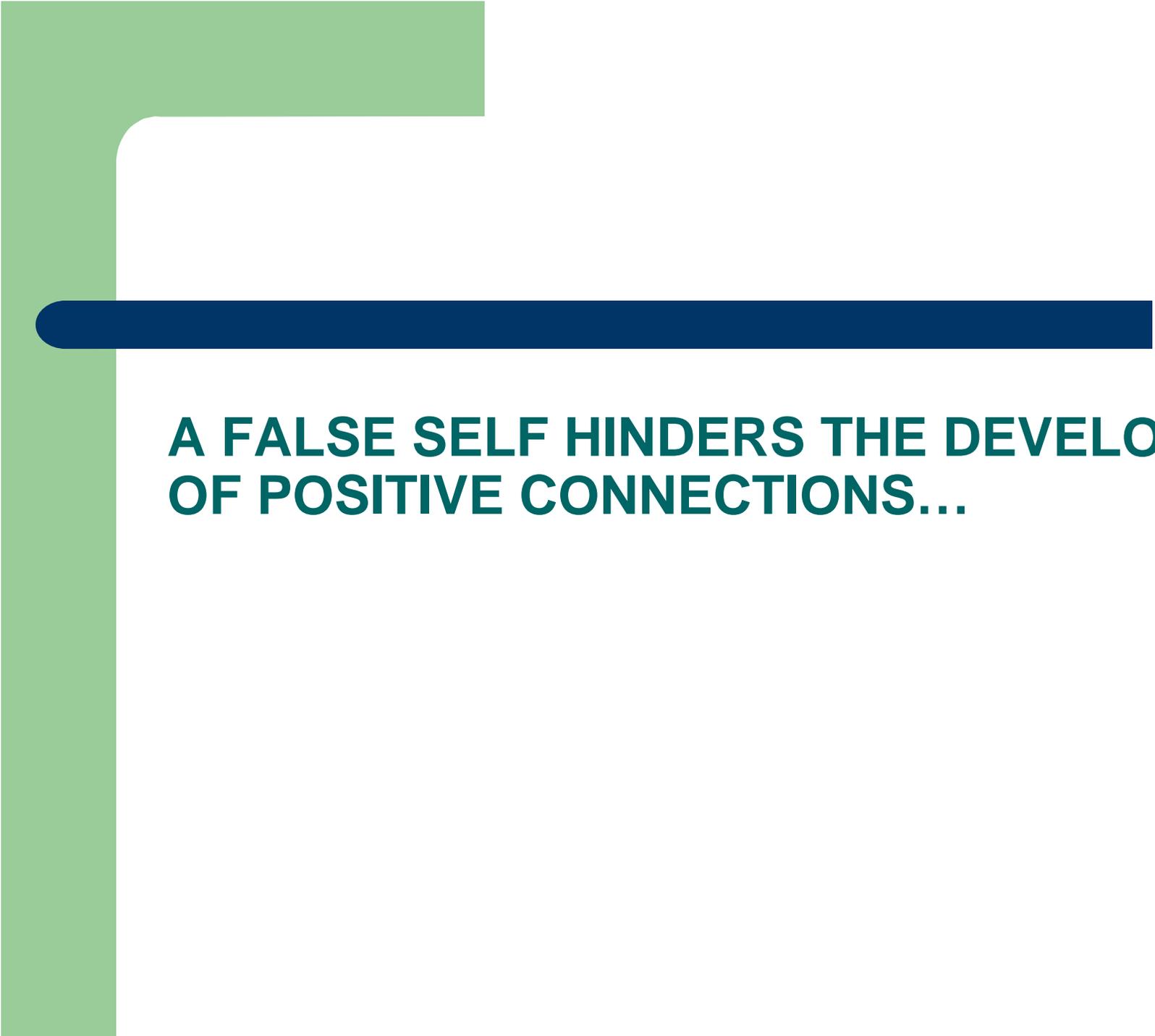


SURVIVAL IS LINKED TO THE PORTRAYAL OF A FALSE SELF...



MEMBERS STATED:

- “I must portray myself as a tough guy...a gangster.”
- “In jail I have to wear a mask all of the time...alleged murder...killer.”
- “People here, they view me like I’m an animal...I can’t be myself.”



**A FALSE SELF HINDERS THE DEVELOPMENT
OF POSITIVE CONNECTIONS...**

**THE TAVISTOCK GROUP OFFERED
DETAINEES AN OPPORTUNITY FOR
SELF-EXPLORATION.**



THE ESTABLISHMENT OF THE GROUP

- THE FIRST STEP: CREATION OF BOUNDARIES.

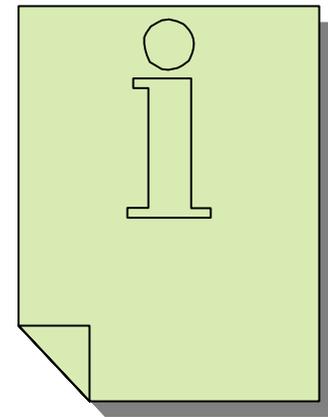
THREE TYPES OF BOUNDARIES

- TASK
- TIME/LOCATION
- ROLE

**BOUNDARIES WERE OUTLINED
VERBALLY AND IN WRITING DURING
OPENING EVENTS.**

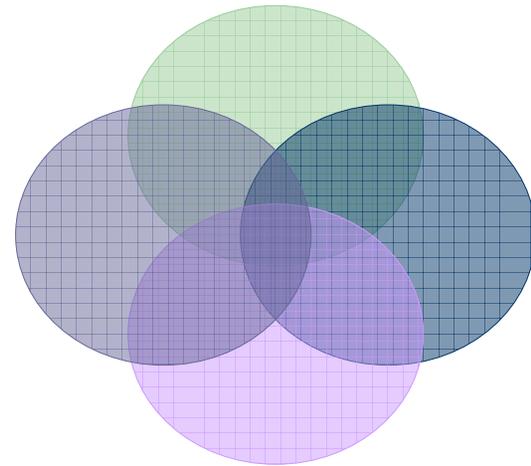


**MEMBERS WERE GIVEN COPIES OF:
THE TAVISTOCK GROUP
EXPERIENCE FORM**



THE TASK BOUNDARY INVOLVED IMPROVING:

