

Interpersonal Behaviour (Transactional Analysis)

INTRODUCTION TO TRANSACTION ANALYSIS (TA)

Study of human behaviour is very complex. Human behaviour is affected by behaviour of others. It is based on basic psychological facts like perception, learning, motivation and personality of the individuals interacting with each other. Interpersonal behaviour could be **mutually cooperative** where complementary transactions take place, such behaviour is possible where there is mutual trust, respect for each other's view point and ideas, concern for each other's needs and when both have a complementary ego state. Such behaviours are mutually gratifying to each other. On the other hand, interpersonal behaviours can be **conflicting**. Reasons for such behaviour can be attributed to personality differences, different value system, and conflict of interest and last but not the least role ambiguity between the two individuals.

Transactional analysis is the study of individual in the organization when he is interacting with other individual on social front or professional front. Eric Berne is credited to the movement for psychotherapy, which he started in 1950s. He observed that there are several persons within one person and therefore an individual transacts in different ways with different persons in different situations. People spend considerable time interacting with each other. They transact in a way that may provide connecting tissues between two individuals, which may hold them together. This type of pair relationship is called **Dyadic relationship**. Transactional analysis offers a mode of expression of personality and dynamics of self and its relationship with others. It is a method of analyzing and understanding inter personal behaviour. Transactional analysis involves the analysis of the following factors:-

- (a) Study of awareness
- (b) Ego State
- (c) Analysis of transactions
- (d) Life Script
- (e) Psychological games
- (f) Study of life positions

- (g) Stroking
- (h) Games analysis

Definitions

“Transactional analysis is a technique used to help people better understand their own and other’s behaviour, especially in interpersonal relationship.”

Johari Window

Joseph Luft and Harrington Ingham have developed a model to look at one’s personality that can be known and unknown to self and known and unknown to others. The concept known as Johari Window is shown in Figure 9.1 below. It is a technique to analyze and improve interpersonal - Transaction.

	Information known to self	Information not known to self
Information known to others	1 Open Self (Public Area)	2 Blind Self (Blind Area)
Information not known to others	3 Hidden Self (Private Area)	4 Unknown Self (Dark Area)

Fig. 9.1. Johari Window

The above figure indicates that there are four parts (**self**) in all of us that has been indicated by four quadrants. These are explained below:

- (a) **Open Self:** Open Self is known as **Public area**. This quadrant indicates information about self is known to oneself and also to others. The information relates to feelings, motivation and behaviour of an individual, which he is willing to share with those whom he comes in contact. The individual behaves in a straight forward manner and is sharing. In an organizational setting, because of the openness of the individual the chances of conflict are reduced to minimum.
- (b) **Blind Self:** This quadrant is related to information is not known to self but known to others, who interact with you, know more about you. This is known as blind area. It is important that an individual should reduce blind area to the minimum by interacting with people more intimately and by asking questions about self. For example, an individual may not be aware of the fact that he is extremely task oriented and employees do not like it. In other words, others know and perceive the individual as a hard taskmaster and dislike him because of this. This is blind area that a person is blind to the fact that he interacts with others in the professional manner. This situation is likely to create an unpleasant atmosphere in the

- organization. Individual therefore should reduce blind area and increase public area. This will reduce conflict situations to a great extent in interpersonal behaviour.
- (c) **Hidden Self:** Certain aspect of personality has formed this quadrant. Self knows information but others do not know it. There are certain aspects, which are private. Individual therefore does not want to share it with subordinates and wants to keep hidden. The area is also called **Private Area**.
 - (d) **Unknown Self:** This area is characterized by facts unknown to the self and to others. This is dark area, which is not pregnable. There is nothing much that can be done about it. It should be an endeavor to improve upon one self by obtaining feed back from others about self. Individual should carry out improvement and perceive one self correctly so that one perceives each person in the right manner. There are certain factors to improve Interpersonal relations. (Public Area).

