

Cherkassy 2019 – Welcome!

Modern Transactional Analysis in Practice



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Current Topics

- Major change in organizations in the direction of agility.
- TA as an excellent way to support responsibility and competence because of its relational base.

The Organizational Field

TA for Organizations:

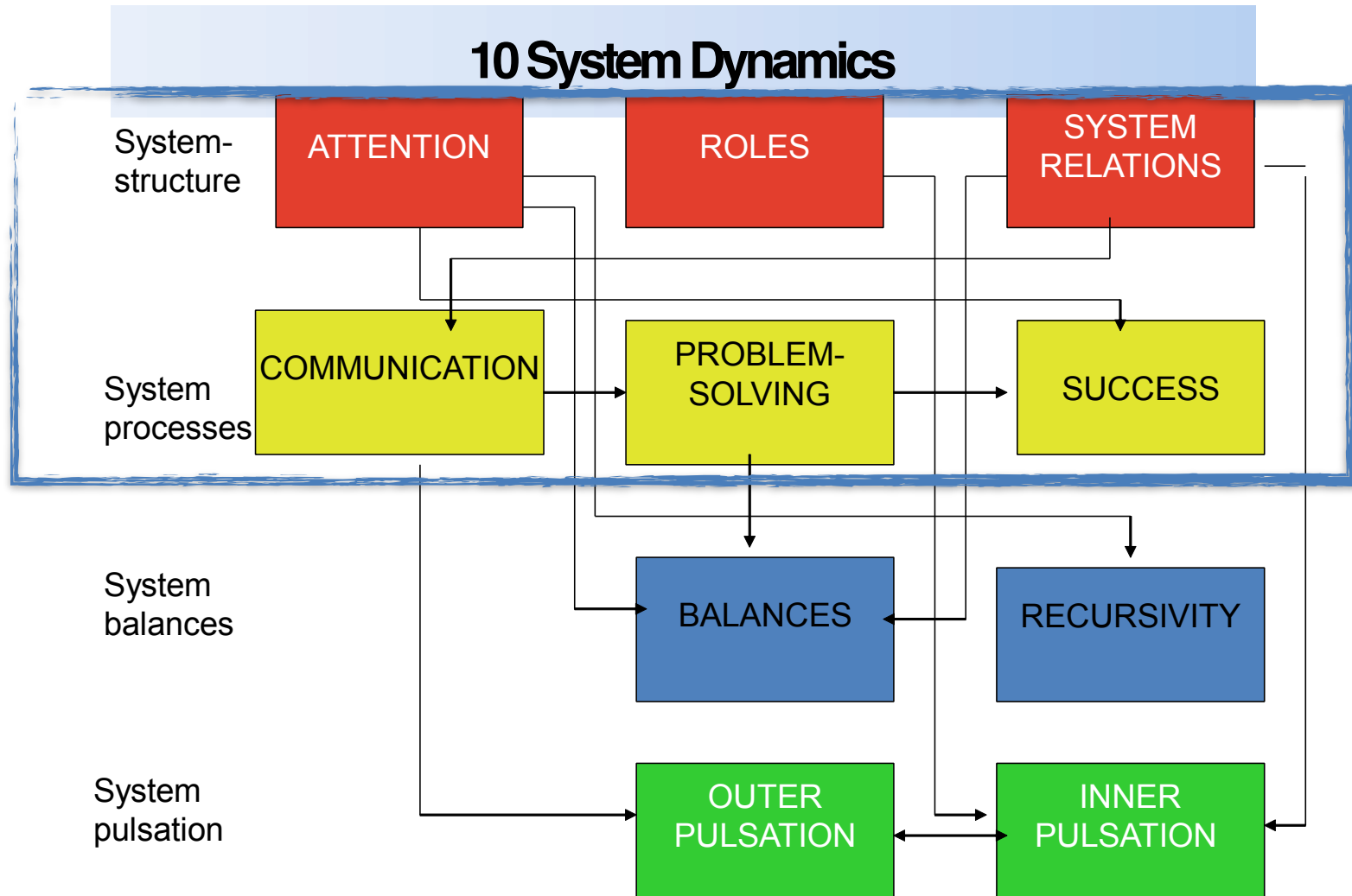
Berne, 1963; Fox, 1975; Hay, 1992; Schmid 2004; Mountain & Davidson, 2005; Balling 2005; Mohr & Steinert, 2006; Mohr 2006; Vergonnejeanne, 2010.