- SELF AWARENESS
- EMPATHIC UNDERSTANDING
- LISTENING SKILLS
- COMMUNICATION SKILLS



THE TIME/LOCATION BOUNDARIES:

- ONE HOUR MEETINGS, TWO TIMES PER WEEK
- GROUP RAN FOR NINE WEEKS
- CONSISTENTLY HELD IN THE SAME ROOM
- OFFICERS WERE PRESENT OUTSIDE OF THE GROUP ROOM'S DOOR
- OFFICERS ESCORTED DETAINEES TO AND FROM THE GROUP ROOM

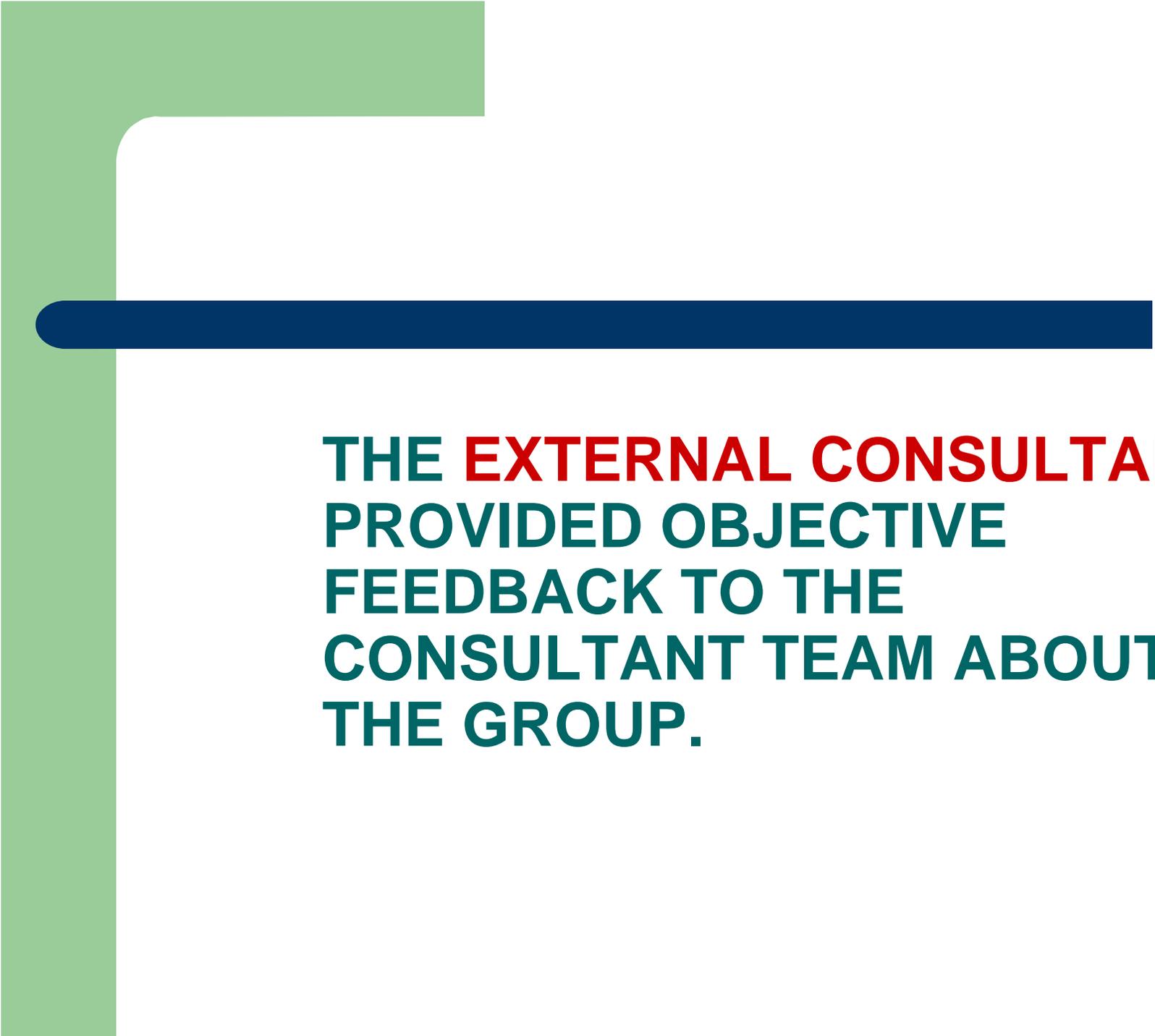


THE ROLE BOUNDARIES INCLUDED:

