



Opinion Article

The phenomenon of frustration in Gestalt therapy and organizational development

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ABSTRACT

This article explores the concept of frustration as a potent catalyst for growth in Gestalt therapy and organizational development. The text examines how frustration, which is often perceived negatively, can serve as a vital tool for enhancing awareness, responsibility, and self-actualization. Drawing on Gestalt theory and practical examples, the authors define frustration as tension in the field arising from internal or external resistance that prevents need satisfaction. We analyzed how defense mechanisms inhibit this process and demonstrate how moderate, trust-based frustration can help to overcome them. Through comparative insights into psychoanalytic and Gestalt approaches and confrontational and relational tactics, the article emphasizes the importance of trust between therapists and clients or consultants and clients. A detailed organizational case study illustrates how awareness-based interventions can shift entrenched patterns and resolve paradoxes by facilitating a dialogical 'I-Thou' encounter. Ultimately, the article advocates a balanced approach to support and frustration to enable individuals and organizations to unlock deeper resources and co-create transformative outcomes.

Keywords

Frustration, Gestalt therapy, Organizational development, Awareness, Defense mechanisms, Responsibility, I-Thou relationship, Confrontation, Dilemma.

ABSTRACT in ITALIANO

Questo articolo parla di come la frustrazione possa essere un grande aiuto per crescere nella terapia della Gestalt e nello sviluppo organizzativo. Attraverso un bel dialogo tra gli autori, il testo guarda a come la frustrazione, che spesso viene vista in modo negativo, possa essere uno strumento importante per migliorare la consapevolezza, la responsabilità e la realizzazione personale. Basandosi sulla teoria della Gestalt e su esempi pratici, gli autori dicono che la frustrazione è una tensione causata da resistenze interne o esterne che non permettono di soddisfare i bisogni. Analizzano come i meccanismi di difesa blocchino questo processo e mostrano come una frustrazione moderata e basata sulla fiducia possa aiutare a superarli. Attraverso approfondimenti comparativi sugli approcci psicoanalitici e gestaltici e sulle tattiche conflittuali e

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relazionali, l'articolo sottolinea l'importanza della fiducia tra terapeuti e clienti o consulenti e clienti. Un caso di studio organizzativo dettagliato mostra come gli interventi basati sulla consapevolezza possano cambiare modelli radicati e risolvere paradossi facilitando un incontro dialogico "Io-Tu". In definitiva, l'articolo sostiene l'applicazione equilibrata di sostegno e frustrazione per consentire agli individui e alle organizzazioni di sbloccare risorse più profonde e co-creare risultati trasformativi.

Parole chiave

Frustrazione, Terapia della Gestalt, Sviluppo organizzativo, Consapevolezza, Meccanismi di difesa, Responsabilità, Relazione Io-Tu, Confronto, Dilemma.

INTRODUCTION

This article emerged from a professional training session held at the Georgian National Gestalt Institute as part of the program "Gestalt in Organizations." During the training, a discussion arose concerning the role of frustration in therapeutic and organizational contexts. A clinical example presented during the session stimulated a deeper reflection on frustration as a deliberate and finely attuned intervention within Gestalt practice.

This exchange led to a more systematic exploration of the theoretical foundations and practical applications of frustration in both psychotherapy and organizational development, forming the basis of the present article.

THE PHENOMENON OF FRUSTRATION

Most people do not like feeling frustrated. However, from a Gestalt perspective, growth cannot occur without frustration. Thus, 'useful frustration' [1] is an important guidepost in therapeutic work and organizational development. Frustration can be defined as the tension that arises in the field when it strives to form a figure and find satisfaction. However, due to resistance from the field or defense mechanisms within the organism, this tension fails to form a clear figure and remains unresolved. Frustration serves as a therapeutic tool and a catalyst for personal growth [2]. In line with the SOS model [3], there are three levels of frustration within an organizational setting.

Individual level: A typical frustration within people arises from the need to be appreciated. An employee is frustrated because they feel their contributions are not recognized by their manager. Or a manager with a strong need for power feels frustrated because their career is progressing too slowly.

Group level: Unlike individual therapy, organizations often focus on groups. Typical groups within organizations include functional layers (e.g., purchasing, production, IT, marketing, sales, and finance), hierarchical layers (e.g., senior management, middle management, and employees), and special bodies (e.g., works councils and equal opportunities officers). Frustration typically arises between these groups due to conflicting goals. A common conflict arises from the tension between reducing costs to ensure profitability and investing in the workforce (e.g., employment, salary increases, development initiatives).