Development of Inter-personal Relationship

- (a) **Develop positive attitude:** We have already studied attitude, perception and values and its relationship towards accomplishment of given task. It should be an endeavour of every manager to look at the individuals, situations from positive point of view and remove distortion if any in a particular situation. Personal bias is dangerous and acts as bloc in improving relationship. If a manager is unbiased, have positive feeling towards his subordinates, advices them when in trouble and supports them in day-to-day functioning will develop a positive feeling about the workers, which will reduce blind area and convert it in to public area. This will bring an excellent work environment in the organization.
- (b) **Be Empathetic:** Manager must look at from the employees' point of view. He should be able to identify subordinates need pattern and try and fulfill them. He should display high degree of sensitivity towards the subordinates and rise above the personal interest for the well being of employees.
- (c) **Improve Self Concept:** Every individual must improve his self-image. This is possible when work is assigned to an individual based on his skills, aptitude, experience, knowledge and qualification. In case there is distortion between the individual's expectations and job requirement, a person is bound to develop frustration that would lead to the feeling of inadequacy (for a highly skilled person). In this situation a job rotation or even change of organization is recommended. This will bring to him new challenges, and have a greater degree of freedom of action and job satisfaction that will lead to increased degree of self-concept. In nutshell, self-concept is achieved by achieving an ideal fit between individual competency and job requirement.
- (d) **Communication:** Communication is an important factor in developing an ideal interpersonal relationship. All barriers of communication should be removed. Managers should conduct themselves in such a manner that the subordinates feel that the former is approachable. One must also be a good listener. Mis-perception should not be allowed to set in for want of communication. Subordinates should be kept posted about the latest happening in an organization so that they are prevented from imagining the situation that may distort perception. In the organization vertical, horizontal, diagonal communication be permitted. Formation of social clubs should be encouraged.

- (e) **Perception errors:** Common perceptual errors like stereotyping, halo effect, selective perception, attribution errors and distortion should be avoided. Managers must be able to lend credence to what they preach by practicing. This will enhance their image in an organization.
- (f) **Culture:** Development of organization culture emanates from top level. Work ethics, value based practices must be rewarded. Development of culture is a continuous process, which is unending. For short-term gains compromise on ethical practices will doom the best of the organizations.

PRINCIPLES OF CHANGES IN AWARENESS

Awareness in self is not static and subject to change. Quadrant to which Psychological state (information known to self and information known to others) is assigned also changes. Joneward has assigned eleven principles of such change.

1. Change in one quadrant will affect change in other quadrant and hence the changes in interpersonal behaviour can be noticed.
2. It takes energy to hide, deny or be blind to behaviour.
3. Threat tends to decrease awareness while mutual trust increases awareness.
4. Forced awareness (exposure) is undesirable and usually ineffective.
5. Interpersonal learning means a change has taken place. Therefore when one quadrant enlarges the other becomes smaller.
6. A large enough area of free activity, more resources and skill facilitates working with others.
7. If No 1 quadrant is smaller it is indicative of the poor communication.
8. There is universal curiosity about the unknown area due to customs, social training and diverse fears.
9. Sensitivity means appreciating the covert aspect of behaviours in quadrant numbers 2, 3 and 4, and desire of others to keep them so.
10. Learning about group processes help to increase awareness. It will increase quadrant number 1 for both group and individuals.
11. Value system of a group and its members may be observed in the way the group deals with unknown in the life of group itself.

EGO STATE

Study of ego state is an important part of transactional analysis, it explains psychological behaviour pattern of an individual. Study of ego state is related to the way an individual thinks, his feelings and subsequent behaviour. People interact with each other in terms of psychological positions of behaviour known as ego state. **Sigmund Freud** was the first to advocate that in every individual there are three ego states residing within him i.e. parent ego, adult ego and child ego. They stimulate, monitor and control individual behaviour. The ego state is not related to the age of an individual. He further states that a person can change ego state depending upon situation and modify his behaviour. **Berne** states, "Although we cannot directly observe these ego states, we can observe behaviour of an individual and can infer which of the three ego states an individual is transacting at a particular moment". Let us study these ego states.