- CONSULTANTS
- EXTERNAL
CONSULTANT
- OBSERVER
- MEMBERS

**THE CONSULTANTS FACILITATED
ACCOMPLISHMENT OF THE TASK BY
INTERPRETING HERE AND NOW EVENTS.**



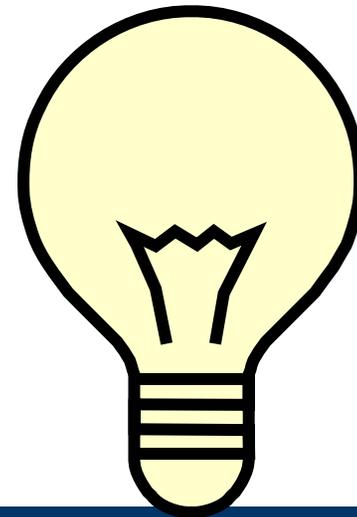


**THE EXTERNAL CONSULTANT
PROVIDED OBJECTIVE
FEEDBACK TO THE
CONSULTANT TEAM ABOUT
THE GROUP.**

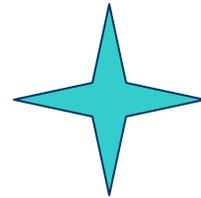
THE OBSERVER WATCHED GROUP PROCESSES TO GAIN A BETTER UNDERSTANDING OF THE GROUP AS A WHOLE.



THE MEMBERSHIP FOCUSED ON GAINING
INSIGHT INTO THE SELF AND
RELATIONSHIPS WITH OTHERS AND WITH
GROUPS.



**MEMBERSHIP SELECTION INVOLVED
IDENTIFYING DETAINEES IN THE
RESIDENTIAL TREATMENT UNIT
APPROPRIATE FOR THE GROUP.**



THE RESIDENTIAL TREATMENT UNIT:

HOUSES OVER 300
SEVERELY MENTALLY ILL
DETAINEES ON
PSYCHOTROPIC
MEDICATIONS.



**MENTAL HEALTH SPECIALISTS
MADE REFERRALS TO THE
CONSULTANT TEAM.**





**DETAINEES WHO WERE
REFERRED HAD EXPRESSED AN
INTEREST IN PARTICIPATING IN
THE GROUP.**

MEMBERSHIP SELECTION

- 12 DETAINEES WERE REFERRED
- ALL 12 WERE INTERVIEWED BY THE CONSULTANT TEAM
- 9 VOLUNTEERED FOR PARTICIPATION IN THE GROUP

MEMBERSHIP DEMOGRAPHICS:

- RANGE OF AXIS I DIAGNOSIS
- VARIETY OF FELONY CHARGES
- HETEROGENEOUS IN TERMS OF RACE/AGE
- AVERAGE IQ

- 
- 
- THE GROUP INCLUDED THE FOLLOWING MEMBERS....

JOHN

- ✓ AGE: 46
- ✓ ETHNICITY: CAUCASION
- ✓ CHARGE: RESIDENTIAL
BURGLARY/SEXUAL ASSAULT
- ✓ AXIS I DIAGNOSIS: PARANOID
SCHIZOPHRENIA

ROB

- ✓ AGE: 49
- ✓ ETHNICITY: CAUCASION
- ✓ CHARGE: MURDER/SEXUAL ASSAULT OF A CHILD
- ✓ AXIS I DIAGNOSIS: MAJOR DEPRESSION

TONY

- ✓ AGE: 40
- ✓ ETHNICITY: AFRICAN AMERICAN
- ✓ CHARGE: ARMED
ROBBERY/POSSESSION OF A
CONTROLLED SUBSTANCE
- ✓ AXIS I DIAGNOSIS: BIPOLAR I

SAM

- ✓ AGE: 30
- ✓ ETHNICITY: AFRICAN AMERICAN
- ✓ CHARGE: ARMED ROBBERY
- ✓ AXIS I DIAGNOSIS: DEPRESSION NOS

ED

- ✓ AGE: 57
- ✓ ETHNICITY: AFRICAN AMERICAN
- ✓ CHARGE: MURDER
- ✓ AXIS I DIAGNOSIS: MAJOR DEPRESSION

TIM

- ✓ AGE: 33
- ✓ ETHNICITY: CAUCASION
- ✓ CHARGE: DRIVING UNDER THE INFLUENCE
- ✓ AXIS I DIAGNOSIS: BIPOLAR I

DAN

- ✓ AGE: 31
- ✓ ETHNICITY: AFRICAN AMERICAN
- ✓ CHARGE: MURDER
- ✓ AXIS I DIAGNOSIS: MAJOR DEPRESSION WITH PSYCHOTIC FEATURES

JAY

- ✓ AGE: 29
- ✓ ETHNICITY: CAUCASION
- ✓ CHARGE: ROBBERY
- ✓ AXIS I DIAGNOSIS: BIPOLAR I

RICK

- ✓ AGE: 22
- ✓ ETHNICITY: CAUCASION
- ✓ CHARGE: MURDER
- ✓ AXIS I DIAGNOSIS: PSYCHOSIS NOS

**INITIAL ASSUMPTIONS WERE HELD
BY THE CONSULTANT TEAM,
EXTERNAL CONSULTANT AND**

**OBSERVER
ABOUT THE
DETAINEES...**

THESE INCLUDED THE FOLLOWING BELIEFS:

- ❖ TOO PSYCHOLOGICALLY DISTURBED
- ❖ TOO ANTISOCIALY INCLINED
- ❖ TOO COGNITIVELY CONCRETE
- ❖ TOO IMPULSE RIDDEN

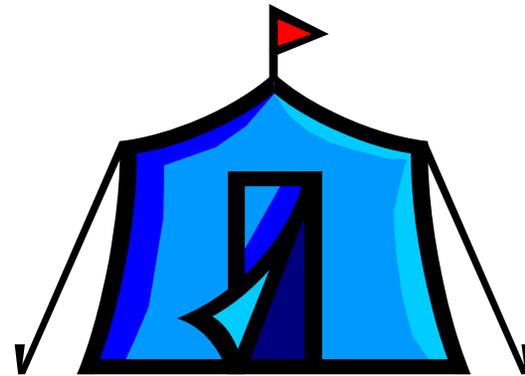
...TO PARTICIPATE IN THE
TAVISTOCK GROUP

**A SPLIT IN THE CLINICAL DEPARTMENT
IMPACTED ON THESE INITIAL
ASSUMPTIONS.**

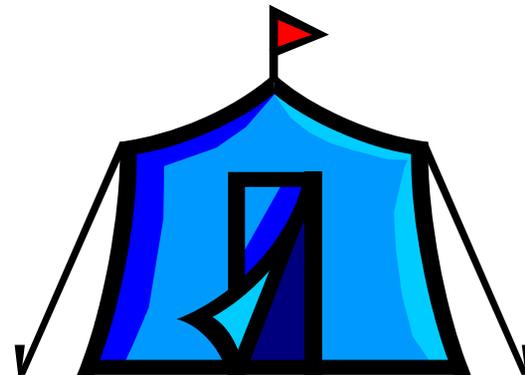


TWO CAMPS IN THE DEPARTMENT...

- OBJECTIFYING CAMP



- HUMANISTIC CAMP



**ULTIMATELY THE GROUP WAS
APPROVED.**



THE GROUP DESIGN INCLUDED:

- OPENING EVENTS
- HERE AND NOW EVENTS
- DISCUSSION EVENT
- APPLICATION EVENTS

OPENING EVENT **(1st and 2nd SESSIONS)**

- TO ORIENT GROUP MEMBERS TO THE TASK AND THE ROLES IN THE GROUP.
- TO EXAMINE THE GROUP OUTLINE.
- TO REVIEW BASIC CONCEPTS CONCERNING THE GROUP.
- TO ANSWER QUESTIONS THAT ARISE.

HERE AND NOW EVENT

(3rd through 8th and 10th through 16th sessions)

- Constituted the major work of the group.
- Members experienced the group and themselves and learned through direct participation in the group experience.

DISCUSSION EVENT

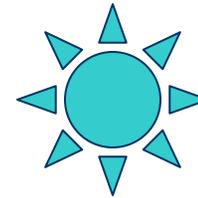
(9th SESSION--HELD MIDWAY THROUGH THE GROUP EXPERIENCE)

- MEMBERS DISCUSSED THEIR EXPERIENCES IN THE GROUP AND ATTEMPTED TO MAKE SENSE OUT OF THESE EXPERIENCES LINKING THEM WITH OTHER CONTEXTS.

APPLICIATION EVENT **(HELD DURING THE 17th AND 18th SESSIONS)**

- FOCUSED ON APPLYING EXPERIENCES IN THE GROUP TO ROLES MEMBERS HAVE IN OTHER GROUPS TO WHICH THEY BELONG.
- INCLUDED GROUP AS WELL AS AN INDIVIDUAL PROCESSING SESSION WITH EACH MEMBER.

**THE GROUP EVOLVED THROUGH
STAGES CULMINATING IN A
COHESIVE WORK GROUP...**



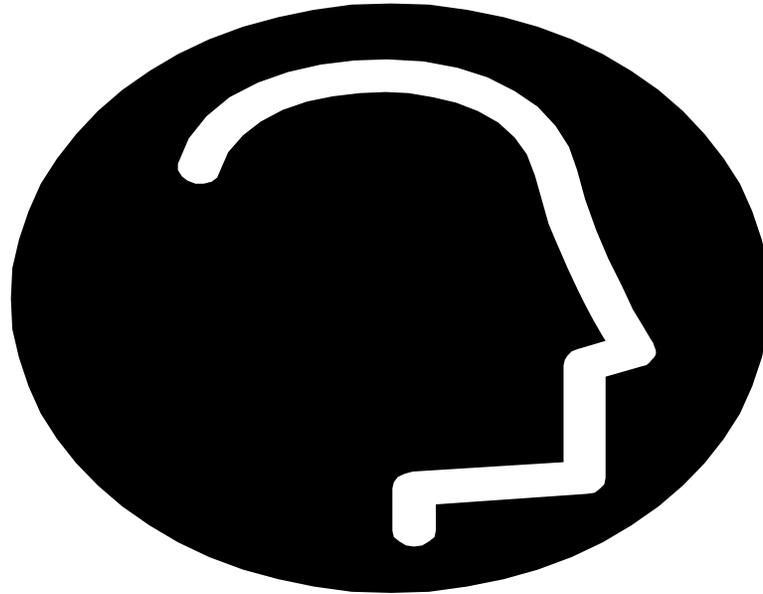
STAGE I: CHARACTERIZED BY TENSION AND UNCERTAINTY:

- **THEME OF WANTING TO “FIT-IN”.**
- **AVOIDANCE OF PAINFUL AFFECT ASSOCIATED WITH NOT “FITTING-IN”.**
- **DESIRE FOR THE CONSULTANTS TO PROVIDE A FORMULA FOR “FITTING-IN”.**
- **FEAR OF INTIMACY AND THE FEELINGS ASSOCIATED WITH IT.**
- **INABILITY TO TRUST.**

MEMBERS STATED:

- “I want to fit-in...not look stupid.”
- “I want to be mainstream...like the consultants and the observer...I am sick of being in jail.”
- “I never trusted anyone...I learned to betray people when I was very young...I just can't trust.”
- “I've been let down too many times.”