System or contextual level: The organization itself is an entity embedded within a market, as well as an economic, political, and social context [4]. This aligns with Kurt Lewin's field theory, which posits that organisms are interconnected with their environment [5]. From this perspective, frustration may arise at the system level when changes in the broader field — such as supply chain disruptions, shifts in consumer behavior, or rising global economic tensions — create resistance that impacts organizational functioning.

Frustration, when used as a therapeutic tool, is sometimes called a challenge. The process of frustration helps the client to recognize and take responsibility for their own actions. Typically, tension arising in the field is consciously perceived and thus easily recognized. However, this does not happen when defensive mechanisms, also known as contact interruption mechanisms, actively interfere with the process by preventing the experience of tension. In such cases, the therapist begins to work with these contact interruptions or defensive mechanisms. One aspect of this process may involve frustration, which is the main topic of this article. When the environment is not supportive, a person turns to their internal resources [2].

Defense Mechanisms

What are defense mechanisms, and how do we cope with them when they influence the quality of our lives and our sense of freedom? How is a defense mechanism defined in Gestalt therapy? It is the psyche's ability to adapt to existing realities, such as within the family or social institutions like kindergarten, school, or the neighborhood [2]. This adaptation is expressed through the psyche's ability to protect a person from unpleasant experiences and influences perceived as overwhelming, dominant, or even hostile, originating from the environment, other people, or society. Such emotions, sensations, and feelings are unpleasant for a person and can cause anxiety, distress, and suffering. Since anticipating such experiences is difficult, the psyche employs an unconscious strategy to prepare for these expectations. These strategies are referred to in Gestalt therapy as defense mechanisms, which are used chronically and stereotypically. However, they are also known by other names, such as avoidance mechanisms, resistance, or mechanisms of contact cycle interruption.

Gestalt theory identifies several core defense mechanisms — including introjection, projection, confluence, retroflection, deflection, and egotism — which have been extensively discussed in the literature [6–9]. Defense mechanisms may facilitate adaptation to routine or predictable situations. However, in novel or complex circumstances, rigid reliance on these mechanisms can limit flexibility and reduce the individual's capacity for authentic and context-sensitive responses. In Gestalt therapy, the alternative to such rigidity is described as “vital awareness” or “liveliness,” referring to a dynamic and present-centered mode of engagement with experience.

What is Awareness?

According to Perls et al [2], awareness is a person's direct, lived experience and understanding of reality. It involves sensations, emotions, and intuition, and is not just intellectual or second-hand knowledge, but a deep, embodied sense of presence. Warmth, for example, whether physical or emotional in human relationships, is not understood solely through logic, but is felt and experienced. Awareness enables individuals to engage fully with the present moment, responding spontaneously and flexibly rather than relying on habitual or pre-learned reactions.

Those who lack awareness often feel disconnected, rigid, or unable to adapt to changing circumstances. In contrast, people with strong awareness navigate life with ease, much like a fish in water — naturally attuned to their environment. They are spontaneous and flexible in their reactions, unlike those who operate purely from intellect and always appear ‘restrained’ or ‘held back’. There is a saying that illustrates this well: If a centipede starts thinking about which leg to move first while running, it will get tangled up, stumble, freeze, or lose the ability to move altogether. Creatures that live with awareness move through their environment as if they are ‘at home’, like fish in water. In contrast, a person guided by defense mechanisms is the opposite of someone living with awareness. A defense mechanism is like parental advice on how to behave in an unfamiliar environment or general instructions designed for average behavior in standard situations. In contrast, awareness-based behavior adapts to unique situations, considers specific needs, and is attuned to the present moment.

Awareness is a behavioral strategy that is unique to an individual. It considers the present moment, with all its unique external and internal realities, and is based on personal responsibility. Both behavioral styles are embodied by people around us, as those with awareness and those without. A person with awareness typically engages with the environment through sensations, emotions, experiences, and intellect. In contrast, a person without awareness lacks this sensory-emotional connection to their surroundings. These individuals are anesthetized and primarily interact with their surroundings through rational, cognitive processes, with all the pros and cons. The advantages include the ability to make logical judgements about what is useful, acceptable, harmful, or unnecessary in relation to the environment. However, this approach has one key disadvantage: it does not account for the nuances of the present moment, such as what one truly desires or does not desire, how the environment is being experienced in real time, how others feel here and now, and what alternative behaviors may emerge from a perspective of freedom.

