

Transactional Analysis and performance

Jacques Moreau

Abstract

This article aims to show how the use of transactional analysis in companies can also allow performance to develop. The author reinforces the notion of the company as a *living organism*; starting with Berne's description of the notion of boundaries (membranes), he enriches his representation by adding a « skeleton » and « organs » in order to create an integrative diagram making it possible to locate the main sources of improvement of performance. Two examples of intervention show how to use the diagram and more classical TA concepts. As a conclusion, the author offers 5 key elements taken from his experience that contribute to increase the likelihood of a successful outcome of an intervention aiming at improving performance.

Increased efficiency as well as higher performance in organizations¹ is in high demand. The impact of focusing on performance is not only economic; there are also social and political consequences: employment preserved for example through subcontracting and various private and public services in connection with an economic activity.

Eric Berne's written work is not directly about organizational performance. When he was aiming at efficiency, he was essentially referring to psychotherapy groups and healing. He was also a man of curiosity and a scientist who left us a theory of Organizations² largely inspired by Kurt Lewin³ and systemic practitioners of his time, and supported by numerous observations, his own experience in hospitals and his bright thinking.

My purpose is to show that Berne's approach can be used as a tool to conduct interventions on improving performance in companies, institutions and organizations that are inside and outside « trade » sectors of activities; in this article, I will refer to them by using the generic word of Companies.

After defining performance in the organizational environment, I will place it in the diagram of Berne's theory of organizations which I have enriched with my contribution in order to give my clients the opportunity to include their own reality in the diagram. Then, I will illustrate it with two examples taken from my practice as a consultant and, as a conclusion, I will offer a few key elements that are helpful to conduct this kind of intervention.

Performance expected:

All kinds of companies have been created in order to reach a certain level of performance in their activity. This level varies in nature and quantity depending on the sector or the requests from decision-making people: this is what I call « performance expected ». This result is both personal and relative. For example, running a marathon to the end is considered as a performance by most sportspeople; running it in 2 h 20 is a counter-performance for some of them. In a company, the performance expected is a complex mix of the level of results expected by owners, shareholders or financiers, of managers' and workforce's involvement, and also of the degree of acceptance of the product or service by society at a given moment. Therefore, it can vary significantly from one company to another. As an example, among some thirty clients of our consultancy firm in 2004, the performance expected in financial terms was measured at 5% to 25 % of return on investment depending on the company strategy and the environment. In the non-trade sector, it can be measured in numbers of pupils who will obtain a school diploma, for an emergency ward, in receiving patients and being able to take care of them, or for an administration, being able to provide uninterrupted public service.

Development of Berne's model:

A – Boundaries:

Berne defines any group as having three boundaries (diagram 1)

- *The External boundary* allowing to differentiate the inside from the outside
- *The Major Internal Boundary* which differentiates Leadership from Membership
- *The minor internal boundaries* which differentiate various categories of members

Berne insists on the notion of boundary. He resorts to the metaphor of a semi-permeable membrane crossed⁴ by the energy which is necessary to function. This membrane can be examined thanks to several criteria such as consistency (as opposed to flabbiness), excessive permeability (intrusions and shifts), sensitivity (enabling to detect an old lesion) or rigidity blocking the energy of certain parts.

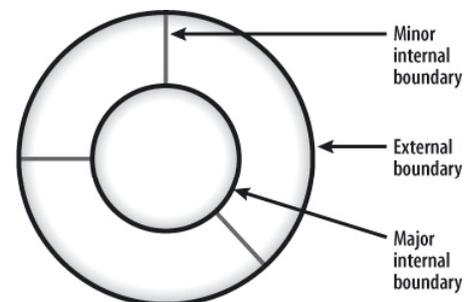


Figure 1

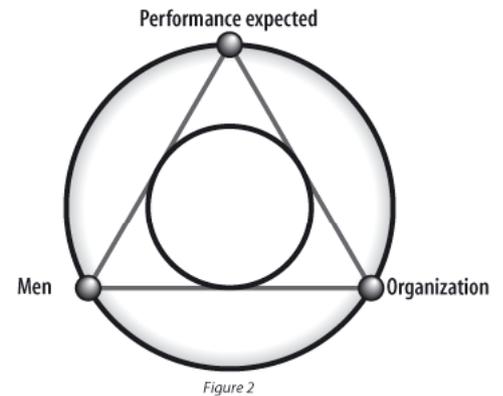
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In order to conduct interventions, I found it necessary to complete this representation with significant aspects that are not mentioned in this model. I took up Berne's metaphor. The membranes of the living body constituted by a company are supported by a *bone structure* and contain *vital organs*.

