

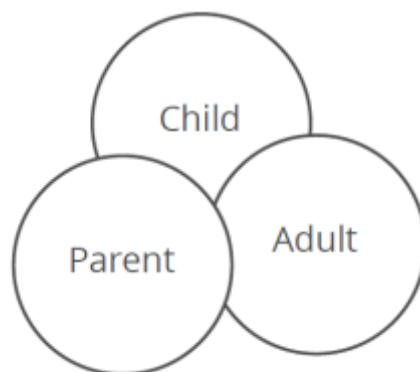
## Managing oneself and others – transactional analysis in management

Everybody knows that there are the people working in an organisation who decide about the success of the organisation. Their motivation, identification with their organisation and means of communication, all have an influence on the results obtained. These same factors are responsible for the success and the downfalls of the organisation. The success is a result of specialist skills and communication, but how come some people achieve success and others don't?

Transactional analysis, deals with everything that is based on communication among people. Transaction, means an exchange of words, thoughts, gestures, smiles and behaviours between two people. It is an essential communicational unit. Game analysis, deals with simplifying complicated communication routes, which are constantly played 'in standard versions'. Script analysis, involves searching for answers to questions based on what correlations there are between communicative behaviour of particular people and their past, whereas structural analysis describes the structure and personality of an individual.

### The model of personality according to transactional analysis

Transactional analysis provides the opportunity to answer the following question: 'Who am I?', 'Why do I behave like this?'. It is a method of learning about thoughts, feelings and behaviours of an individual, based on the concept of the ego-states. Experiences of an individual are encoded in the brain and the nervous system. They contain everything that constitutes an experience from childhood and has been adopted from parents or people exercising parental authority. What can be found there is a pattern of perceived events and feelings, as well as distortions of memories. These records can be discretionarily selected and replayed, whilst at the same time recalling past events or experiencing them once again. Ego-states are most easily described by the following terms: Parent, Adult, Child. At any given time, each person in a given community will manifest the ego-states of Parent, Adult or Child, whilst at the same time being capable of changing one state into another.



### Parent ego (Parent)

The parent ego is responsible for the learned side of life. It consists of the system of values, norms, rules, principles and thoughts that are acquired from our guardians or parents. We are guided by these principles, which are learned in the early years of our lives on a daily basis automatically and unconsciously, especially when we find ourselves in a compulsory situation. Two elements create the parent ego: critical – assessing and supportive – protective.

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A critical Parent ego assesses, moralises, reprimands, criticises, orders, rules, penalises, controls and takes care of keeping order. When a parent ego communicates, there are often statements like: you have to, you should, always, never, no, etc.]

A supportive Parent ego listens, shows understanding, praises, comforts, cares, supports, helps, feeds, and provides care. This state can be recognised by a warm, calming voice, friendly movements and statements like: 'cheer up'.

### Adult ego (Adult)

The adult ego constitutes a well thought out and rational side of life. It is developed whilst we mature and learn to cope with reality. An adult ego is expressed when we analyse our experiences in an open way and assess them objectively in order to make reasonable decisions. We make use of our adult ego mainly when we exchange reliable information. The person portraying this attitude takes decisions consciously and responsibly.

The adult ego observes the world objectively, dispassionately, calmly, reasonably and emotionlessly, collects information, analyses it logically and draws conclusions. It is characterised by a reasonable tone and a lack of facial expressions and gestures. Words that are often used comprise: 'who', 'what', 'when', 'where', 'how', 'how much'.

### Child ego (Child)

The Child ego constitutes an emotional side of life. Feelings that we experienced during childhood are encoded in it. When we are in this ego-state we draw conclusions upon ourselves on the basis of feelings. The Child ego consists of 2 factors:

The natural Child ego: this ego plays, is lazy, cheerful and angry, fantasizes, cries or laughs. He/she does not care about others, behaves spontaneously, dances, screams, is egoistic and indomitable. He/she uses words such as 'great', 'madly', 'hey'.

The adaptive Child ego: this ego is obedient, withdraws, feels guilty, delays, is afraid, lacks self-confidence, is courteous, has no own opinion, does not show initiative and is directed by the opinions and needs of other people.

There are no good or bad ego-states. All three areas are essential for the appropriate functioning of our personality and when we recognise which ego-state our behaviour and the behaviour of others come from, we will be able to consciously influence the conversation. It is noteworthy that the behaviour capable of solving problems comes mostly from the state of Adult.

Source: Marta Znajmiecka-Sikora, „Transactional analysis”, BLIŻEJ PRZEDSZKOLA" nr 9.84 wrzesień 2008, <http://cedego.pl/czytelnia2.php?id=42>

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