

# London 2018 – Welcome!

## **Dynamic Organizational Analysis**



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# The Organizational Field

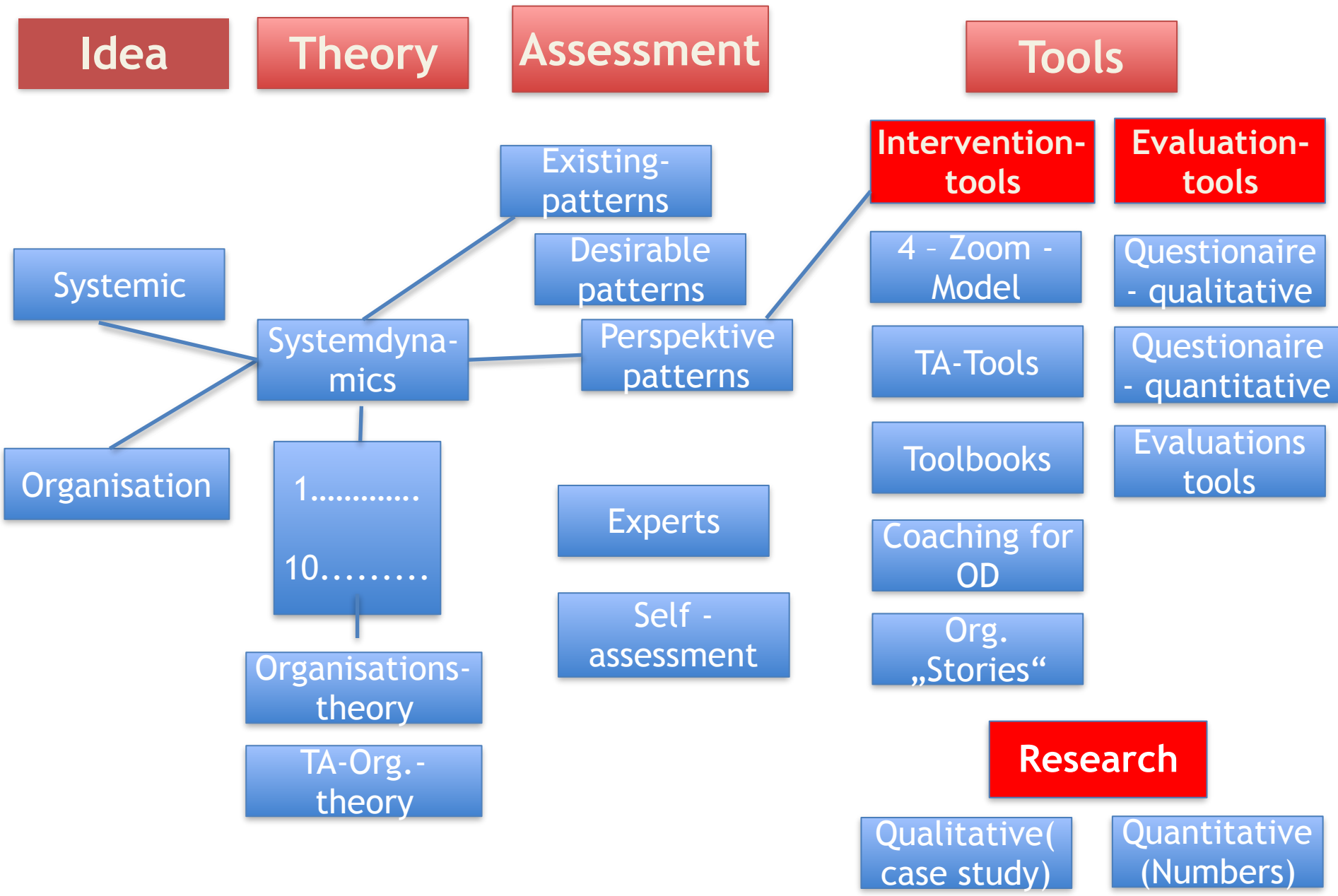
## **TA *for* Organizations**

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

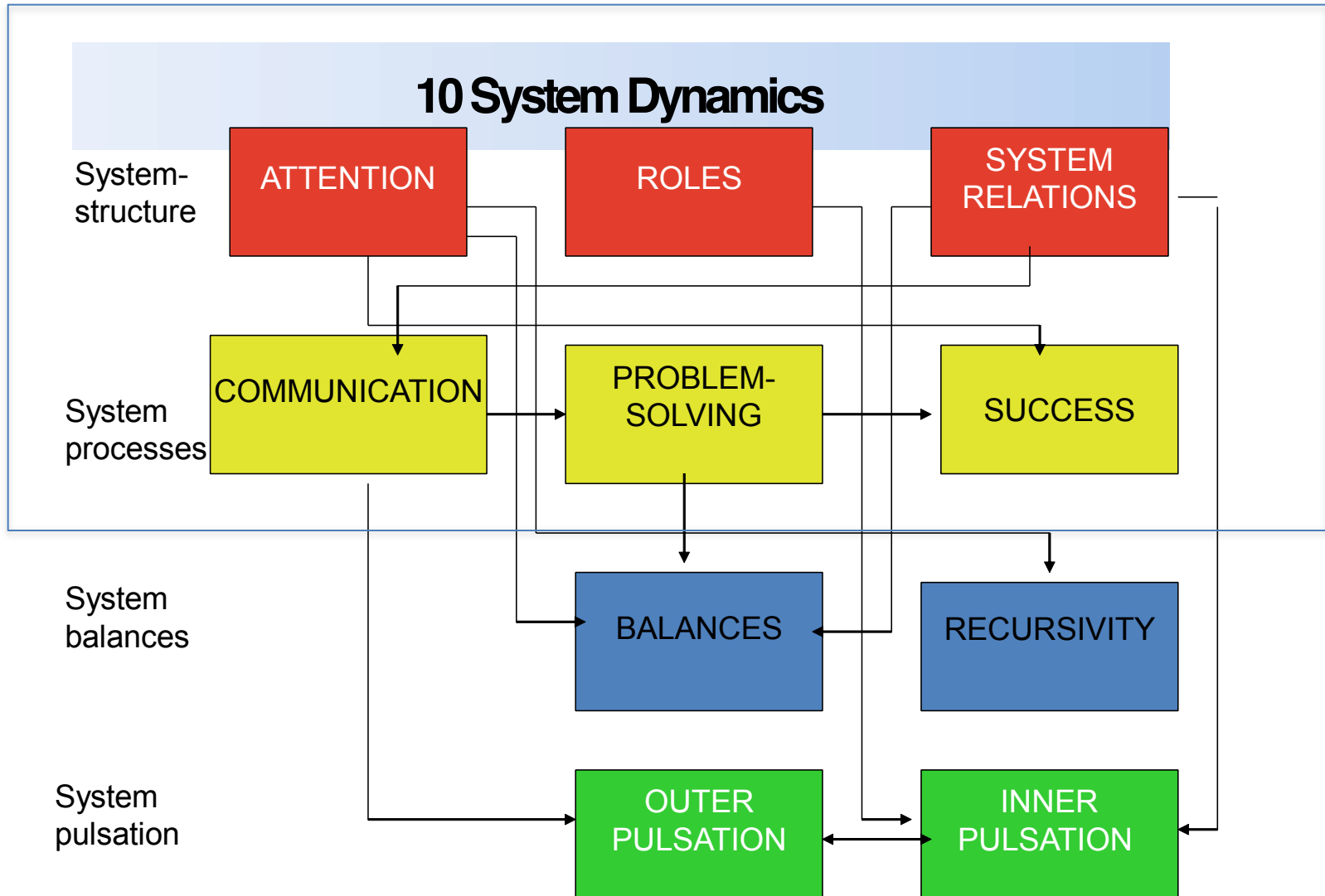
**Non-TA-organizational theory:** P. Senge, St. Beer, N. Luhmann, M. Schwaninger.

## **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*



# Systemic Organizational Analysis



# Examples for creation of certain items

## **Dynamics of attention - Item 1**

„To what extent is clear official objective of the organizational unit currently expressed?

