

16/09/19

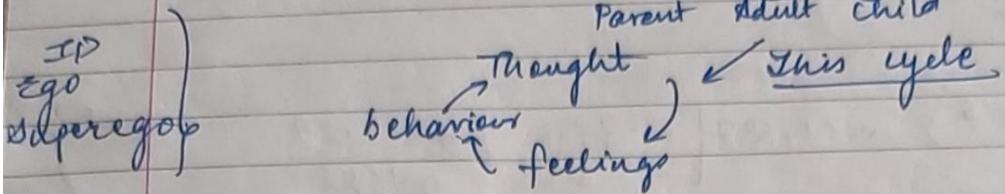
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* Transactional Analysis

- Eric Berne

Thoughts + feeling + behaviour = Personality

3 states : (P) Parent (A) Adult (C) Child



→ TA is useful and it is the framework for analysing the behaviour of ourselves and others.

→ It is very useful and has a big impact of diff. behavioural styles on relationships betⁿ diff. ppl. Defined by Dr. Eric Berne & based on diff. attitudes of people.

3 Ego stages :

- Parent
- Adult
- Child

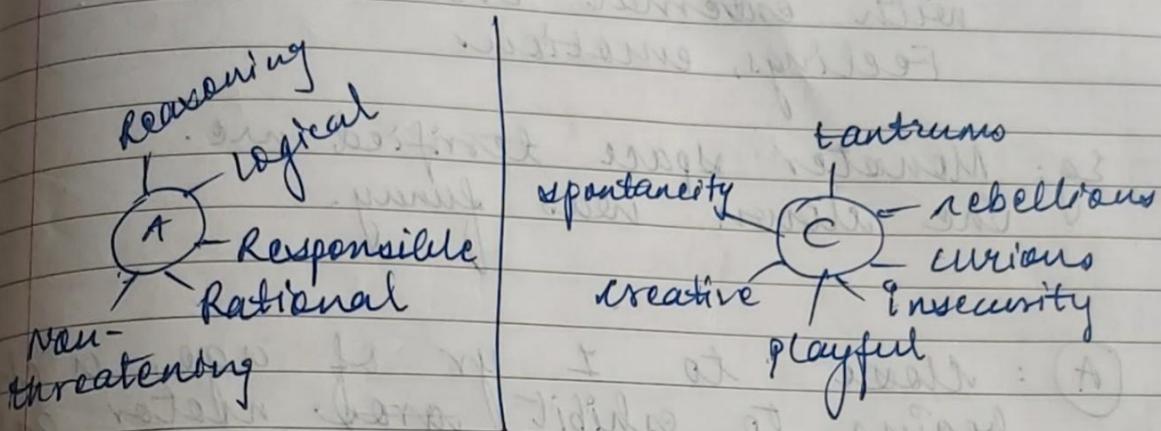
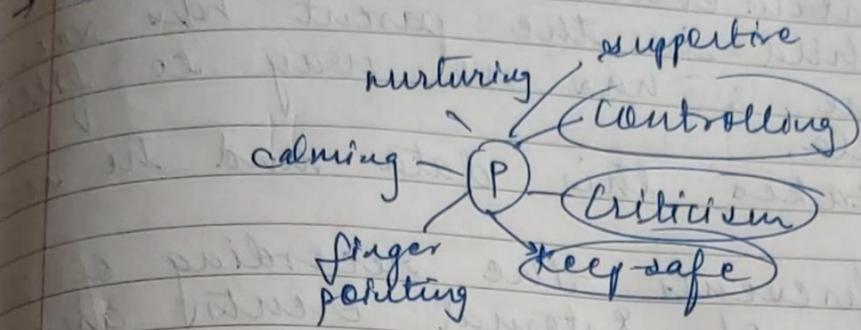
Interaction betⁿ these ego stages manifest thoughts, feelings, behaviour in diff. people. It is the interaction betⁿ these 3 stages either with us or others.

