

MVŠO

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Communication Skills for Managers

Transactional analysis

Psychoanalytic method that describes a **personality** and **life scenario** of a person

Transaction = I give you a **stimulus**, You **respond** to this stimulus
= I say something, You respond with something
= I put emotions in the message, you respond to my emotions with your emotions

Misunderstood **emotions** in communication = **conflict**

EGO STATE

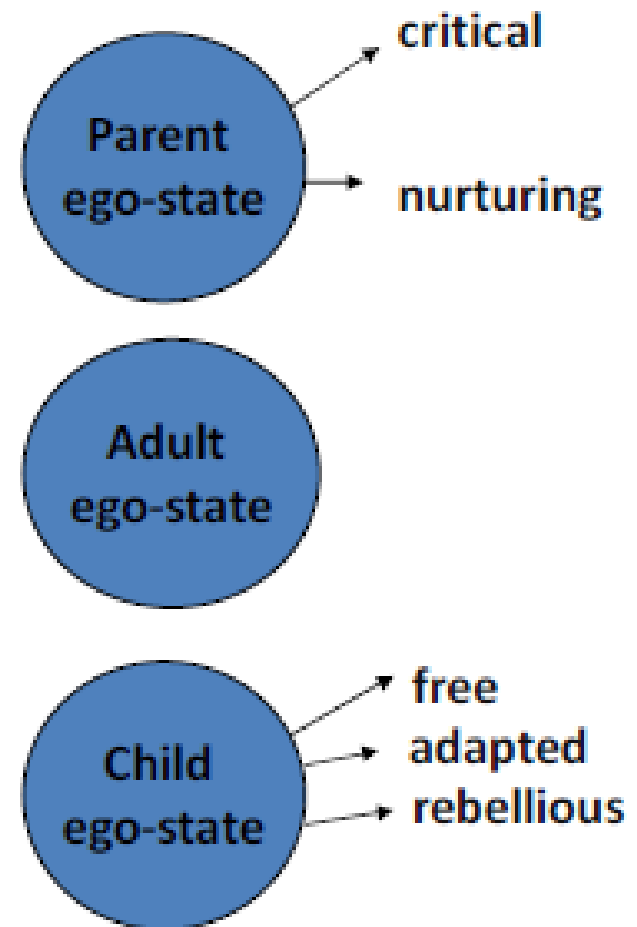
- a pattern of feelings, experiences and behavior
- we each have three basic ego states
- three different modes in which we think, feel, behave, and communicate
- we move between these ego states when we are relating to others

Ego states (parent, child, adult)

Analysis

- which part is the cause and which is reaction
- judged by features:
 - used words
 - voice tone
 - gestures
 - facial expression

Ego States



PARENT

Sets limits

Disciplines, judges and criticises

Gives advice and guidance

Keeps traditions and values

Makes rules (*do's, don'ts, always, never, should, shouldn't, must, ought to, have to, good, bad*).

Critical Parent

Words:

- you should, must, never
- you cannot do that
- everybody knows that
- how could you?
- proverbs, idioms, moralising, comments

Voice:

- sharp, decisive, strained
- impatient, patronising, dressing-down

Body language:

- point-finger arouse, eyebrow high
- head trembling, shoulders stiff

Nurturing Parent

Words:

- good, nice, lovely, you poor
- We'll arrange/manage this
- Can I help you?
- Don't worry
- Don't get angry, ...

Voice:

- with love, smooth
- comforting, attentive, soothing

Body language:

- body towards the receiver
- arms are moving towards receiver
- stroking the other's hair

ADULT



Adult

Words:

- what, why, how, where, who
- correct, practical
- What are the facts?, What follows?
- What is necessary?, What fits?
- I conclude ...

Voice:

- objective, balanced, correct

Body language:

- thoughtful, observant, open
- eye contact, upright, openminded
- interested, perceptive
- testing, concentrating

CHILD

- is the source of our energy
- has the most control over our lives

CHILD

Feels

Loves or hates;

Has fun;

Is trusting;

Asks for help;

Sulks and withdraws;

Is intuitive;

Manipulates others;

Explores and is curious.

Rebellious Child

Words:

- Ha!, I didn't do it
- No!! You must be joking!
- Why me?, I won't take that
- Quit that!, You're nuts!
- That's none of your ****ing business!

Voice:

- defiant, demanding
- moody, loud, grumbling

Body language:

- closed up, chin and lips forward
- sprawled, stamping, pouting
- sticking the tongue out
- refusing, protesting

Free Child

Words:

- Woohoo!, Great!, Nice!
- I feel..., I need..., I don't like ...