When we talk about behaviors guided by awareness, we refer to a model fundamentally different from that of behaviors driven by defense mechanisms. Unlike automatic, unconscious reactions, awareness-based behavior is conscious and intentional. It considers the purpose of defensive behavior while offering an alternative free choice.

The Definition of Therapeutic Frustration

Therapeutic frustration is a deliberate intervention by the therapist designed to facilitate the fulfilment of a client's needs. This is employed when a client chronically avoids need-satisfaction despite the emergence of tension within the experiential field. By refusing to play into the client's habitual patterns of avoidance or manipulation, the therapist creates a vacuum that the client must fill with their own agency.

WORKING WITH FRUSTRATION IN THERAPY: CONFRONTATIONAL VS. RELATIONAL APPROACH

How do therapists work with defense mechanisms in psychoanalysis and Gestalt therapy, and are there fundamental differences between the two approaches? In psychoanalysis, resistance is associated with repressed content and serves as a force that hinders the process of becoming aware [10]. Rather than confronting resistance as an enemy, the psychoanalyst explores it thoroughly and weakens it through counterarguments in dialogue and collaboration with the patient. As the psychoanalysts' approach is intellectual, various methods of influence are employed to overcome resistance, which can sometimes resemble manipulation. These include stimulating the patient's curiosity and using rational arguments to diminish the power of resistance. Consequently, the patient engages in the struggle against their own resistance. In psychoanalysis, frustration is a technique the analyst uses to help the patient confront the problem.

However, Gestalt therapy makes even more use of this tactic. Compared to his contemporaries, Fritz Perls applied it in a more fundamental and prioritized way. In widely available video recordings of his individual and group therapy sessions, Perls can be seen confidently and intentionally using manipulation and frustration with participants. This approach directly challenges clients' hesitation and lack of initiative, helping them to become aware of these tendencies and take responsibility for what they chronically avoid. The Gestalt therapist works with the client in the present moment, and resistance is discovered here and now. Overcoming resistance is possible through the client's awareness, a process in which the Gestalt therapist provides support and frustration to facilitate growth.

Two Different Tactics of the Gestalt Therapist

Empathy is a powerful form of support and a serious means of coping with difficulties. Frustration affects clients in a specific and paradoxical way. People naturally try to avoid problems, escape, or turn a blind eye. This can become a life strategy, and in such situations, using frustration as a coping mechanism can be particularly effective. The goal is to help the client confront the problem rather than avoid or escape it.

To achieve this, the Gestalt therapist must not provide the client with an escape route, thereby encouraging them to face the problem directly. This is not easy and requires experience and skill. The applied frustration should be moderate, as overwhelming the client could be counterproductive. At the same time, the therapist should be supportive, encouraging the client to take the initiative and move forward [11]. For this to be successful, the therapist must earn the client's trust. Trust and frustration work well together. If the client does not trust the therapist, frustration will lead to avoidance of the problem rather than engagement with it. However, when there is trust, addressing a difficult topic can be a kind of joint endeavor. With the therapist standing by and offering support, the client cannot ignore the frustration. The therapist's ability to frustrate the client effectively can ensure that the client does not retreat from the 'front line' or flee the situation. Thus, the client may be led to respond and accept the 'duel' with the problem. When the client is left face-to-face with the issue, with the usual escape routes blocked, they require specific resources and support, both external — from the therapist, in this case — and internal.

When working with clients who exhibit chronic behavioral patterns, it is essential for the Gestalt therapist to create a sense of moderate frustration in the 'here and now' situation during the initial stage [12]. This enables the client to recognize the need to seek new ways to satisfy their needs and reassess ineffective strategies for solving problems. Without this awareness, a person may continue living life with the same inertia, feeling deeply discouraged and lacking in initiative, failing to seek alternative solutions. In such situations, frustration acts as a catalyst and motivator, suddenly and unexpectedly awakening unconscious potential when a decision is made and responsibility is taken.

Therefore, it is important to carefully prepare the conditions to create optimal circumstances for the client to confront and manage the problem effectively.

The East and West Coasts of American Gestalt Therapy

Gestalt therapists approach frustration — and the psychotherapy process itself — differently. While Fritz Perls actively used frustration, considering it essential for activating clients who were passive and inactive, the founders of Relational Gestalt, who represented the New York Gestalt School, were more cautious in its application. Instead, they placed greater therapeutic value on unconditional support.