TA-Theory: contract theory, a clear goal and objective is positive for success and orientation (Berne, 1961)

Non-TA-Theory: Locke

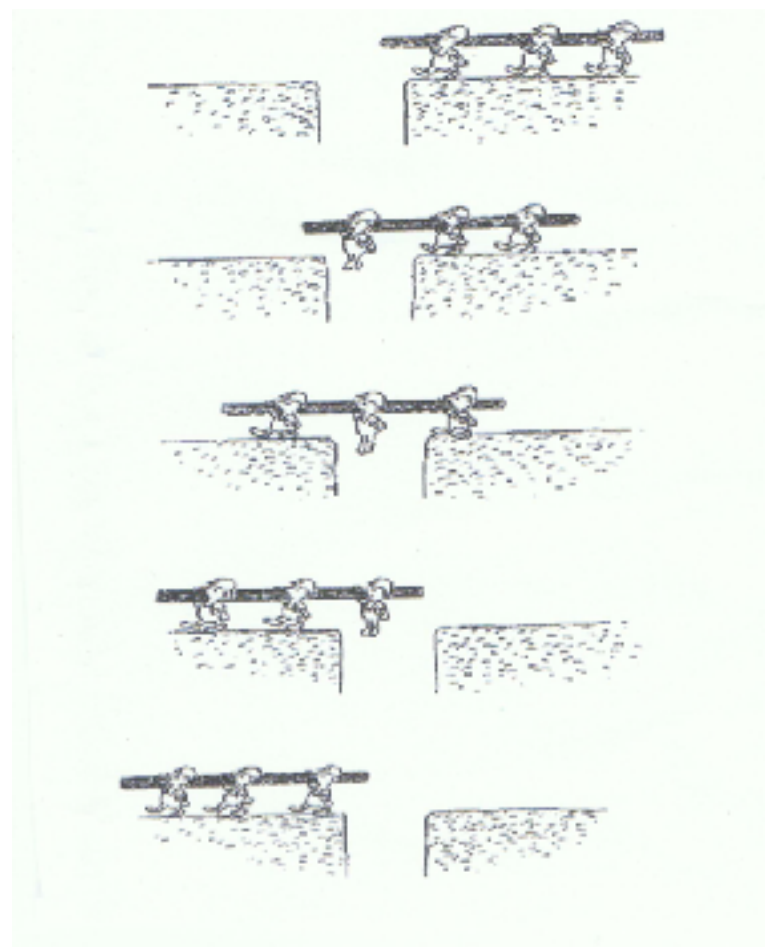
## **Dynamics of roles - Item 8**

„To what extent are the roles in the system transparent and clear?“

TA-Theory: precision and clarity of roles (Schmid, 2006)

Non-TA-Theory: Luhmann

# System Relationships



# Examples for creation of certain items

## **Dynamics of Relationships - Item 16**

„To what extent are all roles appreciated within the organization“

TA-theory: accounting, no discounting (Schiff, 1975; Hay, 2006),  
ok.-o.k.-Relationship (Harris, 1973)

Non-TA-theory: Luhmann

## **Dynamics of communication - Item 24**

„To what extent are openness and authenticity in communication possible?“

TA-theory: Autonomy in organizations (Allinger, pers. Comm.)

Non-TA-theory: Bateson

# Examples for creation of certain items

## **Dynamics of problem solving - Item 35**

„To what extent are efficient procedures used for problem-solving“

TA-theory: Accounting/discounting of personal problem solving

Non-TA-theory: Schwaninger

## **Dynamics of success - Item**

„To what extent are patterns preventing success consequently tackled?“

TA-theory: Script process patterns like almost, never, until...