Voice:

- loud, free, energetic

Body language:

- laughing, air-kissing
- direct anger, crying, bright-eyed
- open mouth, lively, excited
- relaxed, playful, spontaneous
- curious, expressing feelings

Adapted Child

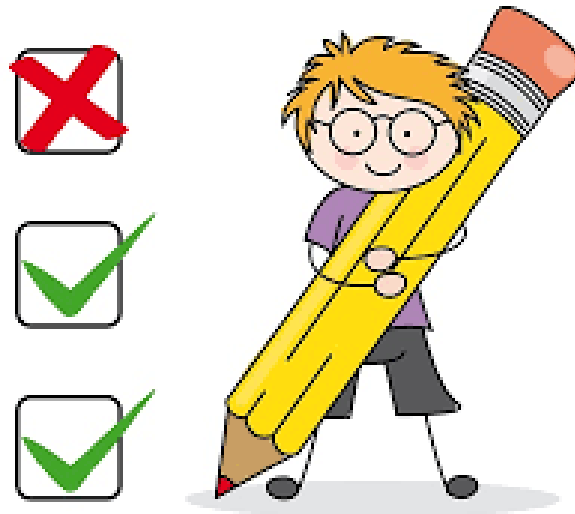
- Words:**
- thank you, please, perhaps, I hope so
 - I would like to...
 - I don't know, I'll try
 - That's unfair, It's always me...

- Voice:**
- monotone, humble, tearful
 - soft, pleading

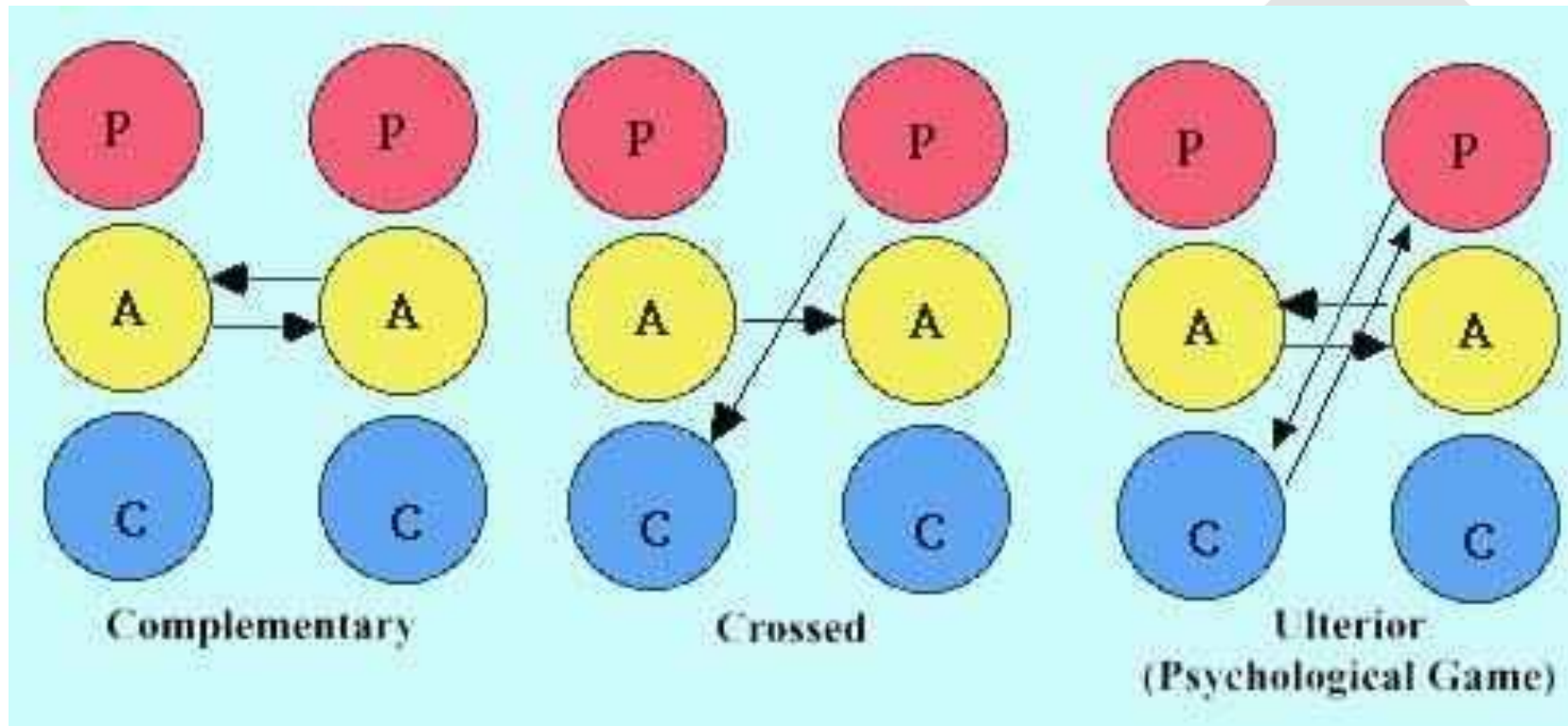
- Body language:**
- restrained, sad, pouting, closed, dejected
 - hanging shoulders, downcast glance
 - crossed arms and legs, shrugging
 - shy, fearful, gives in easily