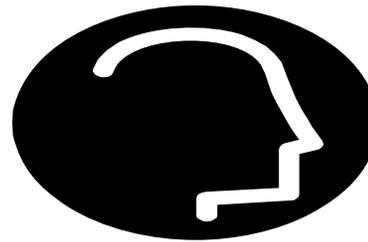
STATE II: THE BLACK HOLE OR VOID



THE BLACK HOLE OR VOID WAS EVOKED BY...

- **THE CONSULTANT TEAM'S FAILURE TO MEET THE GROUP'S AFFECTIVE NEEDS.**
- **PERIODIC FORMALLY ANNOUNCED ABSENCES OF INDIVIDUAL CONSULTANTS.**

**THE BLACK HOLE/VOID EVOKED
FANTASIES OF AN ABSENT
MOTHER....**



**THE BLACK HOLE/VOID EVOKED
INTENSE FEELINGS OF DESPAIR.**



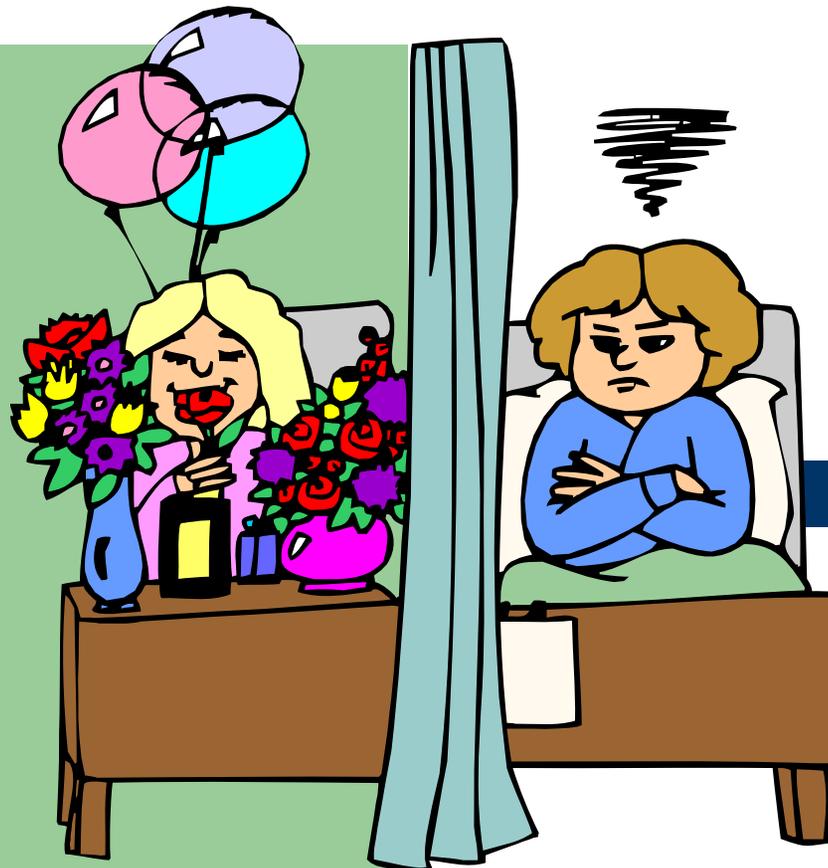
DESPAIR WAS DEFENDED AGAINST WITH EXPRESSIONS OF ANGER/HOSTILITY TOWARDS THE CONSULTANTS ...



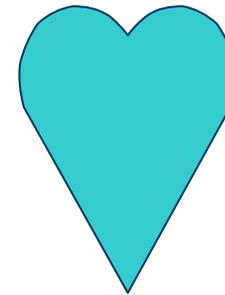
MEMBERS STATED:

- “The consultants’ remarks are cryptic like splitting your head open.”
- “They are wrong 95% of the time...I just don’t see this as therapeutic...I’m not getting answers.”
- “I get more therapy from the guys on the dorm.”

ANGER AND HOSTILITY COULD BE INTERPRETED AS ENVY!



**THE GROUP LONGED FOR
INTIMACY/CLOSENESS...
THE GROUP LONGED TO TRUST...**



MEMBERS STATED:

- “I haven’t been with a woman for 10 years...I’ve sold women, but I haven’t had an intimate relationship with one...Now I’m more interested in listening to them. It would be nice to be close to someone.”
- “I’ve never been close to anyone, but I’d like to change that pattern in this group.
- “Maybe I could learn to trust.”

COUNTER-TRANSFERENCE REACTIONS **INCLUDED FANTASIES OF:**

- ❖ ABANDONMENT/VICTIMIZATION BY MEMBERSHIP.
- ❖ PSYCHOTIC REACTIONS IN THE MEMBERSHIP.
- ❖ ORGANIZATIONAL BACKLASH.
- ❖ PRESSURES TO MEET THE GROUP'S AFFECTIVE NEEDS.

