

Transactional Analysis Theory in Business Communication: A Structural Analysis of IBM Project Officer Management (POM) Department

Elena-Laura RĂDULESCU

Abstract

The aim of this paper is to offer an original investigation of Eric Berne's Transactional Analysis theory in the context of group dynamics and work environment. The research question purpose is to test if Adult ego state identified by Eric Berne as the ideal state can be easily accessed by a group of employees working at IBM Romania. If the hypothesis is true the researcher wants to make use of her critical thinking skills and decide whether having executive power over the Adult is enough to have a successful management team. This initiative is based on the underlying assumption that executive power is not fixed and ego states are rather re-elected depending on the various social contexts and triggers.

Keywords: *face-to-face communication, business communication, Transactional Analysis*

Introduction

Digitalization and globalization have dramatically reshaped day to day communication as well as organizational communication. The aim of the digital technologies is to eliminate boundaries between two subjects, irrespective of their geographical position. Globalization in communication is a derivative trend, largely based on the digitalization leverage. Basically, globalization means pushing communication far beyond physical boundaries: reaching consensus in an internationally diverse context.

However, making communication more accessible and dynamic does not necessarily means it will be bulletproof. On the contrary, the more dynamics in place, the more one has to be preoccupied with the core balance. Just like in the case of a motorcycle or a fast car: the faster you go, the more you need to keep control in order not to lose momentum or let alone crash. Therefore, communication's main frame could benefit a deeper evaluation in order to make it function smoothly not only rapidly.

This is the main motivation for which Transactional Analysis theory has been chosen for study in this dissertation paper. Although indispensable to modern communication, both aforementioned trends come with a cost. Digitalization expands the time, space and means of communication. Basically we could talk from a mobile, tablet, laptop at any time of a day to anyone who has a decent Internet connection. However, expanding communication risks to making it superfluous and even distorting the message. Take for example talking

about a potential break up through chat, in public transportation, instead of doing it over the phone when in a more intimate setting, or even better, face to face.

Globalization on the other hand, brings more senders and receivers to the communication table and they could all be of different nationalities. This translates into a high chance of conflict or misunderstandings. Therefore, the urge to minimize the costs and hedge the risks of modern communication is also high. Transactional analysis is one theory that can have the potential to address both issues.

Assumptions and limitations of the study

The underlying assumption of the study is that Adult-Adult communication is the most appropriate in a working environment in terms of time and energy efficiency. Adult ego state is capable of objectively assessing a situation and answering back or searching for solutions. This assumption however, does not cross out the fact that Parent and Child ego state can play a beneficial role in management team. Nevertheless, Parents and Children ego states can best support the team in a regular, casual set up, not in case of critical situation (a management crisis, tight project deadlines etc.). The reason why it is better to avoid Parent or Child executive power in these situations is that they stand a higher chance to overreact (ex.: over criticism and blame with the Parent, procrastination with the Child).

One limitation of the study is that the results are only applicable to the selected team and it does not guarantee that the structural analysis will stay the same if the team members change. Also, it is highly relevant for IBM Romania, which is a multinational company whose employees are different from those of a start-up. This however shows that the team energy is a “perpetuum mobile” and it is made of the sum of transactions and strokes exchanged. Another limitation of the study can be considered the language barrier. The survey is written in English while the respondents are Romanian. This could slightly corrupt their answers if there are expressions they are not fully familiar with.

Research methodology

This study will focus on a single work group, precisely the project management department located in IBM Bucharest.

The research tool for this case study is the survey. It is made up of 14 sections which compile in fact two smaller surveys. The primary survey is a set of questions created by the psychologist Roger Moyson and it was transposed using the Likert scale. The maximum score that can be computed is 48 points.

The secondary survey is a compilation of illustrative questions with multiple choice and open questions that have been set by the researcher. The secondary survey score can simply be calculated by identifying the ego state reflected by the answer and after counting the most frequent ego state that is revealed. The secondary survey has a total of 31 questions compared to 8 in the primary survey.

