From “Carl Rogers on Encounter Groups”

“A facilitator can develop, in a group which meets intensively, a psychological climate of safety in which freedom of expression and reduction of defensiveness gradually occur.

In such a psychological climate many of the immediate feeling reactions of each member toward other, and of each member toward himself (sic), tend to be expressed.

A climate of mutual trust develops out of this mutual freedom to express real feelings, positive and negative. Each member moves toward greater acceptance of this total being – emotional, intellectual, and physical – as it is, including its potential.

With individuals less inhibited by defensive rigidity, the possibility of change in person attitudes and behavior, in professional methods, in administrative procedures and relationships, becomes less threatening.

With the reduction of defensive rigidity, individuals can hear each other, can learn from each other, to a greater extent.

There is a development of feedback from one person to another, such that each individual learns how he appears to other and what impact he has in interpersonal relationships.

With this greater freedom and improved communications, new ideas, new concepts, new directions emerge. Innovation can become a desirable rather than threatening possibility.

These learning in the group experience tend to carry over, temporarily or more permanently, into the relationships with spouse, children, students, subordinates, peers, and even superiors following the group experience.”

Note: Author used “he” as pronoun for “he or she.” What can I say? It was 1970!