Parent Ego

Parent Ego refers to the personality attributes like value, attitude and behaviour of parent like people, inherited by a person when he was child. This behavioural pattern becomes basics for behaviour as individual copy parent figures like teacher, father, mother, brother or any other person who is elderly and displays an advisory behaviour, which is copied by a child and subsequently displayed in his lifetime when such situations arise. Parent ego can be of two types.

(a) *Nurturing parents*

Nurturing parent ego is characterized by over protectiveness, helpful, distant, dogmatic, indispensable and upright parent behaviour. When such behaviour is displayed to a child, he inherits the same pattern of behaviour.

(b) *Critical parents*

Critical parents ego state is characterized with the behaviour, which is hurtful, wagging finger at the other and conveys displeasures. The behaviour is strict which usually quotes rules, laws and has great reliance on successful people.

Adult Ego

Adult Ego is based on reasoning, seeking from subordinates and providing information. A person having adult ego views people equal, worthy of undertaking any job and responsible. They behave rationally and think logically. Physical signs can identify their behaviour, which displays controlling type. People with adult ego, verify their behaviour and update their parent and child ego continuously. They block parent and child ego state based on experience. The person updates data to determine what is valid thus he controls emotional expression. Adult ego is considered to be valid ego state comparatively.

Child Ego

Child ego state is inner feelings, experience and adaptation. Person having child ego generally displays creativity in his action. He conforms to the situation and people who interact with him and displays anxiety, depression, dependence, fear and hate. Child ego can be perceived by observing an individual who displays physical signs like silent compliance, attention seeker in certain situations he displays temper, tantrums, giggling and coyness. The individual thinks non-logical and wants immediate action on various issues. Such behaviour is formed unto 5 years of age by accepting inputs of behaviour of various individuals around in childhood days. Child gets a social birth and inherits various patterns within the child ego state. These are:-

(a) *Natural Child*

Natural child generally displays following behavioural pattern

- Affectionate
- Does what come in the way
- Fearful
- Self-indulgent
- Self-centered

- Aggressive

(b) Adaptive child

Adaptive child is psychologically trained in obeying instructions from parents though not to his liking and does whatever because parents insist to do so. It has the tendency to get involved in NOT OK transaction. Rebellion, frustration becomes part of his personality.

(c) The little professor

The little professor is intuitive, creative and manipulative. He believes in magic and uses this ego state with adult ego state and achieves good interpersonal relationship. He responds to non-verbal communication and play hunches. He is imaginative.

Analysis of Transactions

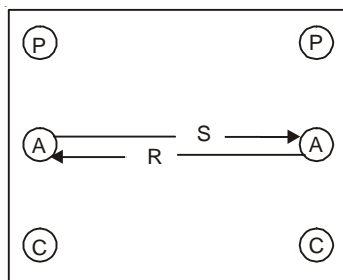
One of the barriers of communication is crossed transaction. TA is a technique for examining the nature of interpersonal communication between the two individuals and to analyse its effectiveness. Every piece of conversation is treated as a transaction. For example when A talks to X it is one transaction and when X replies to A it is another. Each transaction of an individual emanates from parents ego, adult ego or child ego state. As stated earlier, parent ego state (P) is authoritarian, the adult ego state (A) is rational and logical in approach and lastly the child ego state (C) is impulsive. Every person transacts from all the three ego states but each one of us has one ego state as dominant. Transaction is effective when stimulus and response is from the same ego state and the complementary in nature. Crossed transactions create conflict and problems for interpersonal behaviour. Let us study patterns of complementary transaction.

(a) Complementary Transaction

Complementary transactions are those communications where stimulus and response (S—R) is from identical ego state. Message from one person gets almost predicted response and the transaction is parallel. There are nine such complementary transactions:-

(i) Adult – Adult Transaction

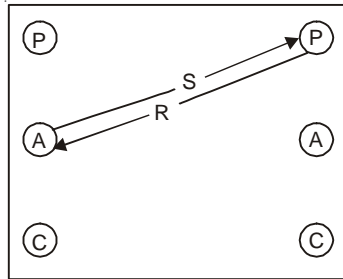
Both individuals are transacting from adult ego state. The stimulus and response are based on logical thinking and rationale. This type of communication is considered most ideal in any organization. There is least chance of conflict among the workers. See figures below:



Adult – Adult Transaction

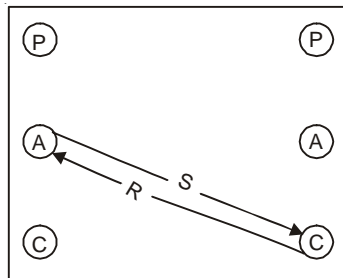
(ii) Adult – Parent Transaction

In adult – parent ego state, manager speaks from adult ego state which is rational and backed by rules and regulations while the employees speak from the parent ego state which is authorization, is not likely to smooth in the long run. Parent ego state (workers) will try to control and dominate the manager. The employees may develop hostile attitude towards the boss. See figure below:



Adult – parent Transactions

(iii) Adult – Child Transactions: Adult-child ego transactions are shown below:

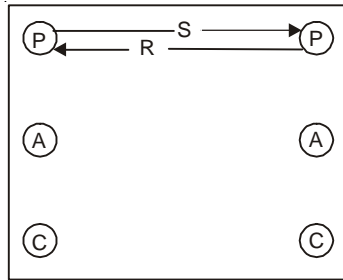


Adult – Child ego state Transactions

This type of transaction is effective if child ego is of little professor category where employees can work with certain amount of creativity. Manager in this type of situation has to keep guiding and tolerating childlike behaviour of employees which is characterized by loose control, and lot of fun and enjoyment, which is not productive for the organization.

(iv) Parent – Parents transactions

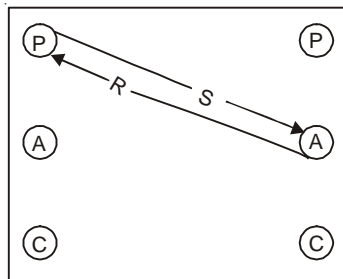
Parent ego state is characterized by admonitions, rewards, and work by rule, praise and punishment. If both i.e., the manager and employees have the above characteristics of ego state, the stimuli and response will be dominating from either side. While manager would put forward his ideas, the employees would reject it and put up a fresh idea and would want to be accepted by the manager. Manager will have to take up a nurturing parent attitude for transaction to be fruitful and thus have a productive communication. See figure below:



Parents – parent ego state Transaction

(v) Parent – Adult ego state

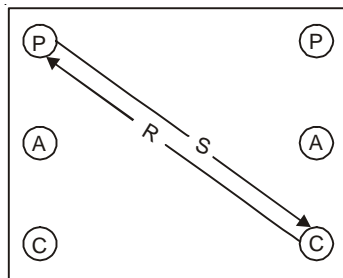
The boss is transacting from parent ego while he subordinate is responding from adult ego state. Such type of relationship may not last long. Employees rational and logical thinking will be marred by parent ego state, which may diminish good working relationship of the two parties. One will have to switch over to the corresponding ego state. See figure below:



Parent – Adult ego state

(vi) Parent – Child ego state

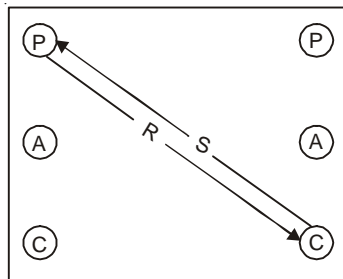
This transaction is workable in the organization where the manager will get the work done from subordinates by advising, guiding, and by assigning rewards for good work and punishment for non-performance. The subordinates (Child ego) will listen to manager and look forward for advice, guidance, and assistance at each stage of production cycle. Manager may get frustration because he may develop the feeling that he is controlling an inefficient work force. See figure below:



Parent – Child ego Transaction

(vii) Child – Parent ego state

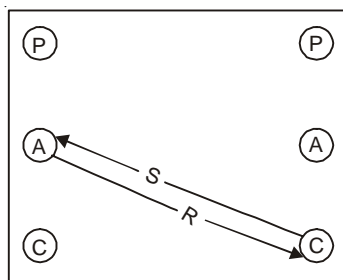
This is not a very effective style of communication whose manager has a child ego state and employee’s parent ego state. In such situation employees would control the manager. The latter would always perceive employees as threat and look forward for their advice from time to time. It will be lassie-faire type of command. Instances of manager being ridiculed and talked about loosely by subordinates will be a common phenomenon. See figure below:



Child – parent ego state

(viii) Child – Adult ego state Transactions

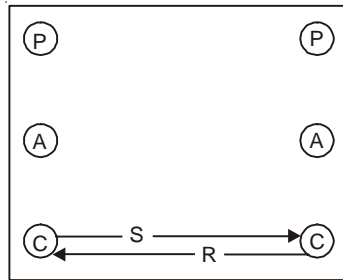
When manager acts from child ego, there will be poor decisions based on whims and fancies and emotions. This will pose a problem for employees who want to work rationally. Unless the ego state of the manager is changed, this is going to be problem in the organization. No growth can be expected with child ego manager at the helms of affairs. See figure below:



Child – Adult ego state Transactions

(ix) Child – Child ego state

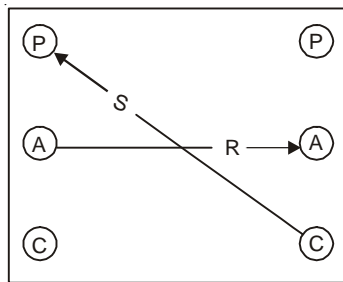
Such transaction is not good for the organization. This organization even can be called as leaderless. Manager with child ego dominant is more of a liability to the organization. Performance of the organization will be poor, no growth, no new ideas, and lethargy will prevail in the system. In such situation, the manager should be replaced. See figure below:



Child – Child ego state transaction.

Non-Complimentary Transactions

Non-Complimentary transactions are those transactions which a sender sends the message on the basis of his ego state, but the response is from an incompatible ego state on the part of receiver. Such behaviour occur when stimulus and response is not parallel. Following figure depicts non-complimentary transaction.



Non-Complementary Transaction

(c) Ulterior Transactions

Ulterior transactions are most complex transactions because it involves more than two ego states working at the same time with double meaning in the stimulus. This type of transaction is very common i.e. diplomatic circles when you say something but mean the other. For example read the following newspaper reports. “Newly appointed Pakistani Ambassador to UN, Mr. Munir Akram said “India would have license to kill’ (Pakistani) if Pakistani relied only on its non-nuclear firepower. If India reserves the right to use conventional weapons (because of no first use of nuclear weapons) how can Pakistan – a weaker power – be expected to rule out all means of deterrence”? In the above message, Pak Ambassador is speaking to India from child – parent ego state when he says Pak is a weaker power but at the same time conveys (from Adult to Adult ego state) that she reserves the right of using nuclear weapon (all means of deterrence) this type of communication where ulterior meaning is different are dangerous and should be avoided as they are not desirable for better relationship and understanding.

LIFE SCRIPT

Script is a text of play motion picture, TV serial or a radio programme. Life of a person is

compared with the play or motion picture or a Radio programme. Because human being's life script emerges out of the role he plays all his life and life is quasi- programmed. In transactional analysis the script is compared with life span. Every person writes his or her own script right from childhood under the personal influence and form attitude, behaviour pattern that does not change with age. Whatever has been learnt in the childhood is enacted by all of us all our life as if we are enacting a play on the stage of life. If you have been told not to speak lie by your parents, you would not like a person to speak lie and in turn you will teach your children "Not to lie". If you have been told in childhood that one must not butt in when two people are speaking, you would also practice and preach the same in life what one is doing is what one has learnt. One is repeating (enacting) the script of what has been learnt. Berne states that life script is a complete plan of living. He further states that the script is full of offering based on structures of injunctions, prescriptions for various situations as to how one should behave and permissions. In the process, the person is either successful called **winner** or unsuccessful called **loser**. Winner programming (of script) is more adaptive because the person with above life script enjoys more autonomy in his dealings, while the loser has strong injunctions and inner demon who disturbs the whole life plan and therefore a person does not succeed in life. Joneward has gone further and stated that every person plays a drama on public stage and private stage in life. She further states that life script resembles as a script of drama whose characters, dialogues, actions, scenes and themes is learned in life and enacted as drama/play culminating towards a climax and ends in final curtain. Life script is nothing but a formation of personality in early stage and its display in life span that has a great impact on how a person transact with other person. If he is winner, the organization where he is employed will achieve growth and display positive outlook in all his dealings. If one has a loser script, he will behave negatively, be critical and may bring negative growth to the organization. It is therefore necessary to know about a person, his childhood, environment, society he comes from, schooling, habits, likes and dislikes so that one knows, though partly about the life script of a person on being employed. Mc Clelland states that stories read or heard by children and movies seen have an impact. When a child reads or hears stories based on successful leaders, the reader turns out to be achiever in life. If the stories of risks are read or told to children they turn out to be power-oriented leaders.