→ Parent state is the thought concept

(A) ⇒ learnt concept

(C) ⇒ felt concept

Parents controller



(P): Parent represents a massive collection of recordings in the brain of the external events of the experienced/perceived in the first 5 formative periods.

∴ Majority of external events experienced by the child are actions of the parents

∴ Parent Ego

Eg: Never talk to strangers.
Get back home before it is dark
Chew your food properly.
Look both sides before crossing road.

when certain events occur in life, the young child in the parent has seen undergone & has no way to filter the data.

Parents takes this data and he recalls.

(C) : Represents the recording of the brain of internal events associated with external events.
Feelings, emotions.

Eg: Monster space terrified me.

The clown was funny.

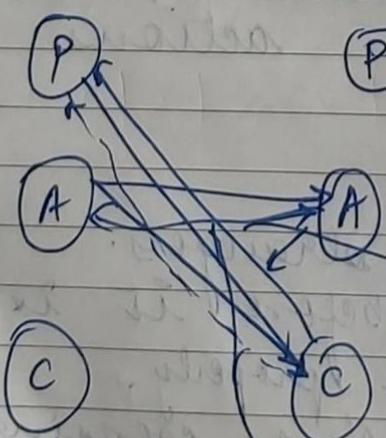
(A) : Close to 1 yr of age, a child begins to exhibit gross motor activity.

Child learns to hold his tumbler, cup, etc. and drink, play.

Eg: Experiences of parents / Do's & Don'ts

Boss

Employee



(P)

Duplex transaction

$A \rightarrow A$

$A \rightarrow C$

(no conflict)

Complementary Transaction
(no conflict)

Mess-transactional
(conflict)

complementary :

Cross-t

→ Superficial transaction that takes place in the ego state & customer has been inflicted in child stage by employee (Duplex).

→ $P \rightarrow P$: Conflict

$A \rightarrow A$: conflict

$C \rightarrow C$: no-conflict

* Socio-metric Test on Personality DOI.
Mairis & Berks. 16 pf.

Traits influenced by:

- ① Heredity
- ② Environment (Cognition, Experiences)
- Extroversion: Extent of a person who is comfortable with other people,
 - High extroversion person are more sociable, talkative, friendly, satisfied.
 - Low extroversion ppl are introverts, don't talk much, inhibition of meeting new people.
- Agreeableness: Differs to the extent to which ppl. try to show their interest. in the grp, harmony, trustworthy, friendly.
- less agreeable: Importance to own needs
- Conscientiousness: Refers to the extent to which a person is responsible, achievement oriented, self-disciplined.
 - less-conscientiousness: messy, lazy; no plan, not organized, unstable

- Emotional stability : Individual's ability to withstand stress.
-ive emotional stability are secure.
-ve stability are insecure, depressed, anxiety.
- Openness to experience : Individual's range of interest.
How innovative / creative are they?

* Attitude : Personality which describes the whole person and it determines person's state of mind. It is a tendency to feel and behave in a particular way towards ppl, objects or events.

* Attribution Effect : Perceptions
what can go wrong? (judging ppl)
→ stereotyping

~~ff~~ halo effect :-(visible)

~~ff~~ projection (try to show what is actually not there.)

→ Other attributes :

- locus of control : when individual's perception of what controls fate. It refers to the degree to which people believe that they can control their fate or any situation. Ppl. believe that they are the masters of their own fate.

while some believe fate is controlled by
It was found that ppl. high on this
directive feed with job, less ~~self-care~~
freq. absenteeism.

relational means they do not consider others
others are opp. who take care of health
themselves, lack commitment

→ attribute their ill-health to all other
internal factors (binge-eating) & not see to
themselves. Reluctant to take initiatives.

→ Machiavellianism : Refers to the degree
to which an Ind. is practical in his/her approach, maintains an emotional
distance from others and believes that
ends justifies the means.

