

COMMUNICATION SKILLS FOR MANAGERS

4. TRANSACTIONAL ANALYSIS PRINCIPLE IN MANAGERIAL COMMUNICATION

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4. Definition of Transactional Analysis

- Transactional analysis is a psychotherapeutic direction dealing with communication in interpersonal relationships...in other words, the psychotherapeutic view of communication.
- Use and meaning of TA: among other things, to deal with emotionally challenging (often unclear) situations in important long-term relationships (in the family, at work).
- Goal of TA: healthy positive personality development so that personal attitude prevails:
 - I am OK;
 - You are OK.

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- A mature personality, according to TA, should further be able to:
 - spontaneous, natural, autonomous behavior and establishing intimate (trusting) relationships;
 - clear non-manipulative communication without established game patterns (see below);
 - to fully experience the present moment here and now;
 - to express one's own feelings intelligibly (clearly).
- Transactional analysis assumes a life plan (scenario) of an individual, created in early childhood on the basis of internal experiences and confrontation with external reality.
- From the unconscious level of Parent and Child, it influences daily decisions throughout life. If a person is under complete control of his life plan (his scenario), he remains in his role, unable to express himself spontaneously and creatively.
- TA contains 35 psychological games (in the sense that the initiator tries to influence his surroundings, or manipulate his surroundings).

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- Typology of transaction analysis games:
 - life (I'll try what society allows me; I'm still unlucky with partners);
 - marital (if you didn't ruin my life, I would...; see how I sacrifice myself?);
 - social (those at the top (e.g. politicians) are completely incompetent, it's terrible what's happening today);
 - sexual (play on a certain sexual minority);
 - in the underworld (trying to trick someone, cheat - this product is 100 % profitable);
 - in consulting rooms (I am sick; I need the best care; no one will help me);
 - harmless games (I will help others, give money to charity so that society respects me).

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- A common pattern for all games is "something goes wrong".
- The basis of each game is the social roles of the actors (so playing games is dependent on social roles), which are, for example:
 - parent;
 - descendant (child);
 - boss;
 - friend etc.
- Gameplay depends on:
 - who can afford what;
 - where he can afford what;
 - against whom he can afford what.
- Therefore, the principle of transactional analysis games is:
 - to know one's role;
 - to define one's role;
 - to want to achieve a different (better) role, etc.

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- Relationship of Transactional Analysis to Motivation:
 - Motivation for actions and experiences is explained in TA using the metaphor of three needs:
 - The need for structure – manifests itself in the need for structuring time and living space. The highest degree of structuring is supposed to protect us from fear of the unknown (fate, environment).
 - Need for position – is a tendency to stay in the same, busy life (work, social) positions, even if they are uncomfortable and unproductive (see OK states below). Positions can be determined by internalized life scenarios and reinforced by a social environment that expects responses of a certain type. Therefore, if we deviate too much from what others are used to in our behavior, we may encounter rejection reactions.
 - The need for stimuli - manifests itself by searching for "caresses" of the type that are satisfying for us. An urgent lack of stimuli (sensory deprivation) can lead the individual to hallucinations.

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- Approach OK - not OK:
 - It represents a belief in the presence or absence of a wide range of positive human qualities in oneself and others.
 - These features include, for example:
 - belief in one's own abilities and the abilities of other individuals;
 - good intentions;
 - independent, critical thinking;
 - accurate perception of the surrounding reality.

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- Approach OK - not OK:
 - In this concept, it is assumed that, based on the above-mentioned experiences from early childhood, we are in one of four possible basic relational settings:
 - I'm not Ok and you're Ok:
 - reduced self-esteem and self-doubt;
 - the prevailing feeling of being surrounded by people who are smarter, more capable and more successful;
 - the need for recognition, support and encouragement from others (otherwise, the individual suffers from feelings of insecurity and anxiety in contact with others).
 - I'm Ok and you're not Ok.
 - high self-confidence and the feeling that the individual knows, can and manages everything better than others;
 - he is not very interested in other people, their opinions and experiences, because they have nothing to enrich him;
 - he only discusses with selected people, rather commands and criticizes.

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- Approach OK - not OK:
 - In this concept, it is assumed that, based on the above-mentioned experiences from early childhood, we are in one of four possible basic relational settings:
 - I'm not Ok and you're not Ok.
 - bad feelings about oneself (everything is wrong, nothing is worthwhile);
 - feelings that he is surrounded by people who are just as bad as he is (he does not like himself or anyone else);
 - If someone wants to support him, he refuses because it has no value anyway (nothing is worth anything)
 - unwillingness to do anything because everything will go wrong.
 - I'm Ok and you're Ok.
 - the individual feels important, valuable and satisfied with himself;
 - he perceives himself surrounded by good people who are worth listening to;
 - everything is as it should be and if it is not, it is possible to learn from it and do it better next time;
 - good relations with other people and it suits him;
 - considers his life important and meaningful.

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- Approach OK - not OK:
 - Three assumptions:
 - every person must be in at least one status at some point;
 - a person at least temporarily occurs in each status (gradually).
 - under certain circumstances, a person can be in several statuses at the same time, depending on the environment and context.

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- How we feel is based on all these characteristics described above:
 - ourselves;
 - in a society of other people.
- How we feel about ourselves and in a society of other people affects the basis of our communication, i.e. how we communicate:
 - with other individuals;
 - with ourselves (inner speech).
- We use inner speech very often, but we are not always aware of it.
- Inner speech can take the form of:
 - monologue;
 - dialogue.

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- Our inner monologues or dialogues usually concern some emotionally tinged situations, e.g. when:
 - we encourage ourselves (I can take it, I'll give it, I've got it...);
 - we praise ourselves (I did well, I gave a great performance...);
 - reprimanding ourselves (I'm lame, I'm incompetent...);
 - we convince ourselves (I don't feel like it, but I have to do it, I have to go...);
 - describing out loud what we're doing (turning off the gas, locking the door and putting the key in my left pocket...);
 - we have an internal dialogue that has already taken place;
 - preparing for a conversation that is yet to take place;
 - imagining how we are (not) handling an activity that is important to us.
- Key idea: one possible way to boost our own confidence is to become more in control of (aware of) our inner speech, especially reducing the amount of inner criticism and reinforcing inner appreciation and praise.

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- Inner speech is also related to the phenomenon of self-fulfilling prophecy (if we keep repeating a "fixed" idea, it tends to come true).
- It's not about mysticism or mystery, but about the fact that we tend to end up doing what we suggest to ourselves for a long time - two contradictory examples:
 - If you go out in public with two cups of coffee and two saucers and keep repeating to yourself "just don't let me drop it, that would be embarrassing", you are very likely to drop the cups;
 - or conversely, phrases like "I did my best, I couldn't have done more, I'm well prepared and therefore I'll be successful today" increase your chances of success.

Thank You for Your
attention