Life Positions

Child develops life philosophy by experience. As child grows he tries to develop philosophy for itself based on self-identity, sense of worth and an ability to perceive people in the right sense. Harris identified life positions where individual knows about himself and the perception of people about him. Transactional analysis constructs the following four life positions.

- (a) I am Okay you are Okay.
- (b) I am Okay you are not Okay.
- (c) I am not Okay you are Okay.
- (d) I am not Okay you are not Okay

For above analysis see figure 10.2.

Let us discuss the above four life positions.

1. I am Okay your Okay (C)

This is an ideal life position because this position is rationally chosen one. In this position individual behaves rationally and accept significance of others. People feel happy and life is worth living. Individual with this life position expresses confidence in his subordinates, work with high level of delegatation of authority, and believes in give and take. Manages enjoys good communication network, work with confidence and there is work sharing and positive attitude towards work. People remain happy and have high level of job satisfaction. People work with adult ego state. There is no conflict situation and there is total understanding among subordinates and peer group. An Ideal life position.

	I am NOT OK	I am OK
You are NOT OK	A Avoidant/Averse	B Bossing
You are OK	D Difficult	C Competent/Confident/ Creative

Fig. 9.2. Life positions

2. I am Okay, you are not okay (B)

This is distrustful psychological life position taken by individual who feel that others are wrong. They blame others for their failure. People who have been neglected by parents in their childhood take this position. They generally operate from rebellion child ego state that feel victimized and blame others for their miseries. Managers lack trust, confidence in the intellectual level, skills and talent in their subordinates and do not believe in delegation of authority. They perceive delegation as threat to their personal existence. Managers are critical, oppressive and point out flaws in the working of subordinates. They operate from critical parent ego state and rarely give positive remarks. They feel their workers lazy, irresponsible and find them as stated in theory X of Mc Gregor. Expresses bossing attitude.

3. I am not okay, you are okay (D)

This life position is common to persons who feel powerless in comparison to others. Persons in this life position always grumble and feel at the mercy of others. They have tendency to withdraw and at times experience depression that may lead to suicide in extreme cases. People with this life position operate from child ego state. Managers tend to give and receive bad feelings. They are unpredictable and display erratic behaviours. It is not a good life position. People are diffident in this life position.

4. I am not okay, you are not okay (A)

This is the worst life position in which individual feel defeated and sees whole world as miserable. It is a desperate life position where people loose interest in living. In extreme

cases people commit suicide or homicide. This position is caused due to children having brought up by servants and very scant or no attention having been paid by the parents. At managerial level, no decision is taken in time and managers make mistakes. They at times provoke others in the negative direction and display a lack of personal potency. Manager with this position look to others for final decision and often delegate in-inappropriately.

On analysis, it is seen that everybody has elements of various life position. But one of the four-life positions is dominant. **“I am okay your are okay”** is the best life position All- individual must try and modify life position in various situations. **Adult – adult transaction from the above life position and positive life script will make an outstanding manager.**

Stroking

Stroking is an important aspect of transactional analysis. Stroking is an act of implying recognition to other person. Stroking is recognition that a person gives to his subordinates for good work done or even bad work done. Lack of stroking has an adverse psychological and physiological effect on individual.