TASK FOR INDIVIDUALS

EGO States Questionnaire



TRANSACTIONS



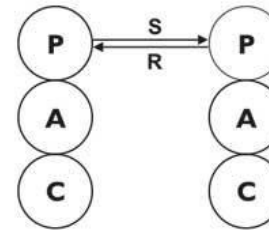
TA - complementary

Transactions Complementary (Parallel)

The response to the stimulus is appropriate and expected.
Communication is open and may continue.



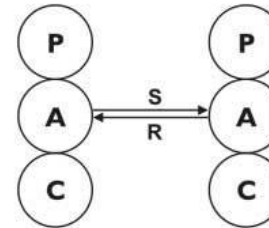
"Kids are lazy these days!"



"And they're all on drugs!"



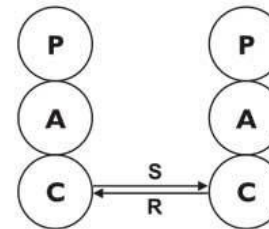
"Hi, how are you?"



"I'm fine thanks."



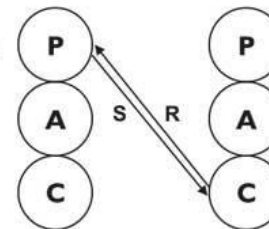
"I really like you!"



"I like you too!"



"Where's that report?"

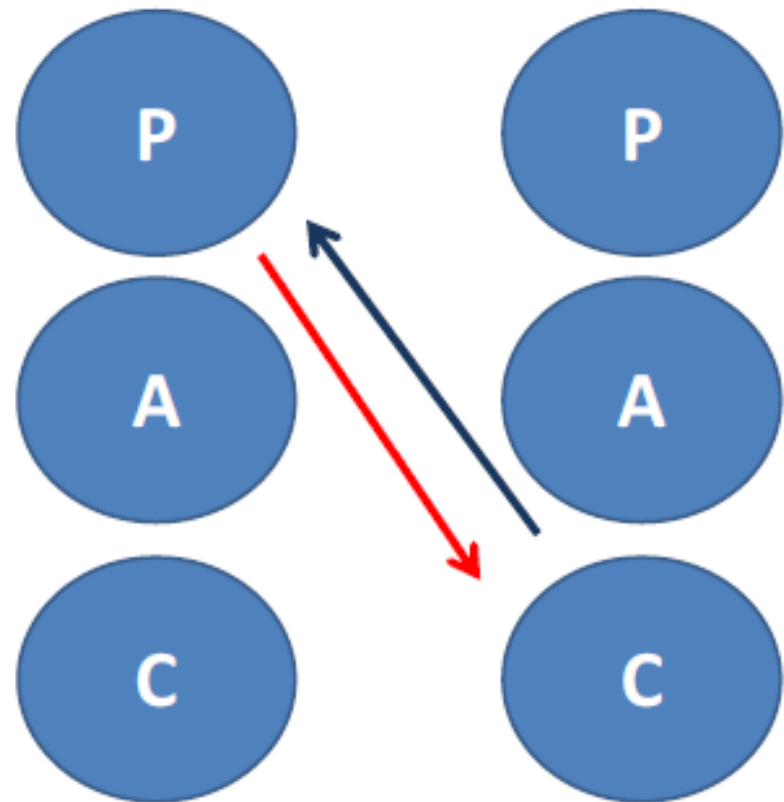


"I.. I.. I'm sorry. It's not finished."

Ref: Eric Berne (1975)

TA – complementary - examples -

PARENT TO CHILD



TA – complementary - examples -



TA – complementary - examples -

You have no concept of responsibility when it comes to completing tasks on time!

Oh shut up! If you took the trouble to listen when you were asked....



TA – complementary - examples -

You're so unreliable!
You promised you'd do
that work around the
house.

Go away! You're such a
nag!