The reason for having a mixed survey is to allow the respondent more flexibility in his or her answers. R. Moyson's survey comes with a pre-set multiple choice which limits to a certain degree the real feel of the respondent. The researcher's survey on the other hand contains open questions which can give more insight into the respondent view. This also compensates for the fact that the research is not based on an interview or focus group. One interesting aspect is to see if the two scores reveal the same dominant ego state. Where there are disparities, the researcher has concluded to prioritize the result that has the highest percentage.

The survey has been created with the help of Google Forms, a free tool that could decently offer the functionalities needed. It was disseminated using via email (personal or professional), chat or social networks. The survey reached an audience of 30 people and it returned 23 answers which means a conversion rate of 76%.

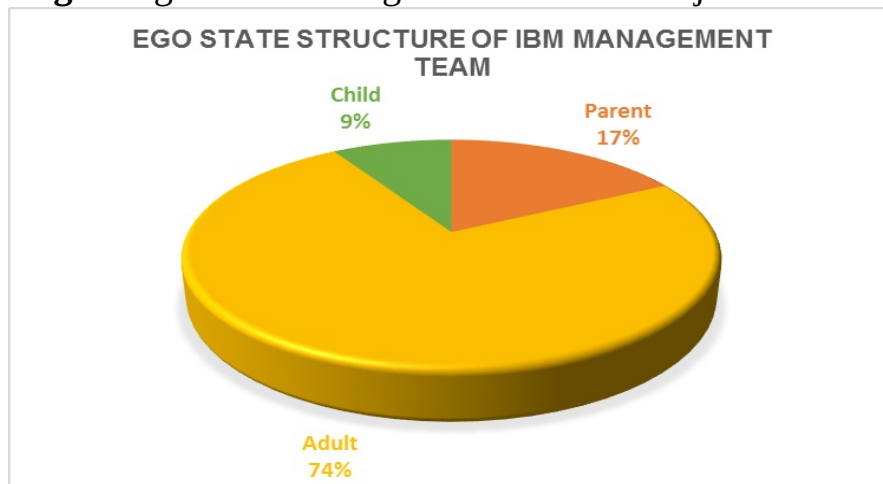
Case study

The initial research question was to investigate if the IBM management officers' team has an Adult dominant state. Compiling all the results, it appears that the answer is positive: 74% of the respondents have a dominant Adult ego state. As for the other two ego state, Child and Parent, they are activated depending on the situation. A Nurturing Parent ego state could be activated when one colleague is overworked and the Parent offers him or her to help with some of the tasks. A Child ego state could be activated during birthday celebrations, when all the POMs gather around to eat and have fun for a couple of minutes, during work.

Running this survey in an IT company, with a dynamic and innovative framework, it would be expected to have more of the Child ego states. Child ego state is a sign of flexibility and creative thinking, skills that are highly valuable in an IT company. However, Child ego state comes on the third place. This shows that the team has the potential to innovate, but the job description does not require it as much as they could deliver. The role of an officer is mainly to manage with the already in place procedures and tools. If the procedures work and they are not causing trouble the company would not ask for innovative ideas.

Besides, an officer does not have as much decision making power as a project manager has. Therefore, his or her critical thinking is not going to be asked for too often

Fig. 1. Ego states among IBM Romania Project Officers



Source: Data collected and process by the author through the survey research method

Pinning down a dominant ego state using a rigid survey structure instead of a focus group or dialogue method was challenging. In order to make the results more accurate, the survey had questions inspired from the corporate, as well as regular day to day life. For a better overview, the sets of questions and respondents' replies are to be presented below.

1. **Business Card Selection** – IBM is a gigantic company that wants to encourage diversity without becoming superficial. Teamwork is essential for its success and the face value for this component is essential even when working remotely. Therefore, IBM has created Blue Pages – a professional social network which retrieves pictures and essential information of nearly 400 000 employees in a matter of seconds.

Respondents were asked to identify which one of the following Blue Pages pictures would best approach their idea of a perfect business card picture. The aim was to identify their idea of business profile and to see which ego state they impersonate when they think of themselves as professional individuals.