B – The bone structure of a company:

In every company, there exist three poles supporting its existence, functioning and development. The first pole can be called « Men ». Any company is first created and developed by and for human beings. The second pole is the « Organization »; as organization, I mean both the way to organize the various missions and competencies, and also the whole of machinery, instruments, buildings and all other material and immaterial⁵ elements making possible production of goods or services.

The combined action of these two poles is balanced by a third one that I call « Value Added » or « Performance expected ». Depending on the nature the company, this Performance presents characteristics that can be more economic, or technical or social, or the progression of an ideology, holding a specific position, etc. In this case, the boundaries and bone structure can be shown like this (diagram 2):



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Any human company possesses a bone structure which is invisible, « holding » all the elements together in a balanced way. Of course, this notion of balance is specific to each company.

Representing it with an equilateral triangle is *an abstraction*. The triangle is more or less tilted towards the Men or the Organization; although its base being is more or less wide, it is essential. Any significant⁶ change will affect this balance. In the same way as a walker will run after stumbling, it will take the company a certain time to regain a new balance, by spending extra human and financial energy, for example.

C - The vital organs:

They are composed of 5 elements⁷ :

1. A function of general management composed of 3 sub-systems :

- a. **Authority (AUT):** It is composed of the people who are appointed⁸ to make sure that institutional objectives are reached. Added to them are the people who are recognized by the members, those whom Berne calls effective and psychological leaders. The authority proposes and implements the strategy and pilots the continuous improvements.
- b. **Institutional power (IPW):** it usually refers to the owners⁹, shareholders, financiers whose responsibility it is to orient the company, to set a course and give meaning. They decide the general policy and the broad strategic options in view of their own interests or of those they represent.
- c. **A reference authority:** the Euhemerus (EUH)

This is how Berne describes a historical leader who gave a determining impulse¹⁰ to the Company by achieving a performance or results which are today considered as exemplary today. As a consequence, he has set values and indications of professional behaviors. Usually, the Euhemerus is no longer present in the company¹¹ Members refer to him when they say something like: « ... in old Le Bon's times, this wouldn't have happened! »

2. A conscious process of orientation of human energy, Canon 1 (CAN)

In his theory of Organizations, Berne refers to the Canon in the same way as the Catholic Church refers to Canon Law, i.e., that is to say, the law founding the group, and he names the constituting elements: denomination, objectives, rules¹², and the procedures for amendments¹³.

3. A function of transformation or production (TRF).

Starting from specifications, the needs and constraints of clients or users, this function actually creates, through a quality system¹⁴, the products or services of the company. The consequence of its action is measured in terms of needs met or constraints lifted.

4. An apparatus composed of 3 sub systems:

- a. **A system of support of production (SPD)** whose objective it is to make available for the processing function all the material and immaterial elements the latter may need in order to carry out its mission (for example : purchases and supplies, management and technical information, logistic, finances, human resources, etc)
- b. **A system of adaptation to the environment (SAD)** whose objective it is to enable the company to survive and develop in its environment. The functions of marketing and sales, after-sales service, communication, public relations and lobbying, legal and fiscal experts, etc, can be found in this system.
- c. **A system of general maintenance (MAI)** whose objective it is to maximize the functioning of the system. This system includes technical maintenance, quality, internal and external security, the management of the impacts of production on the environment, etc. It is also composed of all the relational adjustments, scheduled or not, which enable people to live together and adjust to each other. In TA, we refer to group imago adjustment, stamp exchanges and time structuring: withdrawal, ritual, pastime, activity, games and intimacy¹⁵.

NB: It is to be noted that the three functions of the apparatus also have to supply the system of general management with reliable information whether to orient the strategic decisions or deal with day-to-day management.

5. **The largely unconscious part of Canon 2: culture**¹⁶ : the origin of the notion of company culture is often attributed to Elliot Jaques, the founder of the Tavistock Institute in London. In 1952, he defined company culture as its « usual way of thinking and acting which is more or less shared, and which must be accepted. »

Every group creates its own culture whose objective it is to make a certain number of professional behaviors become automatic, therefore unconscious. « *Culture... this goes without saying* », and yet, it resists against the changes brought about by globalization. Culture is the identity nucleus of a company, and its function is to further the survival of the latter.

Berne defines a group's culture with 3 elements, thus winking at his own theory of ego states.