TA – complementary - examples -

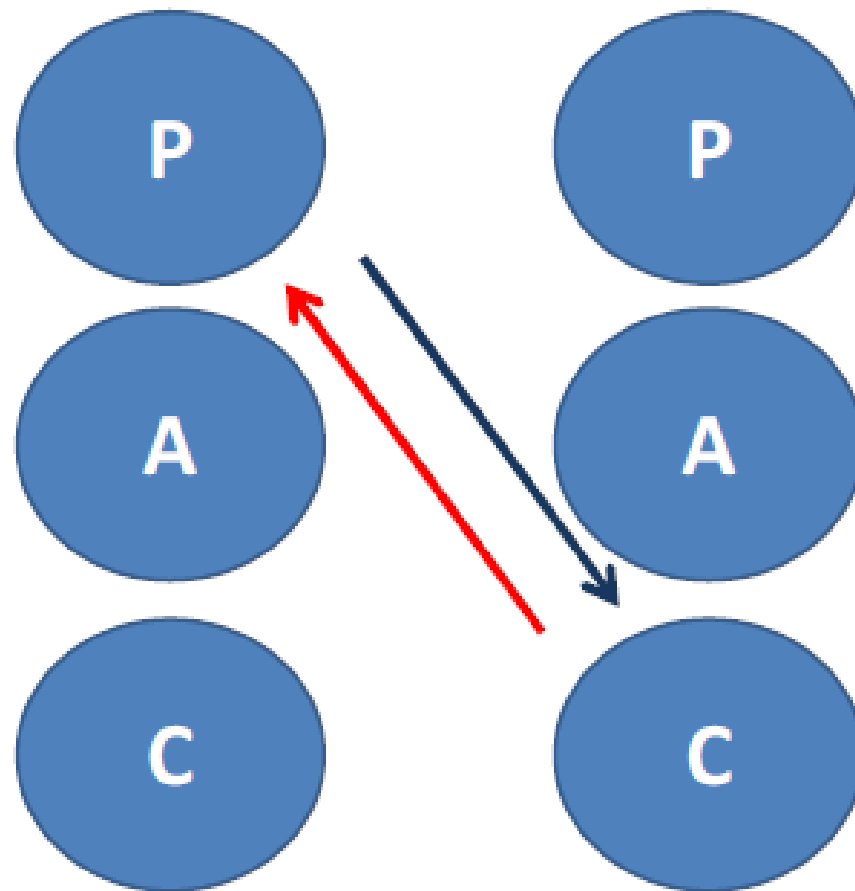
You need to get your priorities right! I'm sick and tired of your nonsense!

Blah, blah, blah! I'm not listening!



**TA –
complementary
- examples -**

CHILD TO PARENT



TA – complementary - examples -

I'm never going to
get this done today!

She's always picking on
me!

That's
unfair!

I always
seem to
mess things
up....



TA – complementary - examples -

This stupid
computer!



Don't worry, leave
it to me – I'll sort it
all out for you



Nurturing parent
"rescues" others

TA – complementary - examples -

This stupid
computer!



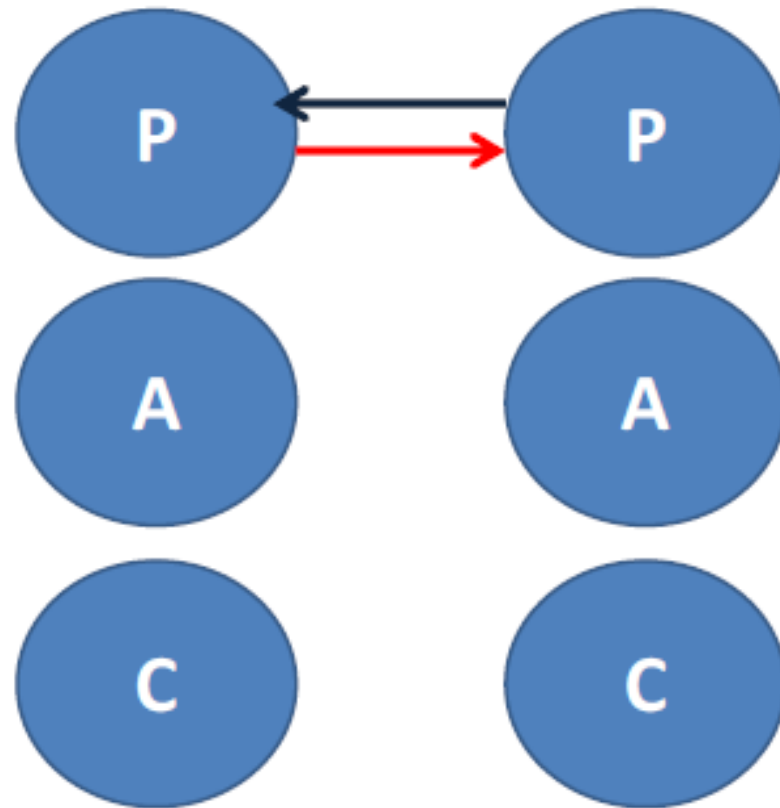
Just shut up and
get your work
done!