Option 1: Child



Option 2: Rebel



Child



Option 3: Spontaneous Child

Option 4: Nurturing Parent



Option 5: Critical

Parent

More than half of the respondents preferred the image that can be associated with a Critical Parent. Though this ego state is not desirable in close collaboration and team work, when on a business card the image suggest that the individual has the expertise and the knowledge in the field. Of course, subjects smiling or frowning can also have the same authority but a client or business partner could be skeptical at first glimpse. The choice of respondents, shows that they can distinctly differentiate between the image they have in front of the colleagues (displayed on internal networks) and that they should display in front of the client. In the end, choosing Option 4/5 is the choice of an Adult.

Fig. 2. Respondents centralized options regarding their choice of business card

Source: Data collected and processed by the author through the survey research method

2. Situational Positioning

The second question wants the respondents to classify the three pictures/situations¹ from a not desirable degree to a highly desirable degree. The situations are somehow connected to one main idea: transportation. In the day to day life we either have a car or we do not own one, case in which we take public transport (exceptional use of taxi was not included). It will be ideal that everyone could own a car, but this is not feasible (not everyone can obtain a driving license, infrastructure and gas is limited). Respondents who rated this scenario as

highly desirable are prone to have a Child ego state. The scenario in which public transportation can comfortably cover the demand for transportation corresponds to an Adult like reasoning (economical, fast and civilized means of transportation). Finally, the last picture, in which a young lady gives up her seat to a senior citizen is most suitable for a Parent like ego state. A Parental ego considers that resources are more limited than they could actually be and they decide to sacrifice themselves or other resources for the sake of the community/the team (Nurturing Parent/Critical Parent).

Out of the three situations, the majority of the POMs who answered the survey considered that the most highly desirable scenario (34%) is civic engagement and it is closely followed by car ownership which is preferred by 42% of the respondents. The choice made when answering these question, could be also be observed in the daily work activity. IBMers value teamwork and collaborative support, not only inside one structural team but also in between structural teams. For example, if the IT department has an idea on how to return a product that was ordered, they help with their suggestion, even if originally the support should come from the procurement team. Hence, if we compare transportation with the job skills and knowledge transfers, IBMers are fast at accepting to teach, coach and mentor each other. Sharing the knowledge one has it is not seen as a danger for the career path but as a catalyst for personal and team growth.

Even though IBMers are ready to share knowledge, this is done in a structured way: shadowing, education, trainings. Not being trained is totally different than misplacing information or not working enough on one's personal education. So rather, than having constant questions such as "I don't know how to go about this, how do I do it?" or "Do you know a workaround?", IBMers strive to build and structure the information in special teamrooms, forums and communities, easy to reach and read before asking face to face questions. These can be compared to some sort of knowledge vehicles that drive better understanding of the processes and can be the premise of improving the best practices. In conclusion, POMs do not hesitate to help each other to get around in case one of them does not know how to drive with tools he or she studied beforehand.

Fig 3. Picture 1 desirability rating

Source: Data collected and processed by the author through the survey research method

Fig. 4. Picture 2 desirability rating

Source: Data collected and processed by the author through the survey research method

Fig. 5. Picture 3 desirability rating

Source: Data collected and processed by the author through the survey research method

3. Situational reaction

In the 4th section of the survey the respondent is presented with 9 different situations to which they need to select one of the three reactions they would best identify with. The images were selected in such a way as to create a certain context. Of course, the images tend to flatter a certain ego state over the other, but in the end the respondent should ask accordingly to their internal consciousness. The orange color is representative for the Parent, the yellow color goes with the Adult and the green one goes with the Child.

Fig 6. Reacting to an expensive piece of art

Source: Data collected and processed by the author through the survey research method

In this scenario, the dominant ego state of the POM department is Parent. The piece of artwork could be the equivalent of a project innovation idea. It can be either an expensive idea that is hard to grasp, a decent idea that required manageable time and money to find or it can simply be an idealistic idea (“What a pretty color!” could stand for “How nice it would be if we all had ergonomic, pink, 500\$/piece office chairs.”) This shows that in their job the employee looks first for practicality, which sets up the base for performing in the advantage of the team.

Fig. 7. Reacting when asked to report in one hour

Source: Data collected and processed by the author through the survey research method

Here, the vast majority of the respondents showed an Adult ego state. They deliver the expected the result without getting doubts or fears of underperforming staying in their way. As Adults, POMs show loyalty to their mission of helping middle and top management get an overview of company results.