Those high on mach are good at
manipulating ppl, play politics, persuade
ethers,

→ Cognitive Dissonance perform well
in face to face in

meetings, productive in jobs, good face
(masking) in front of ppl, achieve the
goals

→ change in behaviour when there is
conflict, situation / dissonance in atti
& belief of ppl.

Related to Ethics / Morale / Values / Principles

→ (Procrastination)

* Type A Ppl :- These ppl. strive cont. to achieve more in less time. very ambitious, achievement oriented. Qualities : very fast, get involved in more than 1 things to do. (walking, talking) emphasize on numbers & quantities, measure success. in quantity.

* B Type : Not obsessed to achieve everything in life. No sense of urgency, patient, don't get upset, don't discuss all achievements / goals with others, try to make best use of leisure, have no sense of guilt in them.

= Do Type A differ from B to get hired in org.? How?

* Attitudes :-

- Feel/behave in a particular way towards ppl. or objects.
- Respond in a particular way to objects, ideas, persons or situations.

→ Attitude influences individual's choice of action and response to challenges, incentives and rewards.

→ Cognitive Attitude : Indicates one's opinions value system. Basis of this, ppl behave in a particular manner.

- Past learnings, cognition

Eg. Taking bribes. → cognitive attitude:

Not like taking bribes

→ Value systems.

→ Affective component : Feeling of ppl. toward something.

Eg. Not like someone.

→ Behavioural compo. - Intention of a person to behave in a particular manner.

Eg. avoiding someone

* Characteristics of attitude :-

→ Attitudes are the complex combo. of things beliefs, values, motivation, behaviour. It can be anywhere - fall or vary from unfavourable favourable.

All ppl. irrespective of their status hold attitude. Note: Define your personality, guides (identity)

your actions, influence, judge ppl.

→ It is the feeling / belief component - internal part of a person. we can observe / see this behaviour.

→ It is the aspect which shows direction in ones life, goal, intensity.

→ Refers to readiness, capability to do work. May be +ve / -ve. May affected coz of age, maturity, education.

* Functions of attitude:-

(1) Adjustment : Ppl modify their attitude to adjust to work environment with values, beliefs, behaviour.

(2) Ego Defensive function : These ppl. are senior managers. Because of ego - poor decisions, mistakes, judge others.

3) Value Expressive function : Try to make ppl. understand importance of values.

→ Ethics : cognitive Dissonance

* Factors influencing attitude:-

- 1) Social factors
- 2) direct Instructions (order)
- 3) family
- 4) Prejudice
- 5) Personal experience

- 6) media
- 7) educational background
- 8) religious institutions
- 9) physical factors
- 10) religious status
- 11) economic status

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* Barriers to change our attitude:-
 → Prior commitment difficult to change their attitude, differ
 → Insufficient information: we don't want to go into details about it.
 in our minds. We don't care to see

→ Balance & consistency: Ppl prefer attitude behave in particular way, not want to change

→ Lack of resources: Too ambitious but not able to achieve it.

→ Improper Reward System.

→ Resistance to change

* Ways to Change:

- Welcome New Information
- Negative attitude mainly formed due to insufficient info.
- Direct experience
- Resolve discrepancies/conflict
- Change through persuasion from friends & peer
- Forced by law
- through reference groups, rewards/awards
- fear
- changing attitude differs with changing situation
- + leave it the hard way.

* Positive & Negative Attitude

- Optimism
- Feeling happy / love / gratitude / hope
- Belief that everything happens to us is best
- Controlled (focus of control)
- achieve long-term goals in life.
- meet similar kind of ppl.
- see opportunities & change & change failure into opportunities

Negative

- Pessimistic
- Sad kind of ppl. / Anger / disappointment, envy / irritation
- Always focus of control dependent on fate
- Best days in life never come.
- May achieve initial goals, then give up easily.
- Always see limitations.