Current organizational research question:

- What are good „**configurations**“ = **combinations of variables**, that lead to the success of an organization (Fiss, 2007, AoMJ)?
- „**equifinality**“: *some ways lead to Rome*



System Dynamics as variables



Example: Multilevelcoaching and Shadowing

- British daughter of a German company
- „Treatment“ History: After leadership trainings, without effect, the idea of a support in the factory.
- **„Shadowing“** –
Coaching with process regarding and immediate feedback



Attention ... Constructions of Reality

- **Naive hypotheses**

- **1. cultural:** Englishmen work/are different. Less sophisticated training system. Lower work motivation.

- *What is the benefit of the hypothesis?*

- **2. Individually centered („He **IS** this way“):**

- *often „Fundamental attribution mistake“*

- **Supportive hypotheses**

- **Context:** Backgrounds

- **Capable of being influenced**

- Behaviour

- **Interconnectedness:** interrelation

-



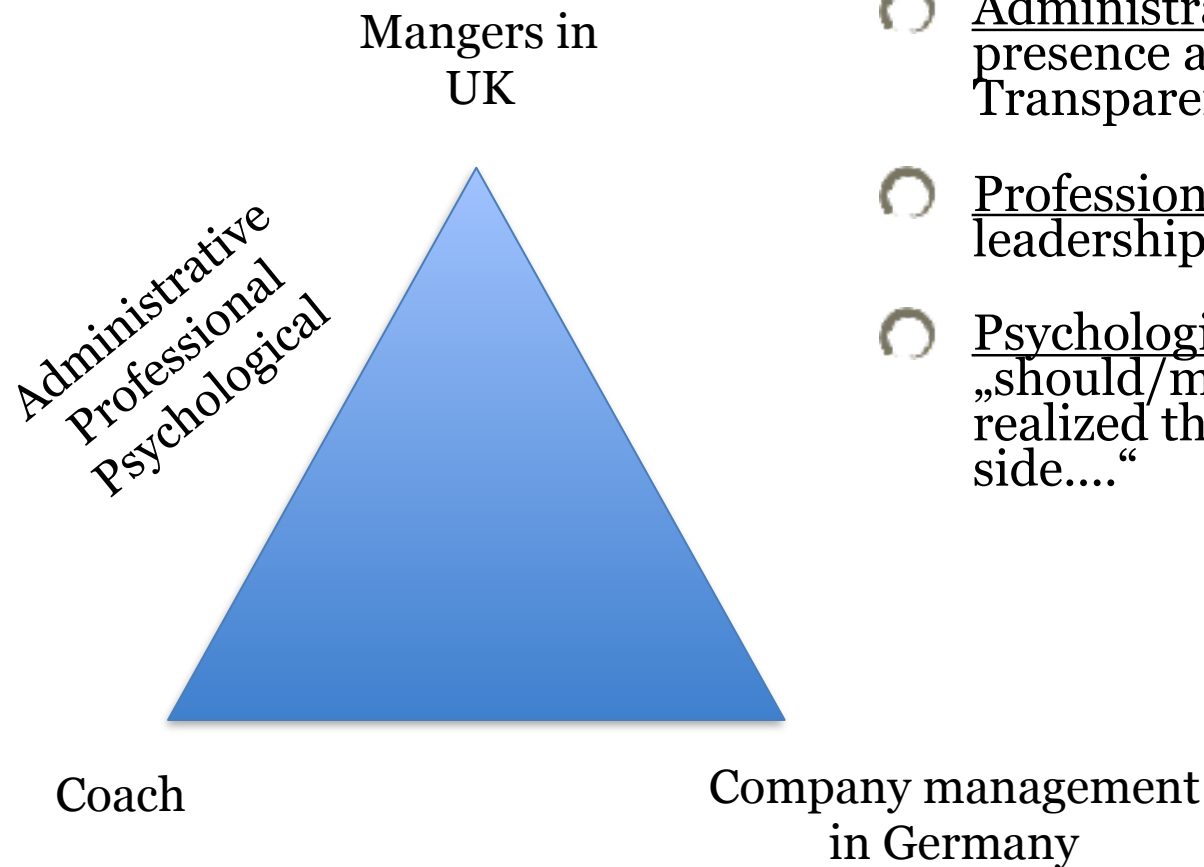
Lit.: Schmid, B. /Veith, T., Weidner, I.: Kollegiale Beratung

Role: „The observer and the system“ (Self check of the Coach)

