

# General Systems in Group Therapy



The Principles of Group Psychotherapy  
AGPA Distance Learning Event

February 3, 2019

Susan P. Gantt, Ph.D., ABPP, CGP, DFAGPA, FAPA

[sgantt@systemscentered.com](mailto:sgantt@systemscentered.com)

# A THEORY OF LIVING HUMAN SYSTEMS IN A NUTSHELL

*A Theory of Living Human Systems defines a hierarchy of isomorphic systems that are energy-organizing, self-correcting, and goal-directed.*

## Core Constructs

**Hierarchy:** Systems come in threes. Every system exists in the environment of the system above it and is the environment system for the below it.

**Context:** Each system in the hierarchy of systems functions as a system-centered context.

**Isomorphy:** Systems are similar in structure and function and different in different contexts.

**Structure:** Systems-centered structure defines boundaries in space, time and context that are potentially permeable to energy/information.

**Function:** Systems survive, develop, and transform from simple to complex by the process of discriminating and integrating differences in the flow of energy-information.

**Energy:** The systems-centered flow of energy and information is defined as a force field of vectors approaching or avoiding system goals.

## The Four Systems Defined for Systems-centered Practice

The person system

The member system

The functional subgroup system

The system-as-a-whole

## The Application of a Theory of Living Human Systems

Systems-centered consultants use a systematic, sequenced, and replicable series of methods and techniques to reduce the restraining forces that inhibit the inherent system drive towards the goals of survival, development, and transformation.

## The Systems-centered Methods

**Contextualizing:** increases the awareness of the relationship between the functional roles that are appropriate to the context and goals of each system in the hierarchy.

**Boundaryng:** influences the appropriate permeability of boundaries to the flow of information-energy by reducing the noise in the communications within and between systems in the hierarchy.

**Functional Subgrouping:** a method for discriminating and integrating differences instead of stereotyping or scapegoating them. Functional subgroups come together around similarities instead of separating around difference. By exploring the differences in the apparently similar within each subgroup and the similarities in the apparently different between each subgroup, differences are contained and integrated in the system of the group-as-a-whole.

**Vectoring:** directs the flow of energy-information towards the primary system goals of survival, development and transformation by reducing the restraining forces that inhibit the system drive.

## The Hierarchy of Defense Modification

The hierarchy of defense modification is the method by which restraining forces to system goals are systematically weakened in the process of contextualizing, boundaryng, vectoring, and subgrouping in each stage of system development.

*Developed by Yvonne M. Agazarian.*

# FUNCTIONAL SUBGROUPING

**Goal: To discriminate and integrate differences instead of scapegoating them.**

*Integrating the differences in what is apparently similar and the similarities in what is apparently different is the process that enables us (and all living human systems) to survive and develop.*

*Saying “anyone else” when we have said what we want to say encourages others to join us and build on our contributions. Building on each other’s ideas builds functional subgroups which in turn help us to integrate our differences.*

---

**Say “anyone else” when you have finished saying what you want to say.**

**Look around so that everyone in the group feels invited to join you.**

**Don’t give up if it takes time for someone in the group to join you.**

**When you are joined, expect the person who joins you to reflect what you said.**

*Being reflected tells you whether you have been understood...*

*If you feel understood, nod, to signal that you feel joined, and it feels good.*

**If you don’t feel joined, say so!**

*Speak up! And let the joiner know if you don’t feel joined.*

*Work together to get a good enough join.*

*It is resonant joining that builds functional subgroups.*

**When you join someone else, reflect what they said.**

*Keep in eye contact when you join.*

*When you meet another’s eyes you meet each other’s energy.*

*It is energy that builds a subgroup.*

**Once you have joined, separate and look to the group.**

*When you have been joined, the next step is to build with your own experience.*

*As you find your own words, look around at the group.*

*Work along with your subgroup as it builds itself.*

*When you build with your own ideas, you bring energy into the subgroup.*

**Stay attuned to your subgroup.**

*If you lose touch with your subgroup, say so!*

*Ask the working subgroup to put up their hands so you can rejoin them.*

*When you no longer resonate with your subgroup, say so.*

*Say “I dropped out of the subgroup.”*

*It is important for subgroup members to know where the energy of the subgroup is, so it is important for you to let them know when your energy has gone!*

**When you have a difference...**

*Ask if there is room for a difference.*

*If the answer is “not yet,” wait until the group is ready.*

*(If the group is not ready there will not be energy to work.)*

*Hold on to your difference until the group is ready.*

*Test the water every so often so that the group doesn't forget.*

**SIMILARITIES AND DIFFERENCES, WHICH COME EASIER FOR YOU?**

*Some of us are more attuned to similarities than we are to differences. Some of us are more attuned to differences than we are to similarities. One way to tell is by observing how we tend to subgroup.*