SWOT Analysis

→ How do you identify strength, weakness, opportunities &

- Communication
- Leadership
- Personality
- Attitude
- Transactional analysis
- Team & group

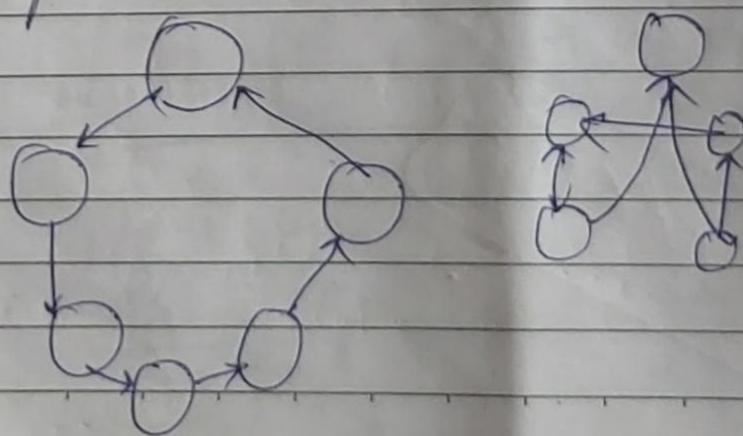
INSEM - 2

* Group is where several individuals come together to accomplish a particular task.

Team means small no. of ppl. with complementary skills committed for a common cause having technical & functional skills, inter-personal, problem-solving and decision making skills.

→ Group dynamics is where ppl. have a similar attitude and everyone is involved in achieving common goal.

→ Types of groups :-

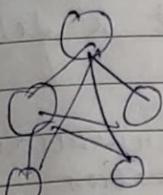


→ Problem-solving : 5 - 12 ppl.

- meet every now & then
- discuss ideas, solve problems

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STUDY BUDDIES

→ Self-managed Team : - 10 - 15 ppl.



- Self-responsibility

- schedule / plan / design / control work

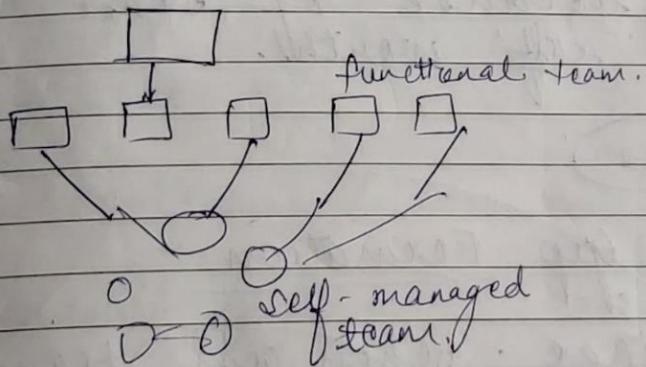
- determined to complete work on time

e.g. Xerox, General Motors, Pepsi

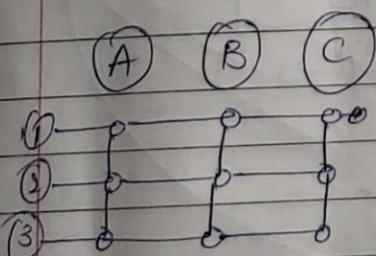
→ Virtual Team : - do projects virtually

→ Cross-functional Team :-

IBM, Toyota, Honda, Ford, Nissan



→ Matrix Team :



* Classical Theory of group : - inter-personal skills

→ Based on activity, motivation / of the group who hold share these attitudes & develop a +ve environment.

→ Interaction major element is of individual members involved

→ Reinforcement stimuli → Response

Pareto's experiment
used everywhere

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STUDY BUDDIES

- * Social Exchange Theory:
 - Individuals form relationship based on mutually beneficially based on trust & felt obligation.
- * Social Identity Theory:
 - Explains abt. the grp. formations.
 - Individual tries to maintain self-identity.
 - Self-esteem among members.
 - Grp. based on cultural similarities.
 - Individual to belong to and relate to identity grp. because of sense of belongingness & self-worth.
 - Friend groups

* Stages of grp. Formation:-

5 stages :-

I. Forming stage : When all team members come together & put in one team uncertainty / confusion

Adjourning.