THE EXTERNAL CONSULTANT HELPED THE CONSULTANT TEAM TO:

- **ACKNOWLEDGE AND PROCESS FANTASIES.**
- **PROVIDE ACCURATE INTERPRETIVE FEEDBACK TO THE GROUP.**
- **EFFECTIVELY UTILIZE THE DISCUSSION EVENT TO PROCEED TOWARDS THE ACCOMPLISHMENT OF THE TASK.**

THE DISCUSSION EVENT FOLLOWED:

- AN INTENSE INCREASE IN ANXIETY IN THE GROUP.
- A MANIFESTATION OF A DEPENDENCY CULTURE.
- FREQUENT EXPRESSIONS OF ANGER/HOSTILITY IN THE GROUP.

**PRIOR TO THE DISCUSSION EVENT
THE GROUP FELT IMMOBILIZED...**



THE DISCUSSION EVENT INCLUDED:

- **DISSEMINATION AND REINFORCEMENT OF DIDACTIC INFORMATION.**
- **HANDOUTS DISTRIBUTED TO CLARIFY CONCEPTS.**
- **QUESTIONS ANSWERED BY CONSULTANTS.**

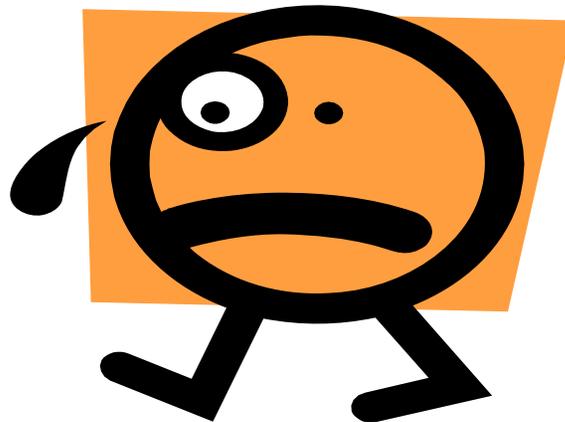
THE DISCUSSION EVENT HELPED TO
CONTAIN ANXIETY ENOUGH TO
ADDRESS THE TASK.



STAGE 3: THE SHIFT TOWARDS A COHESIVE WORK GROUP INCLUDED AN:

- **INCREASED SENSE OF BELONGING AND A RENEWED COMMITMENT TO THE GROUP.**
- **INCREASED WILLINGNESS TO ADDRESS PAINFUL AFFECT.**

**THE TASK INVOLVED ADDRESSING
FEELINGS OF DESPAIR GENERATED BY
THE VOID.**

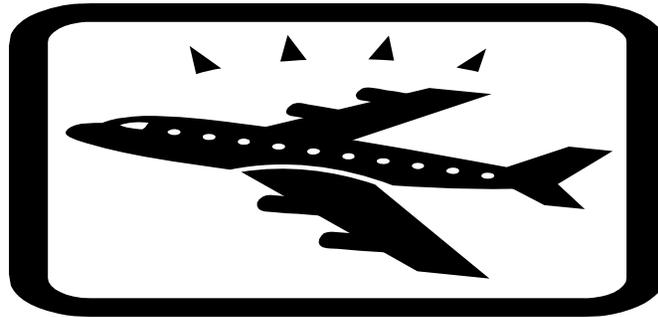




TRUE INTIMACY REQUIRED AN ACKNOWLEDGEMENT OF:

- LONELINESS.
- ISOLATION.
- THE EXPERIENCE OF ABANDONMENT.

**THE SHIFT DID NOT OCCUR WITHOUT
ONE FINAL FLIGHT FROM THE TASK.**



IN THE FOURTH TO LAST SESSION:

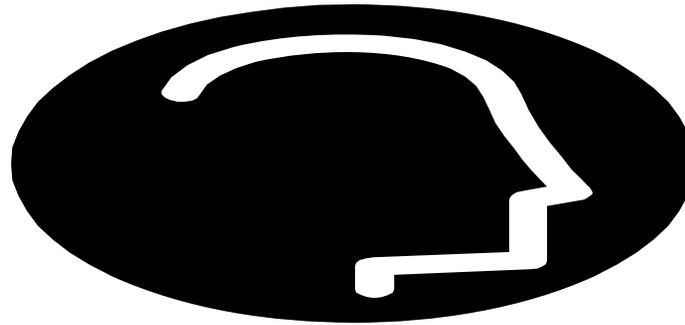
- THE WORK GROUP APPEARED TO BE EVOLVING.
- MEMBERS TALKED ABOUT BEING TIRED OF WEARING MASKS AND EXPRESSED A DESIRE TO BE “REAL”.
- MEMBERS EXPRESSED A DESIRE TO TALK ABOUT FEELINGS.
- ONE MEMBER STATED THAT: “...TRUE COMMUNICATIONS IS ABOUT THE NAMING OF REAL FEELINGS AND I AM TIRED OF ACTING AND NOT BEING REAL...I WANT TO BE REAL.”



**A CONSULTATION WAS MADE
SUGGESTING THE NEED FOR
GROUP MEMBERS TO ADDRESS
FEELINGS OF DESPAIR,
ISOLATION AND LONELINESS
THAT MIGHT LURK BEHIND
THEIR MASKS.**

**ALL BUT ONE MEMBER ABRUPTLY
FLIGHTED OUT OF THE ROOM:**

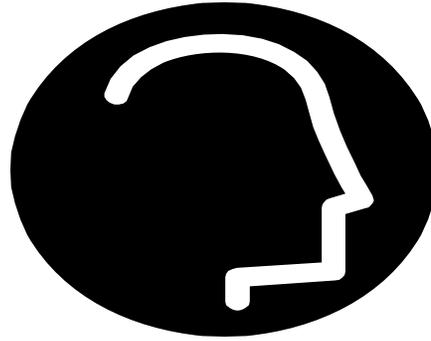




THE GROUP MEMBERS ABRUPT DEPARTURES APPEARED TO BE A MANIFESTATION OF THE VOID. FEELINGS OF ISOLATION, LONELINESS AND DESPAIR WERE EVOKED IN THE CONSULANT TEAM.