Critical parent

**TA –
complementary
- examples -**

PARENT TO PARENT

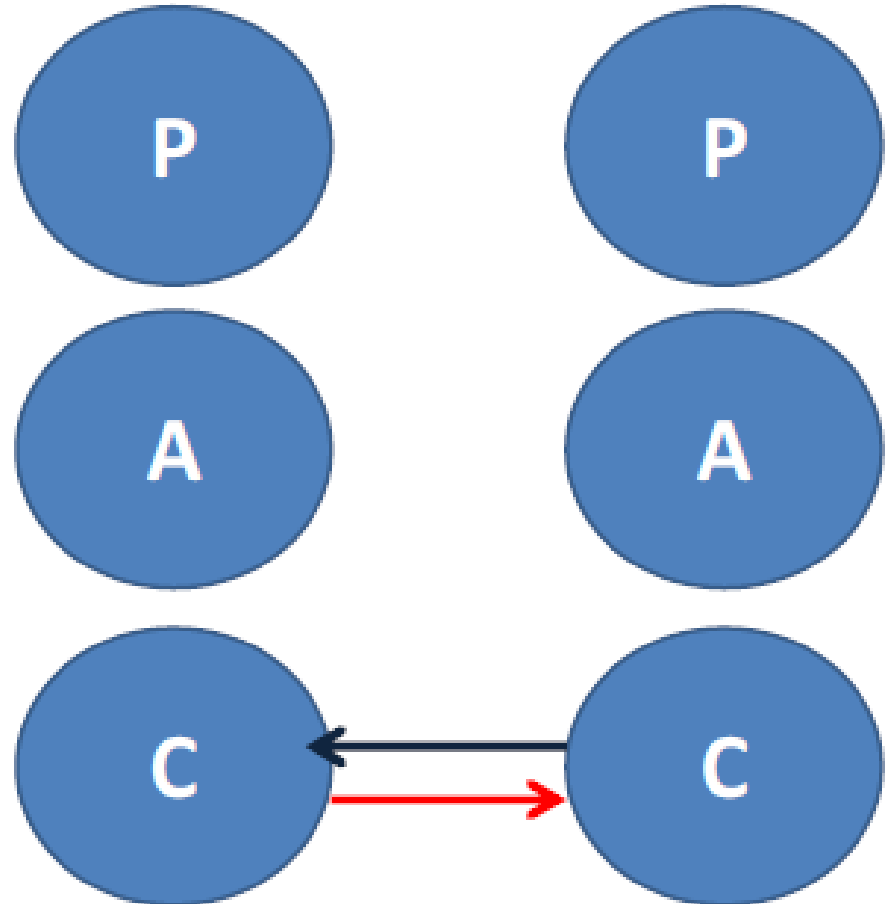


TA – complementary - examples -



TA – complementary - examples -

CHILD TO CHILD



TA – complementary - examples -

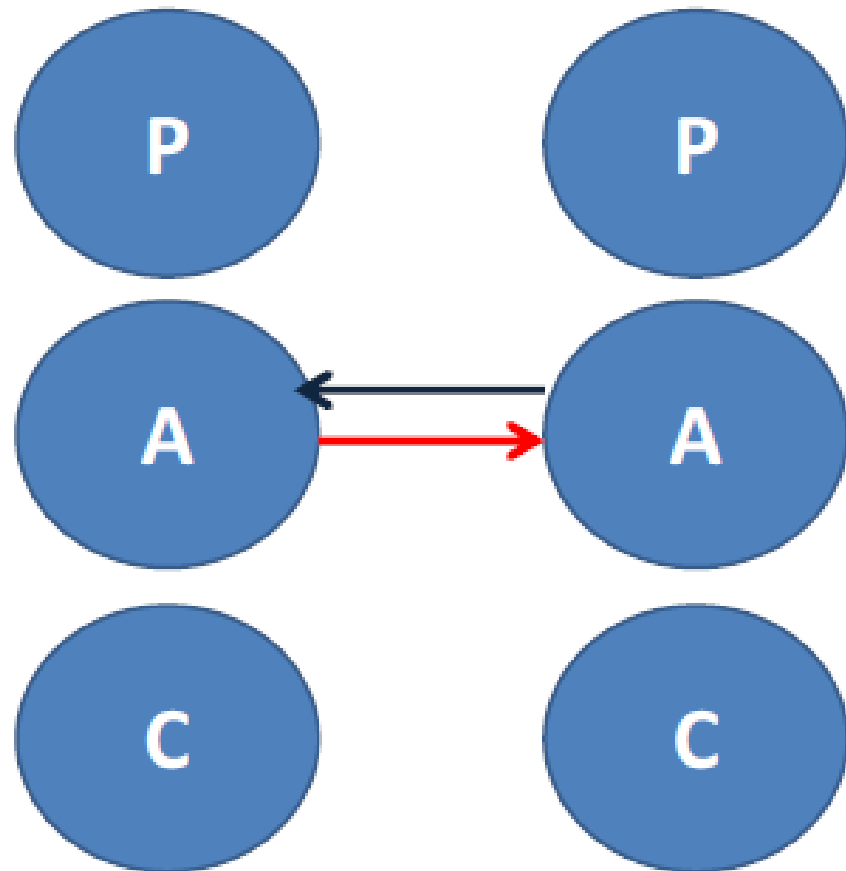
What the hell,
let's have
another drink!