Initially,

Performing

Norming

Steering

Forming

Purpose : To adjust / interact.

II. Steering : grp. sees highest level of disagreement and conflict.

III. Norming : ^{Role} Adjusted, start developing ^{identity}, in grp. settling down.

IV. Performing : Feeling of cohesiveness, discovery, decision, performing for team, group dynamics.

V. Adjourning / Disbanding.

* Group Types :-

- 1) Command grp.
- 2) Task grp. : Task given acc. to capability of ppl.
- 3) Functional grp. : acc. to different functions.
- 4) Interest grp. : similar kind of ppl with common interests.
- 5) Friendship grp.
- 6) Reference grp.

* Grp. size / structure :-

- Small : easy and effective interaction, managed easily, opportunity to learn & participate in grp.
- Large : communication lost, waste of time, never come to a conclusion.
- Too large : Ppl feel lost in grp. difficult to understand.

* Grp. Roles :-

↳ Maintenance → Role conflict
when individual tries to play
2 diff. roles.

* group Norms - Acceptable Behaviour, Level of performance / motivation of ppl.

Rewards / status / standards -

* grp. cohesiveness : Bonding among members
- external threats

+ve effect if workers are satisfied.

→ Absenteeism is less.

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Monetary ↑, productivity ↓
How to come out of this?

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STUDY BUDDIES

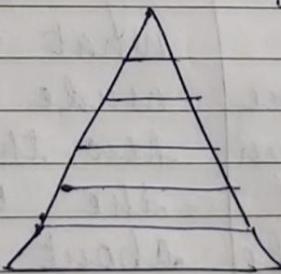
(1) Job Rotation: Enhances productivity in employees by periodically assigning the employees to alternative jobs.

(2) Job Enlargement: Specialisation in smaller areas cycles, expanding the no. of tasks and horizontal expansion of work.

(3) Job Enrichment: Redesigning the job, giving autonomy, increasing autonomy, flexibility, teamwork and high performance. Process of bringing about the change in quality of employees, job activities - that enhances degree of autonomy and ~~create~~ responsibility of job.

Advantages:

- Since job enrichment involves the scope in diff. dept. it provides the job holder greater opportunity for personal recognition.
- Results in enhanced growth of the ind. in the org.



- It results in intrinsic satisfaction of employees.
- It involves responsibility and enhances the skills and abilities.
- It is an effective tool to reduce absenteeism.
Org can reduces jobs by -
 - 1) Incorporating new responsibility in job
 - 2) ↑ pace of job
 - 3) enhancing commitment towards accomplishing the goals.

- 4) minimizing control & providing freedom
 5) more allow ppl. to set their own
 standards or targets.

④ Individuals get motivated in jobs
 Jobs can be enhanced by means
 introducing new, difficult, creative tasks in
 their routine activities
 This enhances employee expertise.
 Modern techniques in org.

⑤ Flexi-Timing :-
 Job sharing

⑥ Condensed work: ↑ no. of hours and ↓ days off

⑦ (Lewin's) Change Model :-

- 1) Ref Un-freeze System means knowing the org. Imp. stage when
- 2) Change
- 3) Freeze

Transition stage where
 a change happens in an
 individual. Movement/
 journey in one's life

Freeze: Accepted the
 change and started
 liking it, growth,
 satisfaction.

what the change is to be
 made in the world &
 how the change will affect
 the org. This stage is
 about getting ready for
 change, come out of
 status quo / comfort zone
 about repairing divisive
 mentally, emotionally &
 repairing others before
 the change situation

Eg.

* Force Field Analysis is a way of saying that there are a lot of forces, factors that we need against change. We need to introspect & be aware of factors of change. If factors of change outweigh the factors against it, we make a change. If not, there is low motivation to change and if we feel pushed to change then de-motivation, job dissatisfaction, anxiety, depression, unhappiness leads to low efficiency & low productivity.