- Development – Essence – Integration
- Interest in people
- Humor
- Groundedness
- Caring for resources
- Generosity



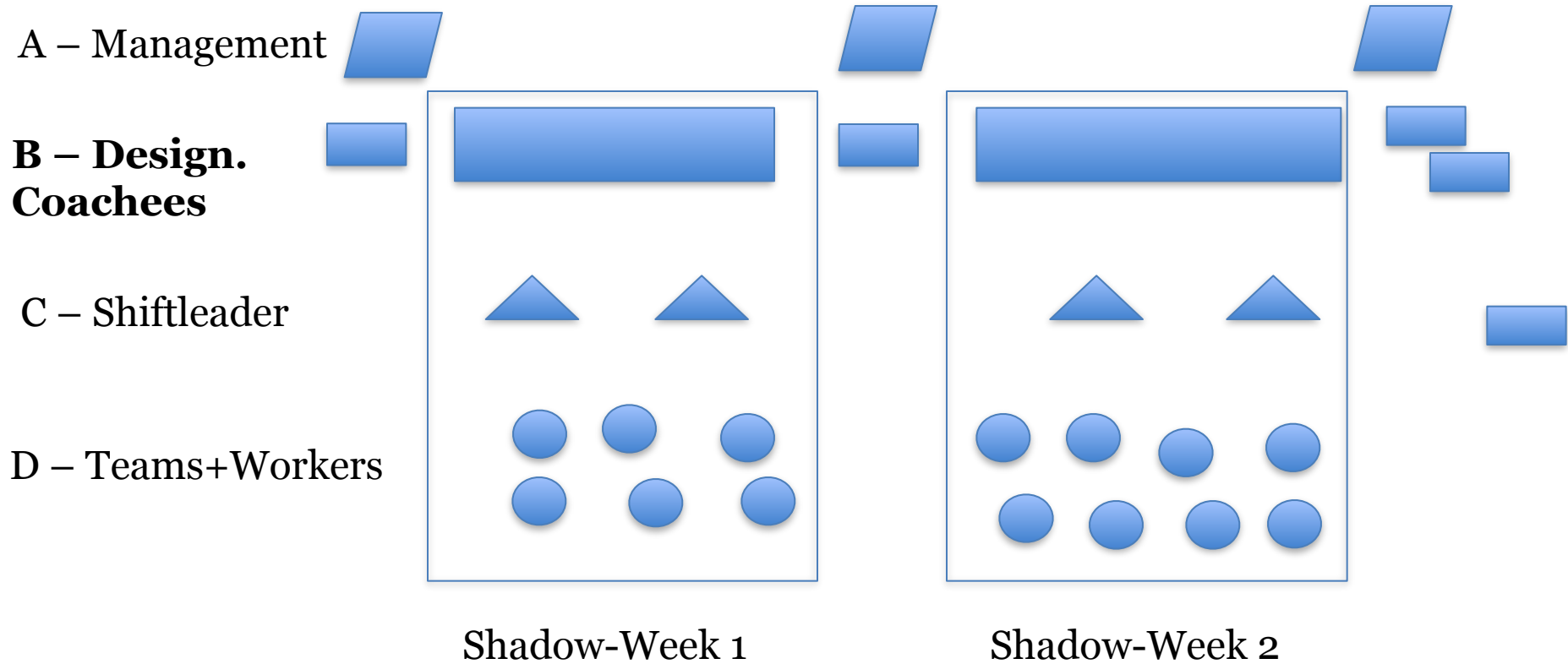
Relationship: Three cornered “contract“



Contract levels / Berne (1966)

- Administrative: whole days, presence around the clock, Transparency for all
- Professional: Development of leadership competencies
- Psychological: From the „should/must“ to „will“. „As we realized that you are on our side....“

Interventions on four organisational levels with different contracts



Relationship in the process

TA basic ideas

- „Recognition“
- „Developmental optimism“
- „Realistic“
- „Systemic“

(Mohr, G.: Individual and Organizational TA for the 21 century, 2011)



The „First Transaction“ (Intervention that makes a difference)

- „What are you proud of in your work?“
- „If you show the factory to your little boy.....“

Shadow-Coaching 2 x 3 days

Day start coaching – day contract

Intervention fields in a day:

- Delegation and responsibility: Accompanying factory round walk
- Solution talks: in meetings with „employees with difficulties“
- Reflecting about incidents: Maintenance problems
 - Always at weekends
- Conflict mediation between the engineers – „I will go, if this guy stays“
 - Mediation by the factory managers
- Attitude: Resigning of a Polish worker – reaction?