Yeah! Let's have
a shooter with
it!



TA – complementary - examples -

ADULT TO ADULT



TA – complementary - examples -



TA – complementary - examples -

The sales figures are below target for the past three months

What could we do to improve sales?

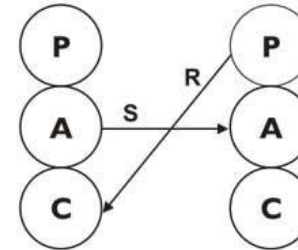


TA - crossed

Transactions - Crossed

The response to the stimulus is unexpected.
Communication breaks down or changes.

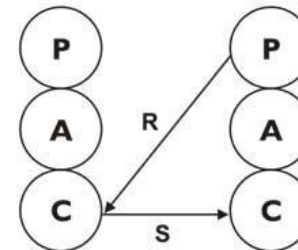
“What’s for dinner?”



“Stop bothering me!”

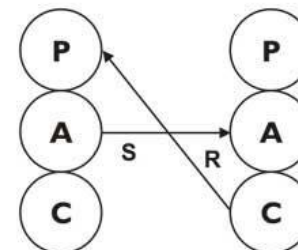


“Let’s have some fun!”



“Can’t you ever be serious?”

“Good morning. How are you?”



“I’m not feeling very well.”



Ref: Eric Berne (1975)

TA - ulterior

Transactions - Ulterior

An ulterior message is sent disguised as a socially acceptable stimulus.

“How did you like my report?”
(It wasn't very good, was it?)

“It was okay.”
(I didn't like it much.)

Duplex Transaction

“Would you like to come in for coffee?”
(I want to be alone with you.)

“Yes, I'd love some coffee.”
(I want to be alone with you, too.)

Duplex Transaction

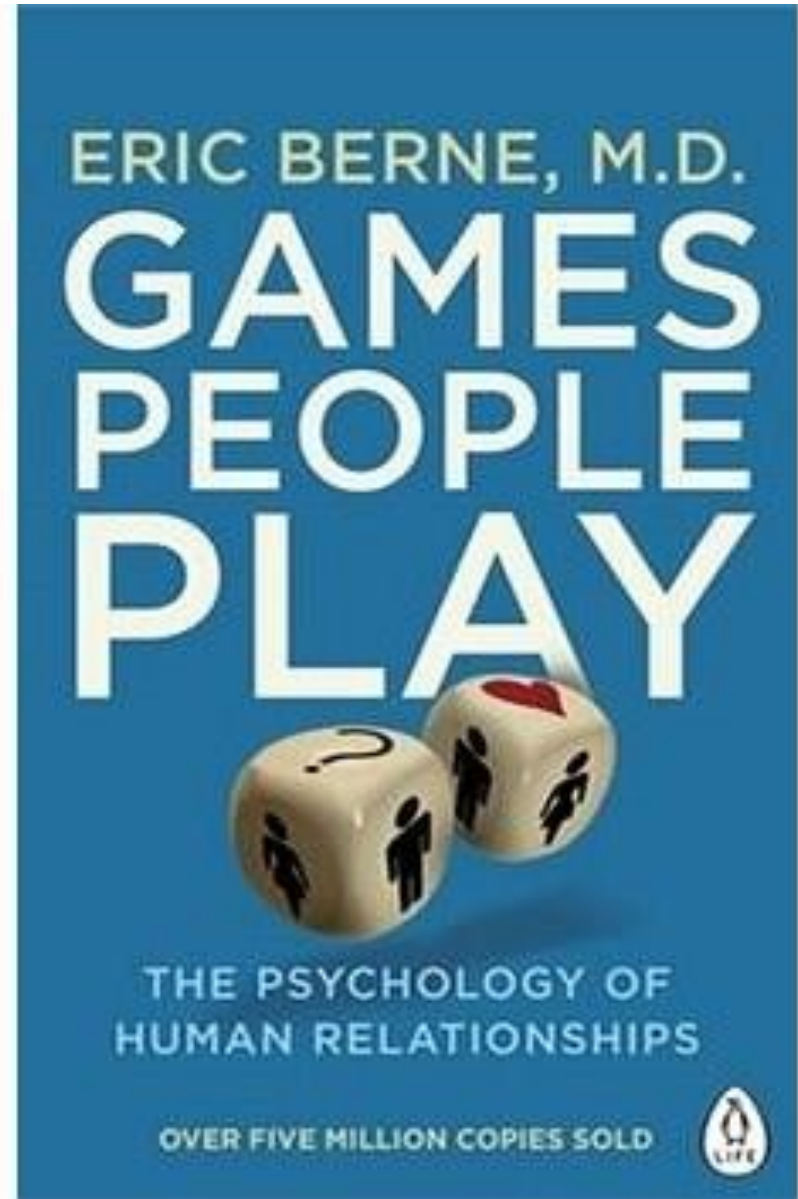
“This is our top item, but probably out of your budget.”
(I'll shame you into buying this.)