It could be said that Gestalt therapists on the East Coast of the United States differ significantly from those on the West Coast. This fundamental division in Gestalt therapy proved so significant that the Esalen-based West Coast school expanded its influence on California, Spain, and South America, while the New York-based ‘Relational Therapy’ school developed in Europe.

The two schools — Esalen’s West Coast school, associated with Fritz Perls, and the New York school, associated with Laura Perls — also differ in their ethical principles. This does not imply that one school is ethical while the other is not; rather, their ethical differences become particularly visible in their respective approaches to the use of frustration.

Techniques of the Relational Approach

In relational interaction, the most crucial aspect is the process characterized by the ‘I-Thou’ relationship, as described by Martin Buber [13]. Although many figures may exist in reality, the focus should be on these two phenomena. In this process, the therapist embodies an authentic ‘I’ and directs their sensory focus towards the ‘Thou’. They observe the vibrations of the ‘Thou’ and facilitate processes that meet their needs. The therapist’s technique centers on focusing their senses on the ‘Thou’.

This differs from techniques oriented towards atmosphere-focused interaction. In that case, rather than focusing on the ‘I-Thou’ relationship, the therapist attunes

to the overall atmosphere of the situation. Rather than concentrating on a specific sensory modality to engage with an object, the therapist becomes a whole-body perceiver of the environmental atmosphere in which the ‘I’ exists [14].

A useful metaphor for this complex process is that, in relational interaction, the ‘I’ should become a sensory membrane that perceives each vibration of the ‘Thou’. In atmosphere-oriented therapy, the therapist should be like the reflective surface of a lake, where every falling leaf creates ripples. The calm surface of the lake reflects the surrounding landscape, mirroring it. Two metaphors emerge from these comparisons: ‘I’ as a membrane and ‘I’ as the calm surface of a lake.

Frustration and Support in Therapy

If the frustration procedure is applied adequately, as described above, it leads to rapid and meaningful change [15]. The problem is ‘bitten into’ and resolved through assimilation. Without this process, however, the problem continues in an endless cycle of exclusion. In Gestalt therapy, the therapist primarily supports the client through encouragement and, in certain situations, through frustration.

Methodology and Clinical Application

The application of frustration within a clinical setting follows a specific methodological framework:

- Indications for use: It is utilized when a client seeks professional intervention but remains stuck in chronic avoidance patterns.
- Informed consent: The therapist must explain the necessity of this technique to the client, ensuring they are consciously engaged in the process rather than feeling arbitrarily rejected.
- Therapist competency: Working with frustration requires specific clinical experience and self-regulation, as the therapist must remain present and supportive while simultaneously denying the client’s immediate (and often regressive) demands.
Key concepts to remember:
- The field: The “space” or relationship between therapist and client where the tension occurs.

- Chronic avoidance: The repetitive ways a client deflects from their true goals or feelings (e.g., through humor, intellectualization, or seeking constant approval).
- Conscious involvement: The shift from a passive patient to an active participant who understands why the therapist is “difficult.”
- Process markers in meetings (observable micro-behaviors): “Yes, but” spirals - proposals about efficiency measures were instantly negated.
- Contact boundary disturbances (how the system avoids clean contact): e.g., Blaming the leadership to be the problem, also see below (“Defense mechanisms in organizations”).

WORKING WITH FRUSTRATION IN THE ORGANIZATIONAL FIELD: A CASE STUDY

One of the authors was asked to run a leadership development program for a medium-sized company. During the interviews we conducted to explore the organization’s current challenges, it became clear that the company was in a difficult situation. Having experienced continuous growth since its foundation, the company was now facing a challenging economic environment. The company had always been very people-oriented, satisfying its employees’ individual needs wherever possible. However, as the economy became more difficult, this became less possible. Consequently, many employees felt frustrated because their need for individual consideration was no longer met. During our work, we identified tensions between employees and management by using the following observational indicators:

- Figure/ground signals (what keeps trying to become “the topic”): The lack of employee orientation in the current situation was mentioned, even if other topics were officially addressed.
- Energy and arousal cues (too much, too little, or stuck): Energy used to drop when speaking about the business needs.