Stroking is a basic unit of motivation that can be seen from the following

- (a) The quantity and the quality of strokes serve as either positive or negative motivation for employees.
- (b) Good share of psychological satisfaction we get from work is from strokes available from other persons.
- (c) We get strokes from the work itself.

There are positive and negative strokes. Positive strokes are recognition, pat on the back and affection shown by superiors, who make subordinate feel okay. It is the recognition of the work that employees get boost to do even better. Negative strokes on the other hand are the feeling “you are not okay” conveyed by superiors by way of criticism, hating and by scolding for the job not done well. It serves as negative encouragement and a feeling of failure is created among the workers. Negative strokes received by individual also serves as positive strokes because an individual who has done a mistake expects a negative stroke from his boss, so that mental tension is relieved and a social equilibrium is achieved in the relationship. When the work is challenging, the worker gets an ultimate satisfaction from the work itself that serves as a motivator. It is therefore necessary that managers/supervisors assign to their subordinates the work, which, in itself is rich and has a motivational value. Positive strokes must be used as frequently as possible.

PSYCHOLOGICAL GAMES

Psychological games are set of transaction, which has following characteristics:-

- (a) Transactions are repetitive
- (b) Transactions tend to make sense on superficial or social level.
- (c) One or more transaction has ulterior value.

The set of transactions, which has negative pay offs, prevent people/organizations becoming winners. Psychological games are played by individuals to fill up time, provoke

attention and re-enforce early opinion about self and others to fulfill a sense of destiny. Psychological games are not good as they prevent open, warm and intimate relationship. These must be discouraged. Joneward has suggested the following steps:

- (a) Avoidance of complementary hand.
- (b) Avoidance of victim role
- (c) Avoid putting other people down.
- (d) Avoidance of putting one-self down.
- (e) Practice giving positive strokes in all transactions and avoidance of negative strokes.
- (f) Investing more of life's time in activities of intimacy.
- (g) Leveling of thinking with others.

BENEFITS OF TRANSACTIONAL ANALYSIS

1. In this chapter we have studied awareness improvement, ego state, and analysis of transactions, script analysis, life positions, Psychological games and stroking. These are all psychological factors that must be applied intelligently in working environment so that performance of each element is positive and contribute to better understanding. Some of the benefits of TA are given below

(a) Development of positive thinking

Transaction analysis brings positive feelings in the individual, which has remarkable impact on attitude change

Present states	Transformation
Confusion	Clear thinking
Defect	Victory
Fear	Courage, achievement
Frustration	Gratification
Loneliness	Feeling of togetherness
Pessimism	Optimism
Suppression	Friendship

(b) Interpersonal effectiveness

Transactional analysis improves:

- Interpersonal relationship
- Understanding of ego state
- Better Communication
- Problem solving

(c) Motivation

Transactional analysis is basically applied to improve motivation of employees. When applied, it satisfies the human needs. Enrichment of job is achieved by helping fellow workers thereby achieving intrinsic value. It helps to change management style from theory X to Theory Y whose transformation takes place from parent – Child relationship to transaction involving adult – adult relationship, from “I am Okay, you are not okay to I am Okay – You are okay life positions.

(d) Organisational development

Organization development refers to development of humanistic value system in the organization. Joneward has recommended that TA plays an effective role in the following area:-

- (i) Maintaining adult – adult transactions.
- (ii) To give an okay to natural child.
- (iii) To identify and avoid crossed transactions.
- (iv) To minimize destructive game playing.
- (v) To maximize and development of various support systems and policy and improvement of work environment.
- (vi) In transaction analysis, leadership theory propagated by Blake and Mouton can be fruitfully practiced. Manager who works from 9:1 position actually behaves from parent to child ego state, 1:9 acts from child to parent ego state and, 9:9 position is nothing but managers working from adult ego state. These ego states can be modified based on the situation and ability of subordinates.