“I'll take it!”

Angular Transaction

Ref: Eric Berne (1975)

TA - ulterior - games -



Regardless of how we are
approached, our response should
always be in the adult

Invite people to move into Adult by:

Asking a question

Stating a few facts

Asking for their opinion

Asking for their preference

Asking for their view

THE NEED TO BE “OK”

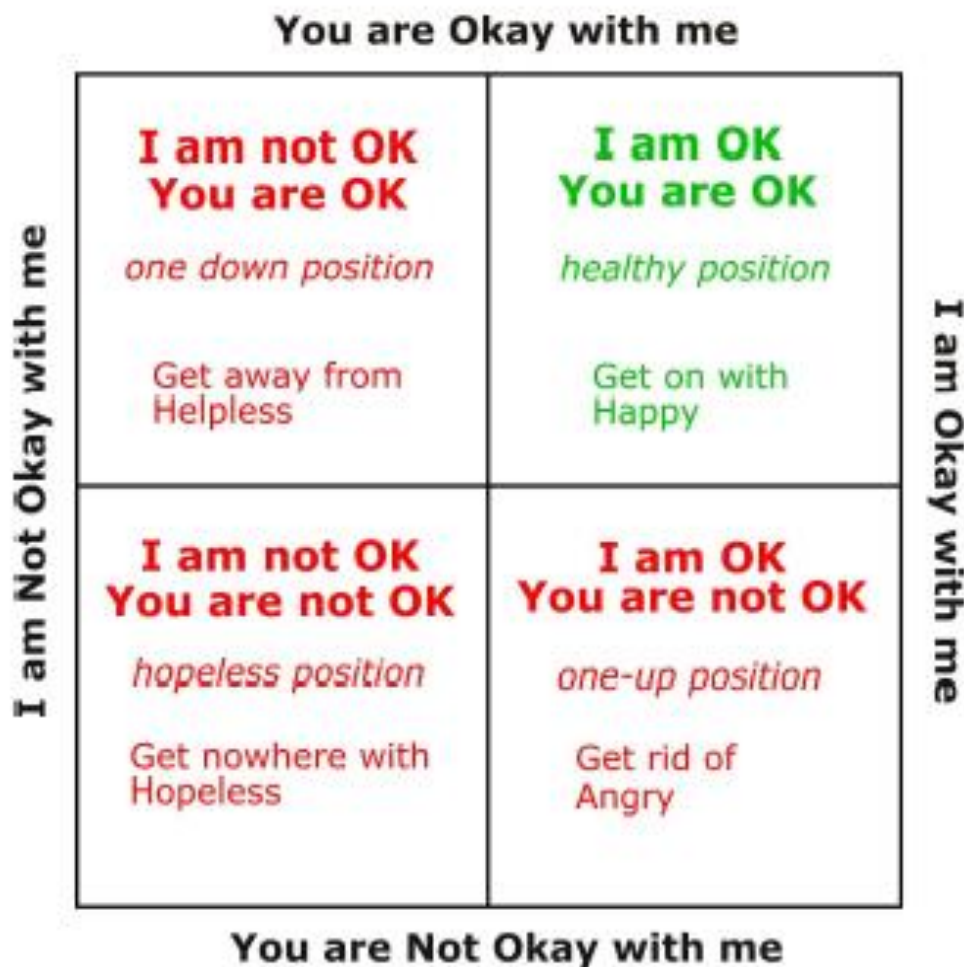
We are all born OK, with ourselves and with others.