Dilemma as a Specific Form of Frustration

Many sources of frustration can be resolved by addressing the underlying need. For example, a manager could express appreciation to an employee, two groups could reach an agreement on how to collaborate on a certain matter, or an organization’s supply chain could be restored. Johnson [16] refers to these types of frustration as ‘problems’. However, we should be aware that most encounters involve polarities that can cause frustration if they are not integrated and balanced [17]. Unlike problems, polarities create paradoxical situations that lack straightforward solutions (Table 1). Instead, they require constant management of various goals. These goals appear to contradict one another in the same situation and therefore cannot be fully realized at the same time. For instance, on the one hand, employee involvement is an important managerial quality. However, when decisions must be made quickly, there may not be enough time for intensive participation.

It is important to understand that it is impossible to create a definitive solution to paradoxes. To do so would mean choosing one of the two sides. However, in doing so, we quickly realize that ‘the other side’ emerges again and

Table 1. Problem vs. paradox.

PROBLEM	PARADOX
<ul style="list-style-type: none"> • There is only one clear goal or task to overcome. 	<ul style="list-style-type: none"> • There are several goals or tasks to overcome.
<ul style="list-style-type: none"> • There is an objectively best solution or optimal result. 	<ul style="list-style-type: none"> • All sides are associated with advantages and disadvantages.
<ul style="list-style-type: none"> • One tries to maximize the advantages ('more is better') and minimize the disadvantages. 	<ul style="list-style-type: none"> • If the advantages are maximized too much (exaggeration of one goal/task), disadvantages arise (neglect of the other goals/tasks).
<ul style="list-style-type: none"> • If a decision results in a solution, the problem has been overcome. 	<ul style="list-style-type: none"> • Even when a decision results in a solution, it must be continuously managed, and new decisions have to be made.

demands to be heard. Paradoxes must therefore be managed and renegotiated repeatedly. A crisis is usually a clear indication that a paradoxical situation needs to be addressed, and that new, creative solutions must be found.

During the leadership development program, it became clear that the underlying challenge should not be viewed as a problem, but as a paradox. The unsatisfied need could not be easily addressed because it conflicted with requirements for standardization, cost savings, and even workforce reduction. Maximizing the advantages of one side (e.g., cutting costly benefits and standardizing HR guidelines) led to maximizing the disadvantages of the other side (e.g., lack of individual consideration and resulting frustration). At the same time, maximizing the advantages of the other side (i.e., maintaining the status quo and prioritizing employees' individual needs) also led to the maximization of its disadvantages (i.e., unleveraged savings potential, resulting in an increasingly difficult financial situation).

Unhealthy Ways to Deal with Frustration: Defense Mechanisms in Organizations

As mentioned above, frustration can result in healthy growth for individuals, teams, and organizations. However, if defense mechanisms cannot be overcome and people cannot connect with their current experience, they will remain stuck in the status quo [17]. In the case study, the frustration led to employees and middle management blaming top management, and vice versa. Both parties projected their fears and helplessness onto each other and acted upon these projections. This resulted in a great deal of anger. A second defense mechanism then came into play: retroflection. Neither party has openly expressed the accumulated anger. This resulted in a lack of contact. When talking to top management and the second leadership layer, there was a barrier between the two, leading to limited mutual understanding of each other's perspectives.

Confrontational vs. Relational Approach in Organizational Development

Once again, as in the therapeutic setting, both strategies for overcoming defense mechanisms apply to the process of organizational development. Unlike in one-to-one

therapy, much of the interaction in organizations takes place in groups. Therefore, when using confrontational interventions, the consultant needs to be aware of group norms. In hierarchical organizations, upper management can easily feel put on the spot in front of middle management or their employees. To avoid this, confrontation with their own defense mechanisms should take place in personal, one-to-one conversations here as well. Top managers require a partner they trust to accept their own shortcomings and fears. A relationship based on the I-Thou paradigm [16], as described above, is fundamental to building this trust.

Dealing with Frustration: A Relational Approach

In our case study, we established common ground by highlighting the relational interconnectedness among all parties using the SOS model [3]. This model acknowledges our interconnectedness as human beings living together, and our increasing dependence on collaboration for survival. An organism (e.g., a person, team or organization) cannot satisfy its needs independently of its environment (e.g., other people, teams or organizations). As human beings, we need the love and appreciation of others. As a team, we need to collaborate with others to achieve our goals and feel part of something bigger. An organization needs customers to buy products to grow and nurture its employees. Therefore, dealing with frustration is never possible without connecting to others. This understanding paved the way for dialogue between the upper management, which represented the business perspective, and the second leadership layer, which represented the employee perspective. In the following section, we describe our approach to a workshop as our main intervention.