Fig. 8. Reacting to an apparent act of aggression on the street

Source: Data collected and processed by the author through the survey research method

Fig. 9. Reaction when being offered chocolate while dieting

Source: Data collected and processed by the author through the survey research method

Being offered chocolate can be the equivalent for being offered a break

when it is needed to deliver a report in 1 hour. For example Steve come to John and invites him to play ping-pong for 15 minutes. John knows he has to deliver a report and he could go to relax for 15 minutes but with the risks of being 15 minutes late with the report. Deadlines are important at IBM and they can become extremely vital when there are financial stakes.

Fig 10. Reaction when asked to comment on controversial music

Source: Data collected and processed by the author through the survey research method

IBM nurtures a culture of diversity, in terms of nationalities but also in terms of qualifications. IBM believes a team functions better when it is exposed to people having different skills. For example it is not unusual at IBM to find engineers (Developers, Testers) that originally prepared their first degree as doctors, lawyers or economists. Working in a diverse environment automatically means having a flexible approach to life and to accepting or trying to understand and cooperate with elements that are not comfortable to deal with. The above scenario tests to see if oriental music (Balkan music or “manele”) could trigger a biased attitude. POMs positioned themselves in a Child ego state. They accepted the controversial note but they also identified the positive aspect why the specific element exists in society. This shows that tolerance and being open minded is crucial to progress.

Fig. 11. Reaction to someone being extremely late

Source: Data collected and processed by the author through the survey research method

This scenario is closely related to working hours and job schedule at IBM. POMs have a contractual working schedule from 9:00 to 17:30 .However, this tends to be flexible both on the employee side as well as the employer side. From the employer side, this means that IBM can expect its employees to prioritize the client calls and demands in critical situations (client calls can be scheduled during lunch, on call activities can sometimes be scheduled during bank holidays, and paid as overtime). IBM compensates its need for productivity and client loyalty with offering remote-work possibility or a flexible schedule. Example: The employee has no urgent tasks or calls from 10:00 to 11:00 so they can announce their supervisor that on the respective day they will be later in the office. The supervisor can either ask for them to accommodate the activities during the rest of time or to prolong the work schedule in order to recover the delay.

The schedule flexibility reflect the Child ego state revealed by the reactions to the above scenarios. From a Spontaneous Child perspective, productivity and performance on the job is not strictly related to being on the

time at the office, but actually being on time with the targets and the deadline. On the other hand, job satisfaction is closely related to personal satisfaction and work-life balance.

Fig. 12. Reacting to unexpected physical contact

Source: Data collected and processed by the author through the survey research method

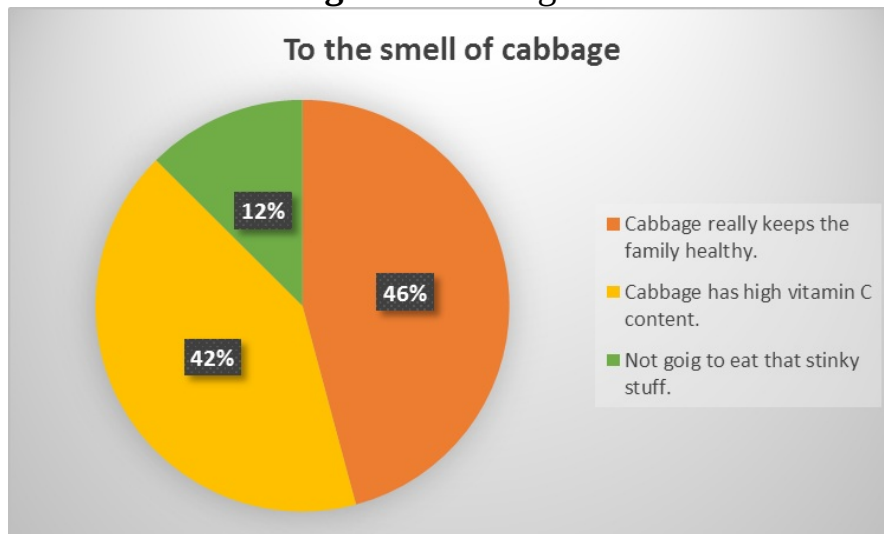
The underlying idea behind this scenario is how connected people tend to be. Connection can be point to point (physical) or thought to thought (connecting ideas). In a company that encourages open door policy (IBM Romania CEO has its office at the 1st floor and he keeps his office open 90% of the time) and client visits, the research expects an Adult like response, even in unexpected circumstances. Indeed, more than half of the respondents were first concerned with understanding the reason behind the desire to get closer than with the impulse to judge.