**PROJECTIVE IDENTIFICATION
APPEARED TO BE
OPERATING.**

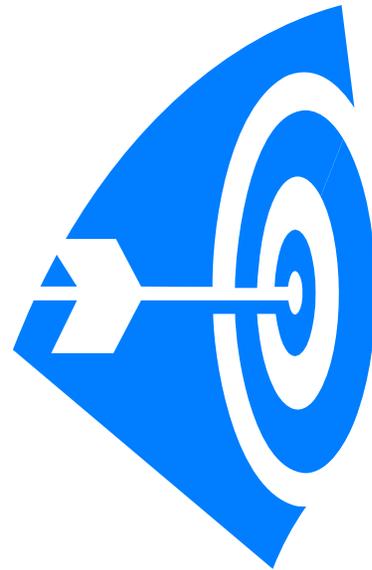


**THE SINGLE REMAINING
MEMBER REPRESENTED THE
GROUP'S DESIRE TO DEAL
WITH THE FEELINGS
ASSOCIATED WITH THE VOID.**

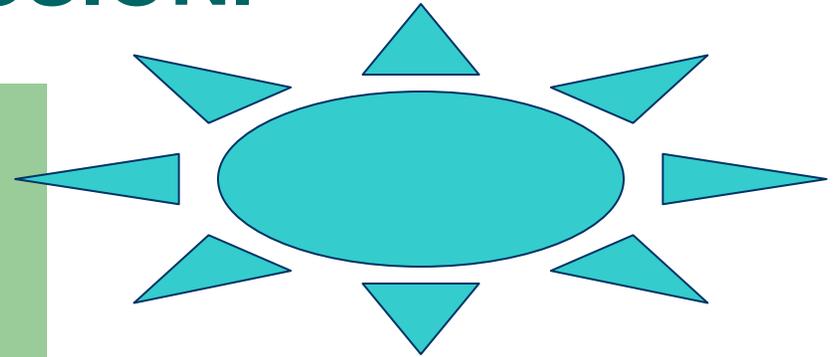
TIM STATED:

- “THIS IS NO JOKE FOR ME...I AM BEING PUT ON THE SPOT TO DO SOMETHING HERE...STAYING IS HARD FOR ME, BUT I AM STAYING FOR THE GROUP.”

**HIS REMARKS APPEARED TO BE ON
TARGET:**

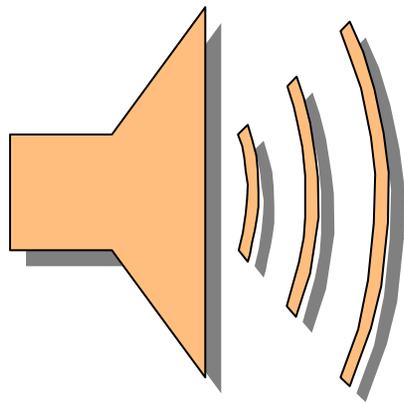


**THE GROUP'S DESIRE TO ADDRESS
THE TASK MANIFESTED IN THE
FOLLOWING SESSION.**



MEMBERS EXPRESSED THEIR FEELINGS TOWARDS THE CONSULTANT TEAM:

- GRATITUDE...
- REPARATION...



MEMBERS STATED:

- “While we left last time that sure doesn’t mean we are not a group...We are a group.”
- “I’m really getting something out of this group and for that I say thanks.”

THEIR REMARKS SUGGESTED...

- INTROJECTION OF GOOD INTERPRETATIONS/EXPERIENCES OFFERED BY THE CONSULTANTS ALLOWING FOR A SHIFT TO THE TASK...

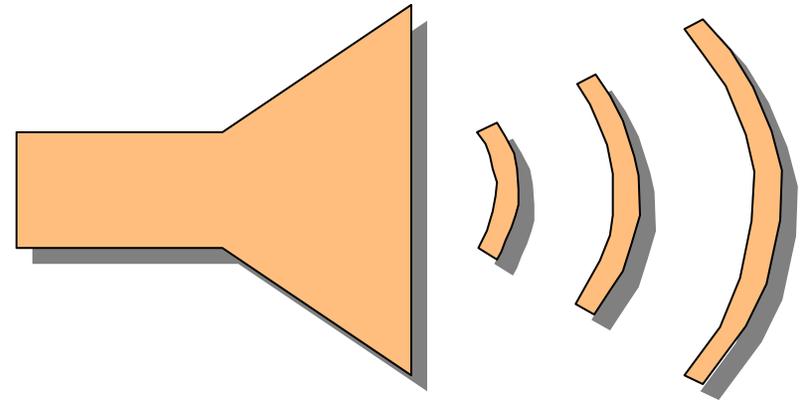
THE WORK GROUP WAS EXPRESSED THROUGH TONY:

- “I was ready to take some risks but you guys all left...I wanted to say that I am tired of being a gangster, a pimp...I want to be myself...100% myself.”
- “I am ready to do the work...I am tired of not being myself...I have gone through life without having any real relationship...It’s very lonely...Now I have someone out there who really cares...I am going to cherish this person...I WANT TO BE REAL.