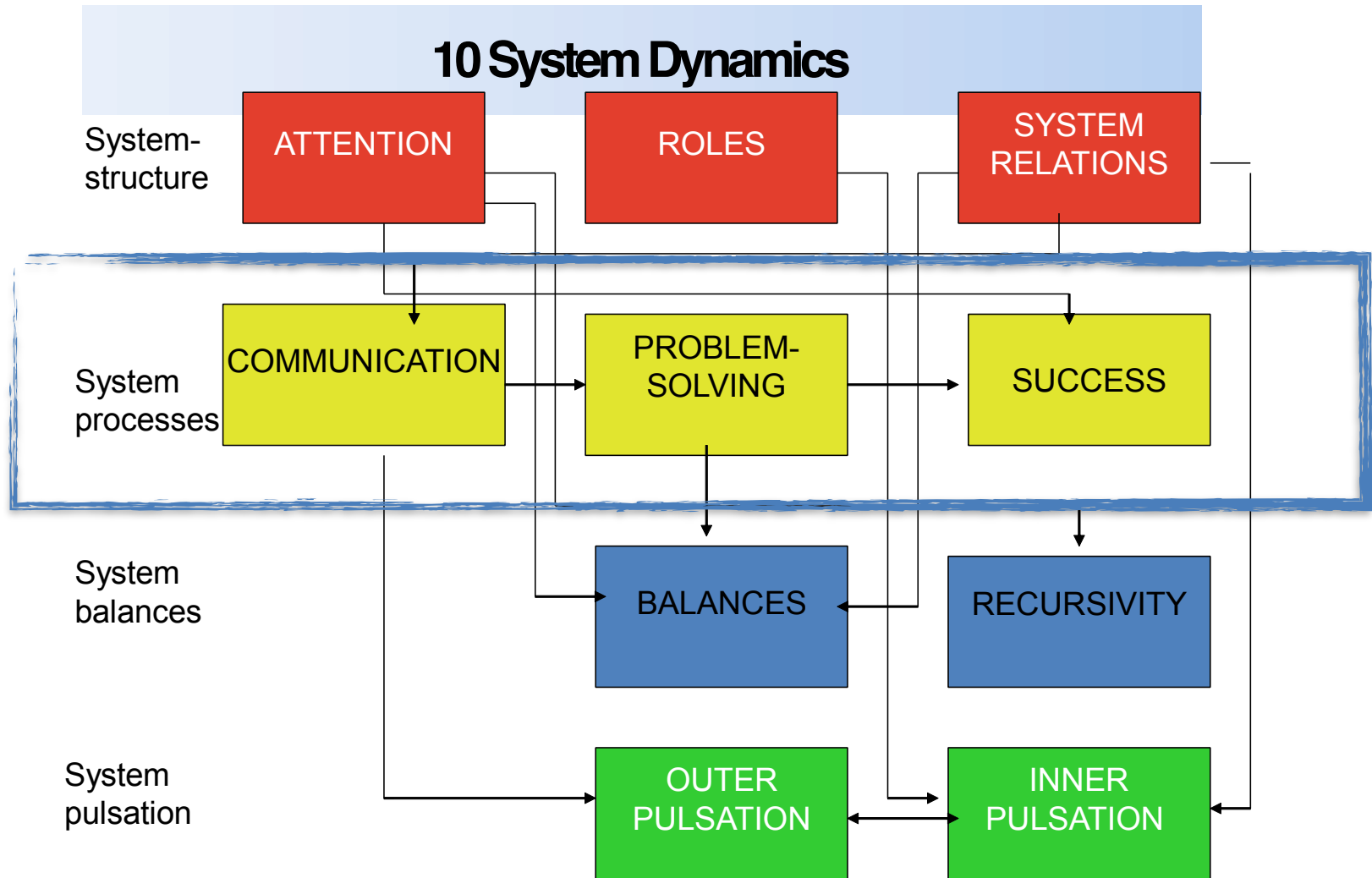
Evening - Coaching – What Impulses? Which insights?