Fig. 13. Reacting to a lecturer using controversial language

Source: Data collected and processed by the author through the survey research method

In this situation the scenario tests how POMs perceive freedom of expression and how easily they can accept it. The survey results show an Adult like reaction, which proves that POMs feel comfortable to expressing themselves and also to coping with freedom of expression coming from the peers and management. Here one should not associate freedom of expression with explicit language but rather with the freedom of giving feedback. Positive feedback is almost always welcomed and appreciated but it can also happen to have a negative feedback towards performance. In a multinational, this is met under the form of “escalation” or reporting undesirable behavior or approach to the superiors. Escalation can have a negative impact if the employee takes it as threatening action rather like a problem solving an improving approach.

Fig. 14. Reacting to a controversial smell



Source: Data collected and

processed by the author through the survey research method

Something as mundane as the cabbage smell can spur different reactions depending on the mindset and experience of each person. In this study the smell of cabbage is the representation of job activities (or day to day activities) that are no pleasurable but still have to be handled. In the case of the IBM POM department, such activities that need to be handled are the logistics of client visits or obtaining visas for external IBMers. These activities are considered to be cumbersome, though in the end they have a certain pay off – the one who takes care of contributes to a smooth business cycle.

Once the primary and secondary survey results are calculated, dominant ego state can be selected for each individual. As seen in table 4 below, out of 23 cases 7 had a mismatch between the two results. On one hand, this proves that now questionnaire is 100% bulletproof in order to extract the perfect date. Even if it were such an ideal survey, human personality is a revolving door. Repeating a survey after a while can return slightly or totally modified results. On the other hand, the survey proves that executive power is not to represent only one ego state. Executive power will shift, and ego state are continuously re-elected to occupy this important role.

In order to reconcile the gap, the researcher established that the primary survey results has priority in deciding the dominant state of mind. This is because the secondary survey had opened questions to which the answer's formulation and interpretation could have been slightly flawed.

Table 1. Dominant ego state mapped by individual.

No.	Employee	Primary Survey Score (max. 48 points)	Secondary Survey Score (%)	Dominant Ego State
1	UM	39 -CP	55 - A	Adult
2	ERX	38 - CP & A	39 - A	Adult
3	LC	31 - A	45 - A	Adult
4	MM	34 - A	48 - A	Adult
5	PI	45 -A	50 - A	Adult
6	BM	37 - A	45 - A	Adult
7	REL	41 -CP	54 - A	Critical Parent
8	PA	43- A	42 - P	Adult
9	MMI	36 -A	48 - A	Adult
10	BC	36 -A	55 -A	Adult
11	SD	45 -A	41 -A	Adult
12	SM	39 - AC	55 - A	Adapted child
13	SA	35 - CP	48 - P	Critical Parent
14	NA	39 - CP	42 -P	Critical Parent
15	BG	38 -SC	39 -A	Spontaneous Child
16	GA	36 -A	43 -A	Adult
17	BA	39 - CP	45 -C	Critical Parent
18	PR	36 -A & CP	55 -A	Adult
19	TV	44 - A	48 - A & P	Adult
20	BI	42 -A	48 - A	Adult
21	BD	38 -A	43 - A	Adult
22	PA	43 - A	42 - P	Adult
23	IA	41 -A	48 - C	Adult

Source: Data collected and processed by the author through the survey research method

Examples of open question answers used in the secondary survey are to be given below.

Great, we have a call during lunch and the host is late.