THE GROUP WAS SILENT.

**SUGGESTING THAT THE
MEMBER HAD
ACKNOWLEDGED THE
VOID FOR THE GROUP
AND HAD BEGUN TO
ADDRESS THE
DESPAIR..**

**A CONSULTATION WAS MADE THAT
THE MEMBER WAS SPEAKING FOR
THE GROUP.**



ROB INDICATED THAT THE CONSULTATION WAS ACCURATE:

- “THE GROUP HAS GIVEN TONY THE FLOOR TO SAY WHAT HE IS FEELING...A LOT OF US FEEL THE WAY THAT TONY DOES.”

TONY WENT ON TO SAY:

- “I HAVE DONE SOME PRETTY TERRIBLE THINGS IN MY LIFE...I AM TIRED OF ROLES...YOU GUYS MAY NOT BE WHERE I AM BUT I AM WHERE I WANT TO BE...CAUSE IF I AM NOT MYSELF...REALLY MYSELF...I’LL GO BACK TO DRUGS....I WANT SOME REAL INTIMACY...I WANT TO FEEL.”

JOHN CONTINUED:

- “IT’S SIMPLY TOO DANGEROUS TO SHARE IN JAIL...ANYTHING CAN HAPPEN IN THIS ENVIRONMENT...IT’S TOO DANGEROUS...BUT TONY...I AGREE WITH EVERYTHING YOU SAID...I DO...”
(OTHER GROUP MEMBERS NOD IN AGREEMENT)

TONY COMPLETED HIS COMMENTS:

- “You know...I went to this twelve step program...Another gangster was in the group...He started to share how he felt and started crying...He couldn't stop crying...I couldn't believe the guy was crying...But then I thought that this guy was real...and I wished I could do that...I want to be myself.”

STAGE 4: TERMINATION WAS CHARACTERIZED BY:

- CONFLICTED FEELINGS ABOUT THE GROUP ENDING:

“ITS ALL GARBAGE...SMELLS LIKE GARBAGE...LOOKS LIKE GARBAGE...THEN ITS GARBAGE.”

“MY HEART IS BROKEN CRUSHED”

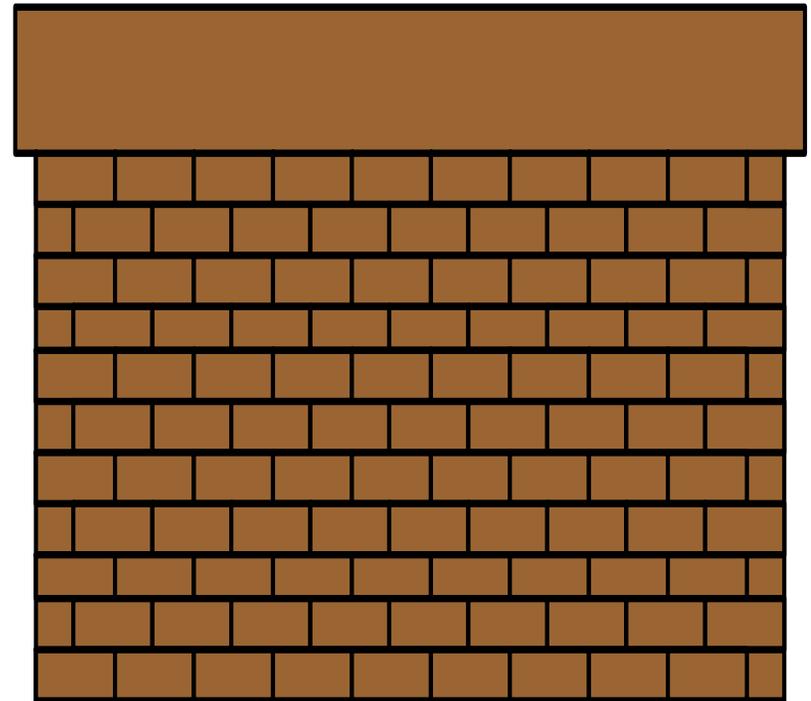
- DIFFICULTY CONTAINING A SENSE OF GRATITUDE.

THE APPLICATION EVENT:

- RENEWED SENSE OF GRATITUDE.
- ACKNOWLEDGEMENT OF THE VALUE OF THE GROUP.
- RECOGNITION OF PAINFUL FEELINGS AND AN INCREASED NEED FOR INTIMACY SUGGESTED THAT PSYCHOLOGICAL GROWTH HAD OCCURRED.
- FANTASIES OF CONTINUATION OF THE GROUP BY MEMBERS.

OBSTACLES TO THE EVOLUTION OF THE WORK GROUP:

- MEMBERS' SEVERE PATHOLOGY.
- RESTRICTIVENESS OF THE CORRECTIONAL SETTING.



OBSTACLES WERE DEALT WITH BY:

- BUILDING FLEXIBILITY INTO THE GROUP'S BOUNDARIES (TIME AND PLACE) WHEN NEEDED.
- INCLUDING A DISCUSSION EVENT MIDWAY THROUGH THE GROUP EXPERIENCE.
- THE CONSULTANT'S STEADFAST COMMITMENT TO THE TASK.
- OBJECTIVE FEEDBACK FROM THE EXTERNAL CONSULTANT.

**RESULTS SUGGEST THAT A
TAVISTOCK PROCESS GROUP
HAS UTILITY WITH SEVERELY
MENTALLY ILL
DETAINEES IN
OTHER
LOCKED
SETTINGS.**