SUMMARY

Transaction analysis is a study of human behaviour. It is based on basic psychological factors. Interpersonal behaviour could be mutually gratifying or conflicting. This will depend upon the awareness about each others needs, ego state, life script the individual possesses and formation of personality in the childhood. Transaction analysis is therefore a technique to help people better understand others' behaviour. Joseph Luft and Harry Ingham have developed a model of interpersonal relationship, which is commonly known as **Johari Window**. The model is based on two factors i.e. information known to self and not known to self, and information known to others and not known to others, about each other (transacting parties). Based on the above parameters four quadrants are formed. Quadrant one is open self that is also known as public area where information is known to each other and therefore a gratifying transactions take place. Quadrant two is known as Blind self, Quadrant three Hidden self and Quadrant four as Unknown self, where the transactions may not be gratifying and conflict may take place. It is therefore necessary to enlarge Open-self-quadrant. Larger the area of quadrant one, better the inter-personal communication. One should develop positive attitude, be empathetic, improve self-concept and improve communication skills to be able to improve transaction.

Ego state is an important part of transactional analysis. It explains psychological behaviour pattern of individual. Sigmund Freud, in his study on ego state has stated that every individual has three ego states within him. These are parent ego state, adult ego state and child ego state. Within the parent ego state, there could be nurturing parents and critical parents. In child ego state there could be natural child, adaptive child and little professor. Every person transacts from dominant ego state. Transaction may vary from situation to situation. Basically, transactions are of three types, one, the complimentary transaction, two, crossed transaction and three, ulterior transactions. One must try and always involve into complimentary transaction that is smooth, likeable and free of any conflict. While crossed and ulterior transaction is not recommended as it is conflicting and does not improve organizational functioning.

Life Script is inheritance of what one has seen, heard and experienced in childhood. Formation of personality is complete in five years of age. Mc Clelland states that human life is like a script one writes in early days. Human being only enacts it repeatedly in the lifetime. If one has heard the stories of bravery; a child turns out to be brave. If one has heard the stories of successful leaders, a person in all probability will be an achiever. A person writes his life script right from the childhood under the influence of parents and form attitude and behavioural pattern, which does not change with age.

Harris in his studies identified four life positions where individual knows about himself and the perception of others about him. These are, **one** I am okay you are okay, **two** I am okay you are not okay, **three** I am not okay you are okay and **four** I am not okay you are not okay. Everybody has elements of all the four life positions, but one of the four life positions is dominant. I am okay you are okay is the best life position. All individuals must modify life position in various situations. Adult –adult transaction from above life position with a positive life script will make an outstanding personality.

Stroking is an act of recognition given to a person for good work done. It is an encouragement given by superior to his subordinates. Stroking can be positive or negative. Individual even gets stroke from work itself when work is challenging and he is able to complete the same.

Psychological games are a set of negative transactions that have negative payoffs. Psychological games are not good as they prevent open, warm and intimate relationship.

Transactional analysis has following benefits:

- (a) It helps in development of positive attitude.
- (b) It assists transformation of individual status.
- (c) Transactional analysis improves interpersonal relationship, understanding of others ego state and helps in problem solving. It motivates individuals.
- (d) Transactional analysis is a tool for organizational development.

TEXT QUESTIONS

- Q. 1 “Transaction analysis offers a mode of expression of personality and dynamics of self and its relationship with others”. Explain the above statement.
- Q. 2 Explain Johari Window. How can the awareness be improved? Explain with suitable diagram.
- Q. 3 What are various methods to improve interpersonal transactions?
- Q. 4 What are various ego states? Explain complimentary transactions.
- Q. 5 Explain crossed (non complimentary) transactions with the help of diagram.
- Q. 6 What is ulterior transactions? Please quote an incidence of such transaction you have known in the recent past.
- Q. 7 What do you understand by life script? How would you ensure that children form a winner personality?
- Q. 8 Explain various life positions, explain the model of Harris - I am okay, you are okay.
- Q. 9 Write short notes on the following:

(a) Stroking	(d) Ulterior transactions
(b) Psychological games	(e) Little professor
(c) Benefits of transactional analysis	