24 responses

- It's okay. Hope that she will join soon.
- It's happening
- Close the call and go to lunch
- We need to discuss this if it happens again.
-
- My tummy is making weird noises, yes.
- we can use the minutes as an opportunity to read the meeting material once more and review our goals.
- We will wait for him,we need to resolve this issue
- You do not know the reason he's late, let's wait and listen to his arguments.
- Maybe he has some other things to do, let's call him to see whether he is fine.
- It happens. Do you want an apple? I have two :)
- He should have a very good reason for being late

This meeting is so useless and time consuming.

24 responses

- It happens :D
- If it requires our presence it means this is important
- Who knows what interesting thing you may hear!? Keep paying attention!
- Well, work on another task.
- Is it mandatory for you to attend ?
- as usual... I won't join next week
- Make out the best of it, it will soon be finished
- Not quite..think about what we just found out: X, Y, Z
- It is indeed.
- Take it as a break.
- Why do you think so?
- Can I skip it ?

I am not taking this office, it is awfully small, dim and boring.

24 responses

- Try to make it not boring. It has the same size like the others.
- Maybe you can improve the view and make it nice for you
- Make it yours
- You can cheer it up and look what a nice view you have!
- But YOU have some nice colleagues Around YOU!
- Beats working in an open space.
- do you find mine better?
- No it is not
- Work with what you've got.
- It is the only one free.
- You can try to decorating it and after it will be fine
- For the moment this is the only solution that we have

Where do we have our Operational Meeting?

24 responses

- Pink Floyd, 6th floor.
- Simona Halep room, 4 floor
- Once a month :)
- Next week, but not sure which day.
- I will check
- I'm not sure, let me check.
- 6th Floor.
- In a meeting rom
- 6th floor.
- In Frank Sinatra room, at the 1st floor.
- In the AC/DC meeting room :)
- I will check and let you know

The project release should be postponed 1 month and Jack wants it to be ready in 2 days. It is impossible to make this manager understand.

24 responses

- Sometimes is hard to make everyone happy, and all of them to understand.
- Possible if you give him the arguments will understand what is happening
- What is his nationality
- We need to explain him the estimates, this is what the current team can do.
-
- Try involving our boss in the email chain, maybe he'll understand eventually.
- Let's try to make him understand our point of view by preparing a presentation and invite him. I am sure he will understand the circumstances if we clearly communicate our position.
- You have to explain to him Why this goal is not achievable
- Let's talk to him about this situation.
- Let's find the best arguments and present him the situation as it is.
- Try to explain him again and to ask for support/help
- Try and find the best arguments and make him understand

Can you give me your QMF password?

24 responses

- No. But I can help you to create an account.
- Why you need it?
- Don't have Qmf account
- Tell me what you need, I'll run the report for you.
- I dont have it :)
- Sure. But try and get your own, thanks.
- Is there any particular reason why you need it? Let's send an email to the technical team and ask for their help.
- Unfortunately not,it's a private information.
- I can give it to you now, but you should request your own credentials.
- It is confidential, I am sorry. Let's check together what you need.
- sorry, but why do you need it?
- It is confident, but I can help you get your own password

With 2-3 hours overtime every single day I'm feeling I moved in the office.

24 responses

- That's not good. You should know that there are other things to do beside work.
- You should review the work
- This have to change
- It is just a busy month. Keep up for one more week.
- YOU only need to buy a sofa
- At least you're making fat dough, I guess?..
- Why don't you evaluate your value and discuss with your manager about it?
- I am sure that your efortts will be appreciated
- It is better to finish your tasks, even if it takes longer.
- Why are you working so much?
- why? do you need any support with your work?
- Try and finish earlier