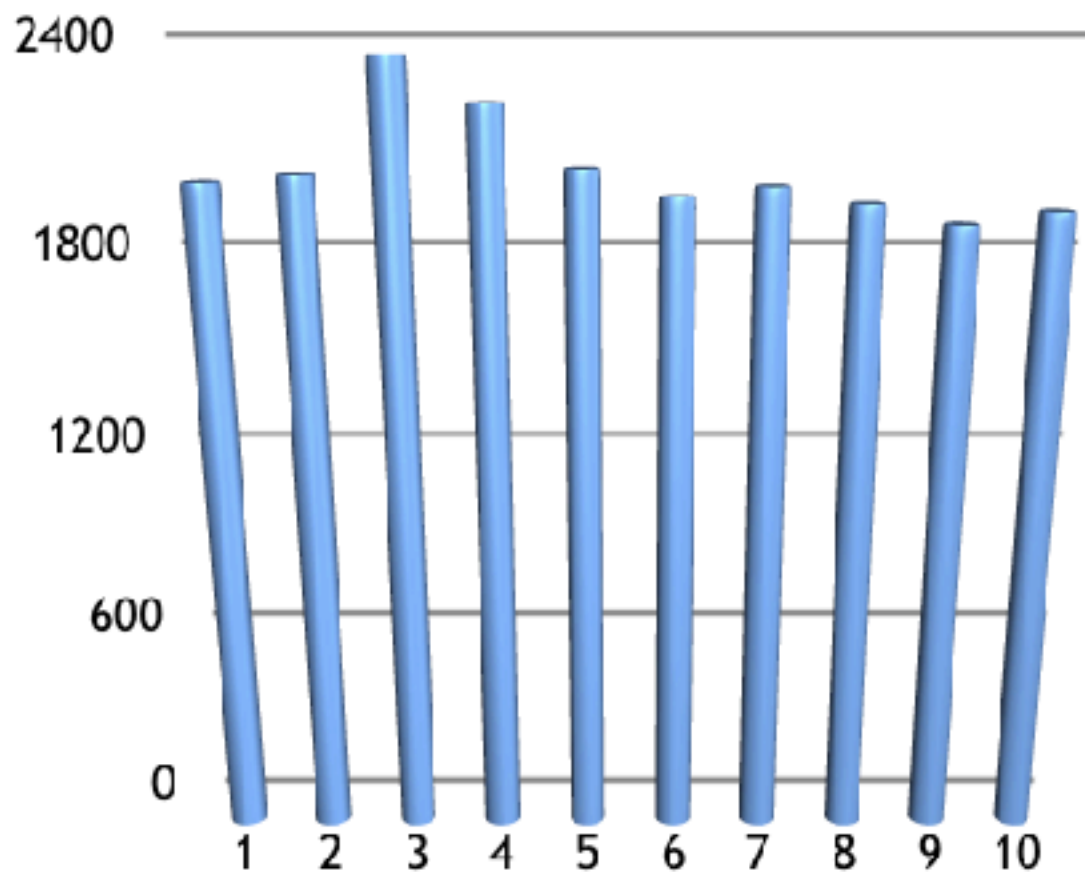
(Berne, 1972)

Non-TA-theory: .....



# The ten system dynamics in the group in total

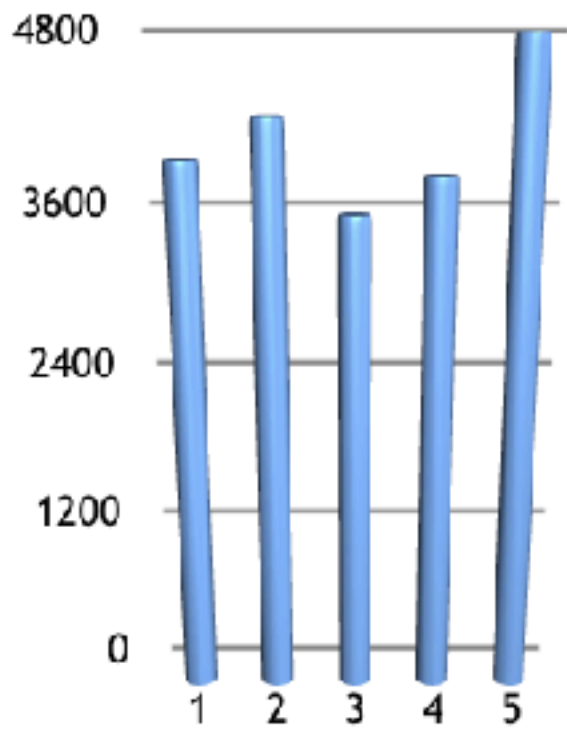
2000 2020 2350 2220 2040 1960 1990 1940 1880 1920