Somehow though, life batters us, bombards us with all sorts of messages which seem to tell us that we are not OK.

These messages come initially from our first care-givers.

We get reinforcement in our not-OKness from peers, teachers, bosses and everyone with whom we come into contact

LIFE POSITIONS

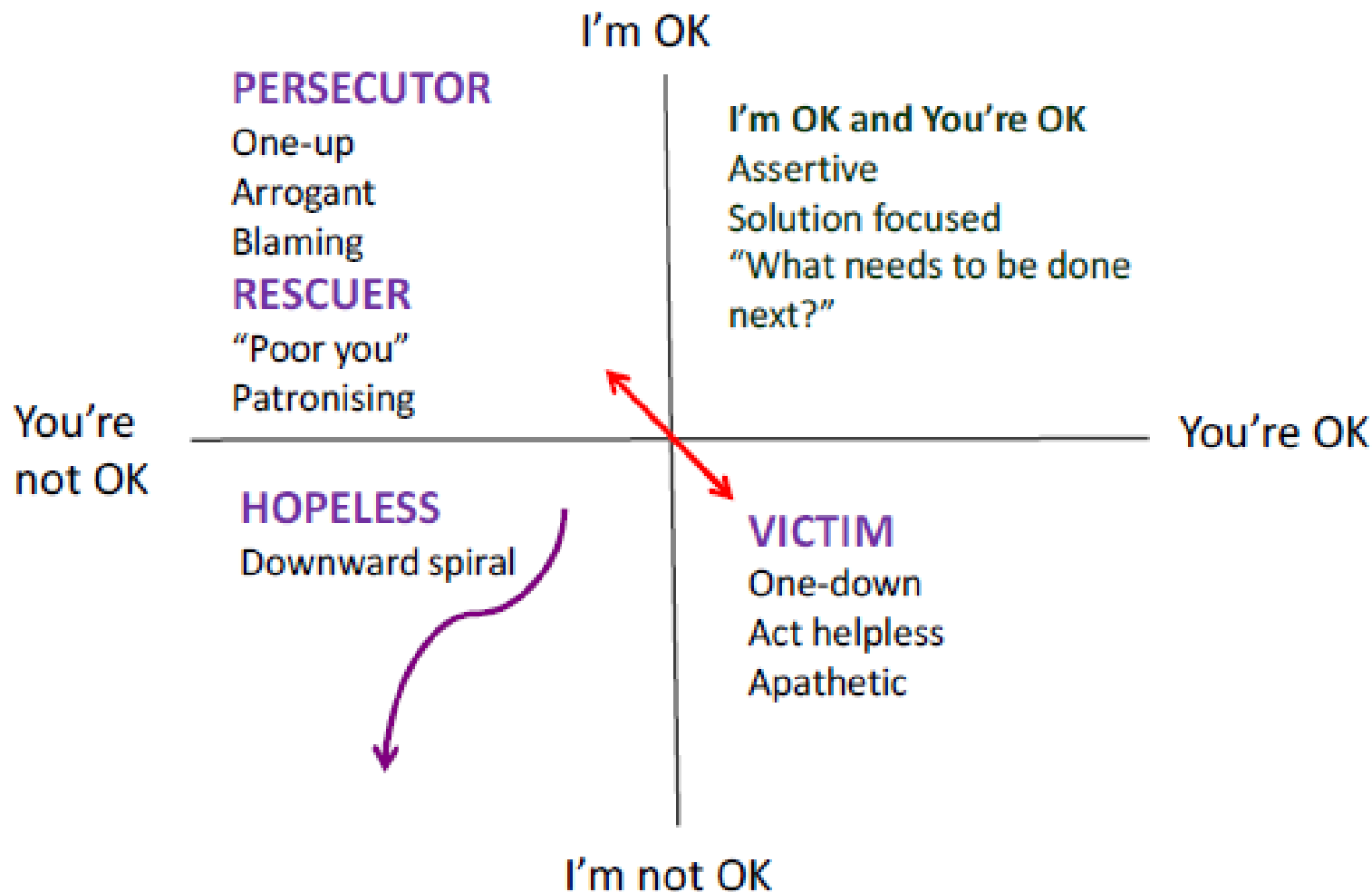


THE DRAMA TRIANGLE



Relationships that involve a set of scripted roles

IN RELATIONSHIPS...



SUMMARY VIDEOS

<https://www.youtube.com/watch?v=NfluXG8AN9Y>

https://www.youtube.com/watch?v=J_HCF1Tnwy8