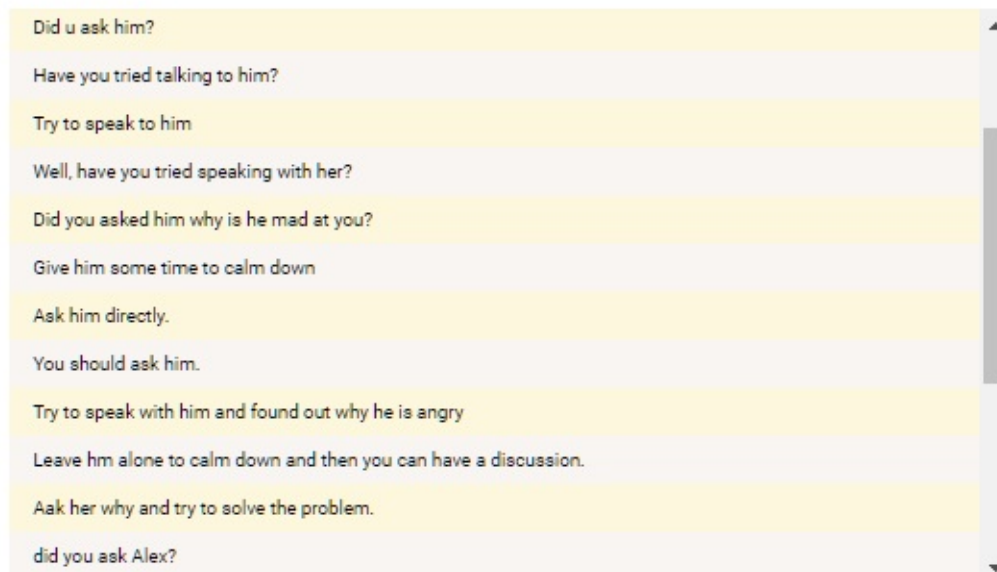
I will never be able to promptly deliver to the project with such an awful approval flow.

24 responses

- I'm sure that you can find a way to do it.
- This is the flow and we need to follow it until something will change
- Got any change idea in mind?
- You will:) one step at a time
- If YOU ask the approvers to help YOU, it will be ok
- Try talking with our boss, maybe she can intervene.
- let's split the responsibility and follow up with the parts in order to be more efficient and minimize the risks
- It's important to do Everything that you can
- What do you mean?
- Why is that happening?
- Wish you good luck
- Do your best

Alex is angry with me and I don't know why.

24 responses



Conclusions

It was previously stated that the survey method is somehow a rigid research method for such a complex theory because answers are manufactured and can evade important aspects from reality. Nonetheless, the researcher selected the respondents based on her interaction that was face to face, throughout 6 months. Professional set up did not require intense interaction with every respondent. Social interaction was however equally distributed among the respondents. Also, the researcher paid closed attention to respondents' attitudes in day to day activities (lunch breaks, on floor dialogues, meetings interventions and hangouts).

Therefore interaction and indirect observation compensated for the lack of a structure one to one with each respondent. At first, the survey revealed one striking fact: respondents who based on simple observation seemed to correspond to a certain ego state, proved to have a different one when documented by the survey results. For example, employee UM in day to day activities is outgoing, extremely sociable and popular. He invests a lot of energy into organizing POM hangouts, he drafts creative emails (playful text, attractive photos) to invite people to participate to various social activities. At first he seems to fit the Adapted or Spontaneous Child.

However, his dominant ego state seems to be Critical Parent. Indeed, under the Child surface stays the attitude and reactions of an over-confident, critics

inclined person. UM is detail orientated and perfectionist. For example, when picking a picture to insert in the hangout communication sent by email he would not compromise the quality, he wants only professional format. As well, the content of the message has to be outstanding, to attract the audience attention. UM is known in the circle as the colleague who knows how to get around and indeed he does not hesitate to show off. His overconfidence is well accepted by the team and does not pass as arrogance. However, new people do interpret his attitude as such. For example, on one of the hangouts, UM asks the personnel to take a group picture using his camera. While the person was trying to take the best angle, UM impatiently said “You should press the button firmly.”. To which the person replied boldly: “Don’t you worry, I know how to use a camera.”

Next, BM employee seems at first glance to fit the Parent ego state, fluctuating from Nurturing to Critical. BM is a knowledgeable employee, his Excel skills far exceeding those of his colleagues. He does answer his colleagues’ requests to help but he rarely seems upbeat to help. Although knowledgeable and willing to explain Excel concepts, he loses his temper if he is not understood. When socializing with his colleagues he shows mood swings: he is either joking avidly or he is anti-social. He gets infuriated quite rapidly, especially when overloaded by tasks. This is the moment when BM cuts on courtesy and isolates himself with the risk of being rude. The survey shows that BM is not a Parent but rather an Adult. Indeed, it can be agreed that BM has the highest degree of objectively looking at day to day transactions. He does not worry on how he is perceived as long as the business gets done. The Parent spirit is present in him but it **is** rather orientated to his self. It can be noticed in the sharp auto-sarcasm revealed by replies such as: “I am so stupid.”, “I am a kid in the end.” (He has a complex regarding his frail looks).