Integrating Both Sides of the Dilemma

For the workshop we decided to use Johnson's [16] model to address the dilemma. While Johnson's approach focuses more on cognitive and rational aspects, we added a relational perspective, which is required for each step. Without this, the approach risks being sabotaged by the complexity of human relationships. Once again, we would

like to emphasize that, from a Gestalt perspective, the relational process between the parties involved is much more important than the steps described. Meeting in a professional context like human beings is the opposite of most encounters observed in the business world, where the other person is seen merely to satisfy one's own needs.

Step 1: Raising Awareness as a Prerequisite to Overcome Defense Mechanisms

As described above in the therapeutic setting, awareness was key to addressing the organizational dilemma [18]. The author's main suggestion was for the client to organize a joint workshop between top management and the second-level leadership. A pivotal moment during the workshop occurred when the CEO recognized the dilemma and exclaimed, "Ah, now I understand why the tension exists!" It is important to note that the client fully embodied this realization or 'aha' moment, with sensations, emotions, posture and thoughts forming an integrated figure of the present moment. Acknowledging both the dilemma itself and the right of the other party to represent one side of the dilemma opened the situation to a new, more creative solution.

Step 2: Collecting Advantages & Disadvantages for Each Side

We naturally tend to overemphasize the advantages of one side of a dilemma. At the same time, we fail to recognize the other side's advantages. In our case study, for example, most people in the company did not recognize the advantages of standardization and cost savings. However, without a healthy financial situation, employees' well-being is fundamentally at risk. Recognizing both sides of an issue, even if we don't necessarily agree with them, enables us to be less judgmental and find more creative solutions.

Step 3: Defining a Higher Goal / Discussing Common Interests of Both Parties

Most dilemmas require short-term decisions and long-term management. Clearly, neither a happy workforce in a bankrupt

company nor financial success without engagement is possible. Therefore, in the long term, both factors require equal consideration. In terms of dilemma management, this means defining a higher goal that encompasses both aspects of the dilemma. During the workshop, participants defined the goal as "a financially healthy company that enables us to take care of our employees' needs and support their personal growth". This did not solve all the problems, as some tough decisions remained. However, focusing on the bigger picture helped the company identify what was needed in the current situation and to achieve long-term satisfaction. From a relational perspective, this means widening the 'I-perspective' to a 'we-perspective'.

Step 4: Developing Creative Solutions to Manage the Dilemma

Based on considerations from previous steps, we have begun identifying solutions that support both short-term decision-making and long-term management of the dilemma, thereby alleviating the frustration. In any case, it is necessary to accept the reality of what is possible in each situation [1], which is often an inevitable part of adult life. Finding solutions often requires creativity to ensure both parties' needs are considered. At this stage, ongoing awareness is needed to avoid falling back into the unhealthy patterns described above. This can be prevented by reflecting on whether the needs of both parties have been sufficiently considered. As one means of managing the dilemma, the company decided to set up a sounding board composed of employees at various levels and in various functions. This board provides regular feedback on top management decisions to raise employees' awareness of their perspectives.

CONCLUSIONS

Frustration is often perceived as negative. However, in Gestalt therapy and organizational development, frustration serves as a catalyst for growth. This can apply to individuals, groups, or organizations. It facilitates the process of recognizing and taking personal responsibility for one's life. However, applying frustration as a therapeutic

process requires significant expertise and experience on the therapist's part; otherwise, it may resemble mere role-playing and could even be harmful. This process demands great tact and moderation in terms of intensity. When adequate external support is unavailable during frustration, an individual turns to their inner, hidden, and previously untapped resources. This enables deeper and fuller self-expression, fostering autonomy and individuality. Similar to working with individuals, organizational Gestalt work uses awareness as a key measure to facilitate contact between organizational members or groups and to overcome defense mechanisms. In the authors' view, this requires striking the right balance between confrontation and support. People can meet on an equal footing as human beings and jointly find creative solutions to the dilemma and dissolve the frustration only if they express and acknowledge each other's legitimate autonomy, interests, and goals.

CONFLICT OF INTEREST

The authors have no conflict of interest to declare.

AUTHORS' CONTRIBUTIONS

Dimitri Nadirashvili: Frustration in therapy (Conceptualization, Methodology).

Julius Lassalle: Frustration in Organizations, Case Study.

ETHICAL CONSIDERATION

This article does not report empirical research involving human subjects. The organizational case is presented for illustrative purposes only and has been fully anonymized. No identifiable personal data is included.

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