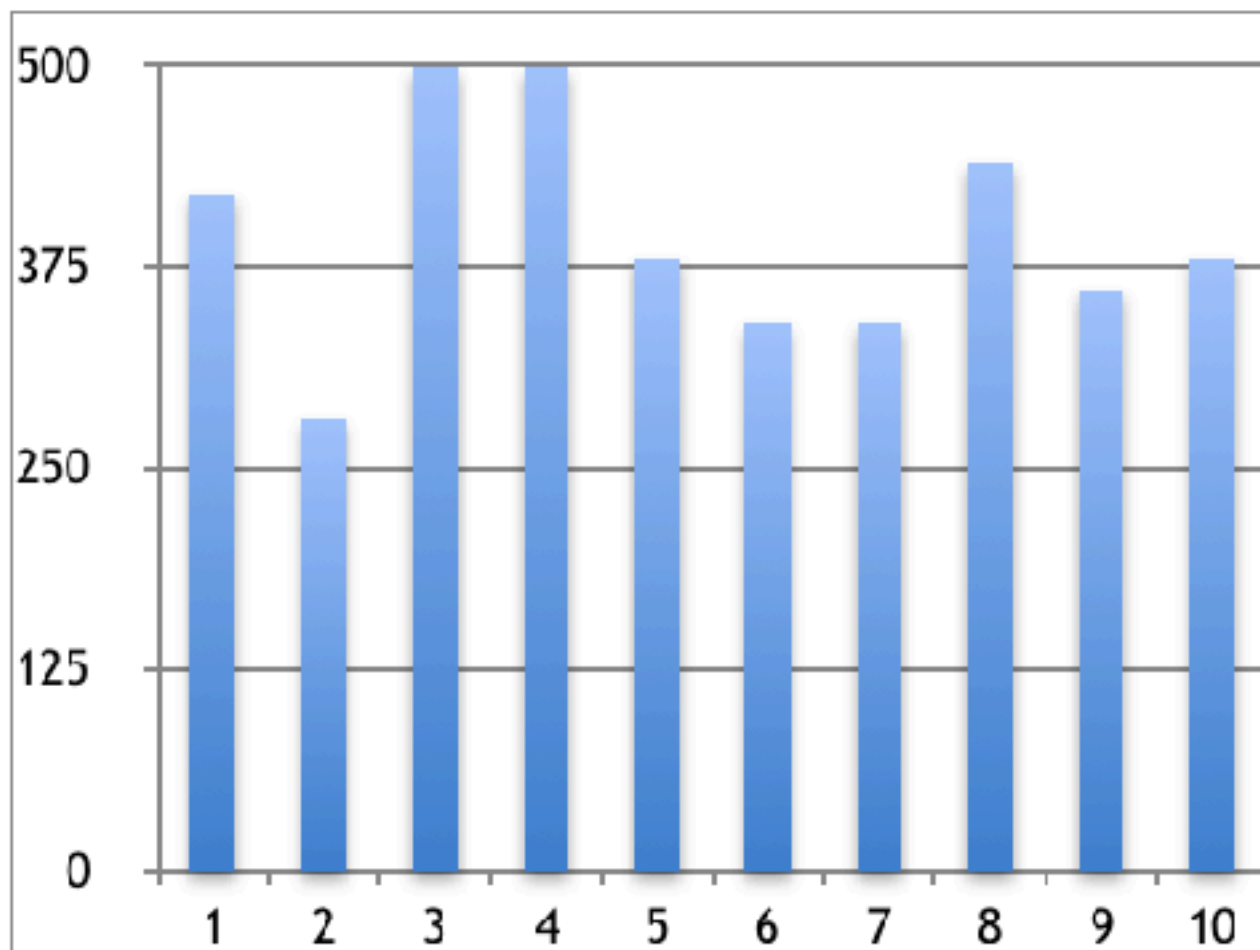
# The system dynamics of the five single persons in total