Employee TV also surprises with his dominant observed versus documented ego state. He is perceived by most of the colleagues as a casual, faded personality. He interacts a lot, but most of the time he does it in an uncontrolled way: hearing conversations and giving unwanted comments that often are awkward and intrigue the colleagues. TV likes to respect procedures. If a colleague sends him a request by email that is vaguely formulated, incomplete and erroneous, TV will return it, he would not make a compromise because he knows the colleague face to face. He likes to work as much as it is in his job description, it is hardly possible to make him take an extra task without him commenting that this is not “normal”. At first, he seems a spontaneous, somehow rebel child but in fact his dominant ego state is split between Adult and Parent. This is not intriguing – his silly uncontrolled remarks and attitude can be interpreted as a way of getting attention and not being ignored. He may seem

dumb but he is not. A reply to “ Common TV?” is answered by “Where do you want to go?” not because TV is dumb or childish but just because he likes to provoke. His attitude towards work-life balance, proof-checking procedures and being audit compliant reveals that Adult like state.

In conclusion, the survey is more apt to track and trace the dominant ego state because **it** is not biased by the observers’ personal judgments on people’s behavior. For example, the observers might have noticed or focused on situations in which executive power was given to other ego state not necessarily the dominant one. With the bare eye, the researcher will miss to see exactly the real ego state and that is because observation is not structured enough. However, the secondary survey can somehow give a glimpse into the subsequent or secondary ego state that is next easily activated in each individual.

The survey conducted in this paper revealed that the project officers team (POM) is formed predominantly from Adults. This conclusion validates the hypothesis that ideally at the workplace employees should master this ego state. However, one important factor should be taken into account when judging the results: the intuitive versus the counter-intuitive. The hypothesis “At work people should behave as Adults” is intuitive and valid in itself (if we do not mention the type of work we refer to)². The work environment is a place where the Adult is struggling to survive as an objective assessor because work can be stressful (a month cut off, an audit, a misunderstanding etc) or a place where professional aspects get mixed with the personal affairs (two employees falling in love, an employee being the friend of another employee and forming a coalition). This causes an emotional roller coaster where the Adult becomes unstable. The survey to which respondents answered is an emotionally controlled environment and it does not compare to live work environment where respondents themselves can be surprised and taken aback by circumstances. Therefore, most Adults identified in the survey can have episodes where they turn into Parent or Child.

Bibliography

1. Berne, Eric, *Transactional Analysis in Psychotherapy-A systematic Individual and Social Psychiatry*, Souvenir Press, London, 2001
2. Berne, Eric, *The structure and dynamics of organizations and groups*, Ballantine Books, New York, 1973
3. Berne, Eric, *What do you say after you say hello?*, Groove Press INC., New York, 1972

4. Berne, Eric, *Ce spui după Bună ziua? – Psihologia destinului uman*, București, Editura Trei, 2006
5. Constantinescu-Stefănel, Ruxandra - *Theories and techniques of face-to-face communication*. București, Editura ASE, 2014
6. De Muriel, James, Jogeward Dorothy, *Transactional Analysis with Gestalt Experiments*, New American Library, New York, 1989
7. Moyson, Roger, *Communication dans l'entreprise et dans la vie*, DE Broeck&Larcier, 1997
8. <http://www.ericberne.com/transactional-analysis/>
9. <http://www.businessballs.com/transactionalanalysis.html>
10. <https://books.google.ro/books?hl=en&lr=&id=pSOR1kSlbDQC&oi=fnd&pg=PA3&dq=Working+Toge>

Notes

[← 1]

Pictures are available in the Annexure, the Survey sample

[← 2]

Should a kindergarten supervisor have an Adult dominant ego state?