**SIMILARITIES****When you want to join every subgroup as it passes you by, think twice!**

*Some of us are more attuned to similarities than we are to differences. This tendency is related to our attachment style, and leaves us with a tendency to ignore some of the differences between ourselves and others that it might be important to pay attention to. This tends to leave us open to disappointment when we discover that our relationships are not as close as we thought they were. One benefit of learning how to subgroup functionally is the opportunity it gives us to develop the part of us that notices differences as well as similarities. There are always differences in what is apparently similar, and similarities in what is apparently different.*

**It is important to be able to see both similarities and differences.**

*Some of us experience similarities much more easily than differences; therefore, it is easy for us to see the similarity between us and every other subgroup. Learning to subgroup functionally means seeing both similarities and differences. The subgrouping challenge is to notice the inklings that let you become aware that you could also join a different subgroup. Take opportunities to start a different subgroup. It takes practice!*

**DIFFERENCES****When no subgroup is quite right ...**

*Some of us are more attuned to differences than we are to similarities. This tendency is related to our attachment style, and leaves us with a tendency to ignore some of the similarities between ourselves and others. This tends to leave us feeling somewhat unrelated and alienated and alone. One benefit of learning how to subgroup functionally is the opportunity it gives us to develop the part of us that notices similarities between ourselves and others, so that we experience some common humanity. One way to do this is to work to build on others rather than split away from them.*

*Developed by Yvonne M. Agazarian.*

Please use these exercises only for yourself. You are not yet qualified to practice with anyone else.

## Systems-Centered® Training: Suggested Readings

Winter 2019

Agazarian, Y.M. (1997). *Systems-centered therapy for groups*. New York, NY: Guilford Press. Re-printed in paperback (2004). London, UK: Karnac Books.

Agazarian, Y.M. (2001). *A systems-centered approach to inpatient group psychotherapy*. London, UK: Jessica Kingsley.

Agazarian, Y.M. (2006). *Systems-centered practice: Selected papers on group psychotherapy*. London, UK: Karnac Books.

Agazarian, Y.M. (2010). *Systems-centered theory and practice: The contribution of Yvonne Agazarian* (Edited by SCTR). Livermore, CA: WingSpan Press. Reprint (2011). London, UK: Karnac Books.

Agazarian, Y.M. (2012). Systems-centered group psychotherapy: Putting theory into practice. *International Journal of Group Psychotherapy*, 62(2) 171-195. doi: 10.1521/ijgp.2012.62.2.171

Agazarian, Y.M. (2012). Systems-centered group psychotherapy: A theory of living human systems and its systems-centered practice. *GROUP: The Journal of the Eastern Group Psychotherapy Society*, 36(1), 19-36.

Agazarian, Y.M., & Gantt, S.P. (2000). *Autobiography of a theory*. London, UK & Philadelphia, PA: Jessica Kingsley.

Agazarian, Y.M., & Gantt, S.P. (2003). Phases of group development: Systems-centered hypotheses and their implications for research and practice. *Group Dynamics: Theory, Research and Practice*, 7(3), pp. 238-252. doi: 10.1037/1089-2699.7.3.238

Agazarian, Y.M., & Gantt, S.P. (2005). The systems perspective. In S. Wheelan (Ed.), *Handbook of group research and practice*. Thousand Oaks, CA: Sage.

Agazarian, Y.M., & Gantt, S.P. (2005). The systems-centered approach to the group-as-a-whole. *GROUP: The Journal of the Eastern Group Psychotherapy Society*, 29(1), pp. 163-186.

Agazarian, Y.M., & Gantt, S.P. (2014). Systems-centered training with couples: Building marriages that work. *Systemic Thinking & Psychotherapy*, 5.

Gantt, S.P. (2011). Functional subgrouping and the systems-centered approach to group therapy. In J. Kleinberg (Ed.), *The Wiley-Blackwell handbook of group psychotherapy* (pp. 113-138). Oxford, UK: John Wiley.

Gantt, S.P. (2013). Applying systems-centered theory (SCT) and methods in organizational contexts: Putting SCT to work. *International Journal of Group Psychotherapy*, 63(2), 234-258. doi: 10.1521/ijgp.2013.63.2.234

Gantt, S.P. (2015). Systems-centered group therapy. In E.S. Neukrug (Ed.), *Encyclopedia of Theory in Counseling and Psychotherapy*. Thousand Oaks, CA: Sage.

Gantt, S.P. (2018). In memory of Yvonne Agazarian, 1929-2017. *International Journal of Group Psychotherapy*, 00, 1-11. doi: 10.1080/00207284.2017.1416792

Gantt, S.P. (2018). Developing groups that change our minds and transform our brains: Systems-centered's functional subgrouping, its impact on our neurobiology and its role in each phase of group development. *Psychoanalytic Inquiry: Today's Bridge Between Psychoanalysis and the Group World [Special Issue]*.