3940 4230 3570 3840 4780



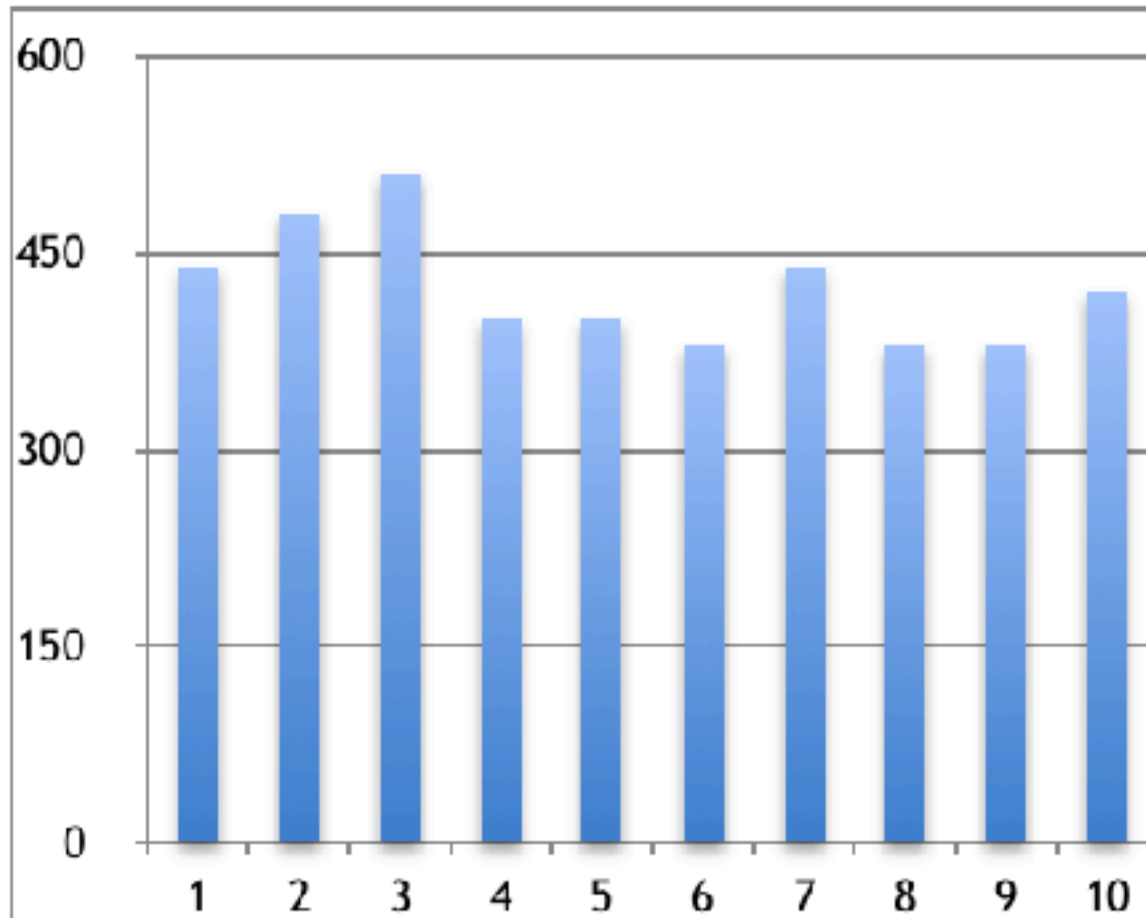
# Person 1

420 280 500 500 380 340 340 440 360 380



## Person 2

440 480 510 400 400 380 440 380 380 420



# Example:

## Britisch daughter of a German company

- „Treatment“ History: After leadership trainings, without effect, the idea of a support in the factory.
- „Shadow“-Coaching -
  - Immediate feedback and process regarding



# Example: SCISOA results

(SCoring Instrument for Systemic Organizational Analysis)

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



# Relationship

## 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.....“

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