Completing, flanking „interventions“



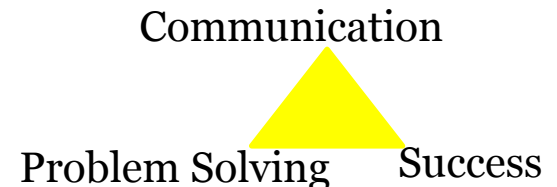
- Eating in the workers canteen
- Walking the factory round on my own
- Being in Morning meeting of engineers
- Interview + Feedback - Shiftleader1
„I m a plotter, not a talker.“
- Interview - Shiftleader 2 „The engine is like a Formula 1 car, if we drive it up it sounds like that.“
- Interview - Shiftleader 3: „I want the job of Richard!“
- Talking to engineers
- Shiftmeeting (14.00, after 8 h work)

Systemic Organizational Analysis



Dynamics of Communication

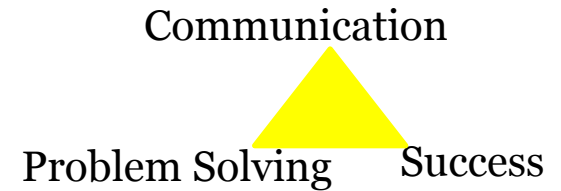
- the patterns that characterize communication in an organization. **Example: How are the transactions? How is the language?**
- What are typical transactions?



Example for an intervention in communication

- Confronting language world
„bad housekeeping“ vs. „German order“
 - „Housekeeping“ – less masculine
- What are the real points?
 1. Machine time,
 2. Health & Safety,
 3. less customer complaints

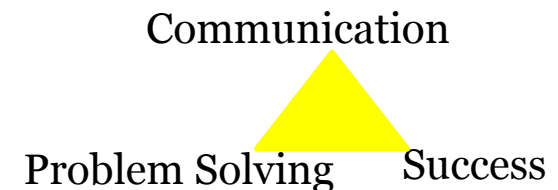
Dynamics of Problem Solving



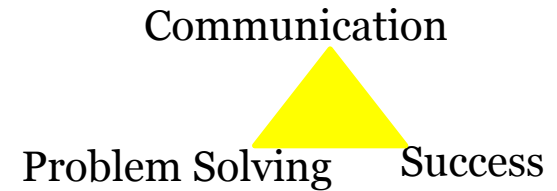
- the patterns that characterize problem solving in an organization.
- Example - Hay's "Working styles" connected with Schmid's counterdrivers
 1. Be perfect - Don't care about anything
 2. Be strong situation - Express feelings in every
 3. Try hard - Avoid any effort
 4. Hurry up - Shift everything to tomorrow
 5. Please me - Only think about yourself

Example for intervention

- Using pictures
- Picture walls in the company from „negative“ to „positive“
- No „German“ pictures, but from Poland,...
- The Quiz: Differentiate positive a. negative pictures



Success Risk Patterns



- Almost ...
enough” “if this works tolerably, it should be
- Until...
then...” “only until this gets noticed elsewhere,
- Always ...
stuck with “whenever I call attention to this, I get
it for ever”
- Never “it never worked for us so far”
- After ...
after we are “this will catch somebody’s eyes only
gone”
- Open end “we have no plans any more”



Support by SCISOA results

(SCoring Instrument for Systemic Organizational Analysis)

1. Richard - total scoring: 66 % on average in six dimensions - usual score für industrial companies.

- Highest scored dimension: **success** with 89 %,
- Lowest: **relationship** with 49 %

2. Wayne – total scoring: 66 % on average in six dimensions.

- Highest scored dimension:
- **communication** with 89 %,
- Lowest: **roles** with 40 %.



Development ?

- Cautious Call: Has anything happened?
- **„You have healing hands, you healed the machine.“**
- What helped?
- Hypotheses:
 - Quality of repair/maintenance improved
 - Roles clarified/ communication more efficient
 - Attention focus at essential points
- Fortune (z.B. difficult employee situations improved)

Shadow Coaching 2 - Consolidation

Day 1: Exploration – Reasons for progress?

Day 2: in the morning a severe incident

- severe accounting mistake with direct consequences

- German „Abmahnung“ vs. engl. talk?

Analysis + Talk + „Abmahnung“

Day 3: Relief – How can the path be held?

Prevention of relapses

What is TA in it?

1. Working with transactions
2. Radical respect for the people
3. Considering systemic connections
4. Identifying patterns
5. Using models, lists, visualization
6. Experimental action
7. Confronting discounts, symbiosis, games, ...
8. Confronting frames of reference
9. Supporting needs for recognition, structure and stimulation
10. Supporting Adult-Adult-Relationship

Literature

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