Gantt, S.P., & Adams, J.M. (2010). Systems-centered training for therapists: Beyond stereotyping to integrating diversities into the change process. *Women & Therapy, 33*(1), 101-120. doi:10.1080/02703140903404812

Gantt, S.P., & Agazarian, Y.M. (Eds.) (2005). *SCT in action: Applying the systems-centered approach in organizations*. Lincoln, NE: iUniverse. Reprint (2006). London, UK: Karnac Books.

Gantt, S.P., & Agazarian, Y.M. (Eds.) (2006). *Systems-centered therapy: In clinical practice with individuals, families and groups*. Livermore, CA: WingSpan Press. Reprint (2011). London, UK: Karnac Books.

Gantt, S.P., & Agazarian, Y.M. (2010). Developing the group mind through functional subgrouping: Linking systems-centered training (SCT) and interpersonal neurobiology. *International Journal of Group Psychotherapy, 60*(4), 515-544. doi: 10.1521/ijgp.2010.60.4.515

Gantt, S.P., & Agazarian, Y.M. (2011). The group mind, systems-centred functional subgrouping, and interpersonal neurobiology. In E. Hopper & H. Weinberg (Eds.), *The social unconscious in persons, groups, and societies: Volume 1: Mainly theory* (pp. 99-123). London, UK: Karnac Books.

Gantt, S.P., & Agazarian, Y.M. (2011). Highlights from ten years of a systems-centered large group: Work in progress. *Voices: The Art and Science of Psychotherapy, 47*(1), 40-50.

Gantt, S.P., & Agazarian, Y.M. (2017). Systems-centered group therapy. *International Journal of Group Psychotherapy, 67*(sup1), S60-S70. doi: 10.1080/00207284.2016.1218768

Gantt, S.P., & Badenoch, B. (Eds.) (2013). *The interpersonal neurobiology of group psychotherapy and group process*. London, UK: Karnac Books.

Gantt, S.P. & Badenoch, B. (in press). Systems-centered group psychotherapy: Developing a group mind that supports right brain function and right-left-right hemispheric integration. In R. Tweedy (Ed.) *The divided therapist: Hemispheric difference and contemporary psychotherapy*. London, UK: Karnac Books.

Gantt, S.P., & Cox, P. (Eds.) (2010). Introduction to the special issue: Neurobiology and building interpersonal systems: Groups, couples, and beyond [Special issue]. *International Journal of Group Psychotherapy, 60*(4), 455-461. doi: 10.1521/ijgp.2010.60.4.455

Gantt, S.P., & Hopper, E. (2012). Two perspectives on a trauma in a training group: The systems-centered approach and the theory of incohesion. In E. Hopper (Ed.), *Trauma and Organizations* (pp. 233-254). London, UK: Karnac Books.

Moreno, J.K. (2007). Scapegoating in group psychotherapy. *International Journal of Group Psychotherapy, 57*(1), 93-104. doi: 10.1521/ijgp.2007.57.1.93

O'Neill, R.M., & Constantino, M.J. (2008). Systems-centered training groups' process and outcome: A comparison with AGPA institute groups. *International Journal of Group Psychotherapy, 58*(1), 77-102. doi: 10.1521/ijgp.2008.58.1.77

O'Neill, R.M., Constantino, M.J., & Mogle, J. (2012). Does Agazarian's systems-centered functional subgrouping improve mood, learning and goal achievement?: A study in large groups. *Group Analysis, 45*, 375-390. doi: 10.1177/0533316412448287

O'Neill, R.M., Gantt, S.P., Burlingame, G.M., Mogle, J., Johnson, J., & Silver, R. (2013). Developing the systems-centered functional subgrouping questionnaire-2. *Group Dynamics: Theory, Research, and Practice*, 17(4), 252-269. doi: 10.1037/a0034925

O'Neill, R.M., Murphy, V., Mogle, J., MacKenzie, M.J., MacGregor, K.L., Pearson, M., & Parekh, M. (2013). Are systems-centered teams more collaborative, productive and creative? *Journal of Team Performance Management*, 19(3/4), 201-221. doi: 10.1108/TPM-04-2012-0015

O'Neill, R.M., Smyth, J.M., & MacKenzie, M.J. (2011). Systems-centered functional subgrouping links the member to the group dynamics and goals: How-to and a pilot study. *GROUP: The Journal of the Eastern Group Psychotherapy Society*, 35(2), 105-121.

For more information on Systems-Centered Training & SCT®RI:

Contact Susan P. Gantt at [sgantt@systemscentered.com](mailto:sgantt@systemscentered.com)

[www.systemscentered.com](http://www.systemscentered.com)

[youtube.com/SystemsCentered](https://youtube.com/SystemsCentered)

*Watch the SCT video on the SCTR I YouTube Channel:*

*[bit.ly/EdgeoftheUnknown](http://bit.ly/EdgeoftheUnknown)*

© 2018 Systems-Centered Training and Research Institute, Inc.

*These materials may not be reproduced or distributed in whole or in part without written permission.*

*SCT® and Systems-Centered® are registered trademarks of the  
Systems-Centered Training and Research Institute, Inc., a non-profit organization.*