- a. **Technique** which concerns the Adult aspects of the Company (how decision making and rewarding are organized, for example)
- b. **Etiquette** showing the Parental aspects members must respect in order to be accepted by the group (proclivity to standardized behaviors).
- c. **Character** which evokes the Child aspect, i.e. for Berne, the acceptable possibilities not to follow Etiquette (proclivity to individualized behaviors).

I make a synthesis of the above elements in diagram 3, page 7

This static representation is useful to locate where evidence of problems shows, to analyze their impact on the general functioning, contemplate various options with their consequences, and then, implement and follow the operations that will lead to the solution of the initial problem. The aim of the diagram is to reinforce the Adult¹⁷ ego state of the managers who are in charge of solving the problem.

Of course, the elements presented in the diagram are in dynamic interactions. Berne¹⁸ diagrams the « pressures » on the External boundary and shows « cohesion » is the adequate mode of response¹⁹. Sometimes, the members apply pressure on the boundary of leadership to obtain perks or advantages. Berne calls this pressure « agitation », and shows that the response must be perceived in terms of « security » leading to a lower level of agitation. The dynamic aspects of a group's boundaries are specific to every situation, and the competency of a coaching system is to actually know how to use the existing energy to solve the problem: *for example, teach people how to use their energy to have their professional needs met instead of investing it in games*²⁰.

Activity, process and group imago adjustment

Elliot Fox²¹ shows that a group's work is dual: activity and process. He makes it clear that maximized activity is the goal of any group and yet, it is impossible to cancel process. He recommends creating *surplus* resources that will make it possible to finance the indispensable process.

The group's cohesion can be altered by various kinds of external and internal events that show in the group process. Cohesion can be measured through the various stages of group imago adjustment.²² Most Companies are built to achieve their *Performance expected*, when approximately 60 % of people's energy is directly devoted to activity. The remaining 40% of resources are devoted to managing the various processes.²³ The levels of a group's performance can probably be linked to the level of group imago adjustment. For example, in the **Provisional** adjustment (rituals), 20 % of the energy is devoted to productive activity and 80 % to managing the processes²⁴ ; in the **Secondary** adjustment (intimacy) 100% is used for activity. At this stage, the process is fluid and uses little time and energy. And yet, we know that this stage is rarely reached in Companies.

Company managers will call in consultants in three cases that are easy to identify:

- Some internal or external event has caused a regressive movement in group imago adjustment, and they require an intervention in order to regain the former level of performance.
- Performances expected vary, due to some external cause, (for example when launching a new product or service endangering the perennality of the Company. It is then fitting to find new degrees of Performance by minimizing costs and implementing technological, product, marketing, or regulatory developments.
- A combination of the above cases.

The relevant intervention often consists in conducting some work on group imago adjustment by using Time structuring²⁵

Case study 1:

*We*²⁶ were commissioned by a company manufacturing one component of the Ariane rocket. The subject of the request was chronic delays whose financial consequences could reach millions of euros in loss of credibility with the final client. We worked with the team who was « the most heavily blamed » in the process. After a joint phase of diagnosis using diagram3, our intervention was one day a month for 9 months.

For the members of the team, relying on a diagram and checking its effectiveness was reassuring before getting involved in deeper work. It was then clear to us that the external boundary was regularly «infringed upon » by other teams' delays and « intrusions » from the Institutional Power that, for political reasons, would change the order of production²⁷.

At the beginning of our intervention, the members of the team structured their professional time essentially in a pastime which consisted in complaining about other departments and the head management (If it were not for them²⁸). When we analyzed our

counter-transference²⁹, we rapidly identified a feeling of fear. Not only did this feeling remain unnamed but it was even denied³⁰ (« that's normal, that's company life! »). Now, this company had just gone through a merger, a change in head management, new methods of work and organization. The main intervention was to conduct group imago adjustment. Concretely, we conducted a group process during which the participants could voice the reasons why they had entered this company. At Adult and Parent levels, it was to participate in the « last great human adventure: the conquest of space » and develop reliable components; at Child level, it was to realize the « dream of making a rocket fly », a dream which was shattered when faced with the economic and political reality of this activity. This work led rapidly to authentic feelings being expressed by the members of the team who engaged in almost intimate sharing. The energy thus freed enabled the members to reinvest their Adult and spend more time in activity and intimacy. Over a few months, they implemented a set of adapted³¹ measures which not only allowed several deliveries to be made in time, but also to obtain new means that they had been denied until then. This time, the request was made from Adult instead of a non OK adapted Child. When the evaluation was made with the direct superiors and the President of the company being present, the aspects showing improved performance were brought to light as well as the team's new relational dynamics which could be noticed by the external and internal partners. Thus, the evaluation made it possible to show how a targeted intervention could have economic consequences that were favorable both for the company and the people working there (OK/OK dynamics³²).

The following example presents a more complex work that was conducted over 3 years.

Case study 2:

We were asked to intervene in a factory belonging to a glass multinational. The aim of the intervention was to help the head management to restore a work oriented atmosphere after a « tough strike ». People had resumed work after picketing for one month, and both unions and workers had refused to accept the wage increase proposed by the head management³³. A first explanation brought to light the fact that this factory was scheduled to close down because of obsolete technology. It had just been sold by the owner who was also the chief executive. Thanks to the personal influence of one of the multinational's managers a new machine was installed, which was very expensive but gave the factory the means to ensure the technological conditions of its survival for a significant period of time. The fairy tale could have closed on this idyllic note.

But the technical adjustment of the machine was long and tricky and the first year of exploitation resulted in a financial loss of over 10 million euros despite the personal involvement of the 500 employees of the factory who worked far beyond the legal time without any compensation. The second year of exploitation resulted again in a loss of 10 million euros and the Group started uttering threats of closing down. Meanwhile, the technical adjustment was over and in the following year was thought of as possibly being financially balanced. It is precisely at that time that the strike took place when one executive tried to force his way in by driving through the picket, thus jeopardizing the life of several people. Fortunately, nobody was injured but everybody was shocked by the level of violence they had reached.

We made the diagnosis using diagram 3 as represented in this article. Everybody involved in the work process could avail themselves of the approach. One of the beneficial aspects was the gradual decrease of the guilt feeling and as a consequence, the development of the factory members' Adult energy. The diagramming was easily accepted as appearing as a unifying and coherent symbol in front of an impression of dispersion which is frequent in large groups.

A first level of diagnosis and treatment revealed a problem at the boundary. As a matter of fact, in order for the project to be accepted, the influential executive had accepted a few reasonable « compromises » which nevertheless were harmful for the results. As an indication, this factory had to use 30% of its production capacity for another division of the group without any mastery of the cost price. Moreover, part of the production was sold by the marketing department of a third division which did not care at all about the financial constraints of the factory

The diagnosis about the boundaries was:

- On the external boundary, we noted some sensitivity to an « old wound »: what happened during the strike was a repetition of what had happened a few years before, when the factory had been sold to the multinational: people felt as if they had been « sold like slaves » with the buildings and the machinery, and therefore, had not been respected in their dignity. It is to be noted that this feeling was common to workers, surveyors and executives. The « hidden agenda » was to obtain unconditional positive strokes, a point which had been overlooked by the head management.
- In the first analysis, the external boundary looked « rigid » and the people holding it seemed to be refusing any evolution and every request coming from their group. Later on, we analyzed it with the client as a « reaction of protection » against something that people perceived without being able to name it.
- Indeed, the external boundary was far too permeable: executives outside the factory made decisions that were binding concerning the results; the factory's head management felt powerless to put an end to this and the general management, concerned with other stakes, seemed to accept the situation and at the same time reproached the absence of results.
- Finally, the factory was one of the few in the group that had not been given the status of subsidiary, which further increased « interferences » from other factories or divisions.
- The Major Internal boundary was also quite permeable; the chief executive and the members of the head management team had difficulties in occupying their slots.³⁴
- The minor internal boundaries were rife with conflicts about territory which had not been addressed.

The human energy absorbed in order to « manage » these processes at the boundaries was available neither to meet objectives, nor for a minimum functioning of the system of adaptation to the environment (SAE) nor for the functioning of the system of maintenance (MAI).

There was no energy available to carry out the indispensable cultural changes.

The objective of the intervention was contracted as follows:

- 1. Defining and implementing a program allowing every participant in his function and the natural teams, to create the boundaries necessary for the activity and have them respected.*
- 2. Learning how to manage the relational dynamics at work and especially strokes and individual stress at work.³⁵*
- 3. Producing enough energy to carry out the indispensable cultural change: switching from the logic of a small company run by its owner, to a company belonging to a multinational group.*

The intervention consisted in introducing to the client a coaching team composed of 3 to 5 people, at various moments. While carrying out work to clarify the boundaries, the members of the team worked on the analysis of their own counter-transference. Among the various points under scrutiny, were the consistency of the coaching team's boundaries, the coherence of functioning rules application and above all, we checked that there was no « collusion » between our team and the group's general management who was then identified with a « bad object ». The same parallel process was occurring with the coaching team as had taken place with the various authorities that had successively run the factory. This work involved all the management executives, technical experts, surveyors, union leaders and numerous workers.

The results of the intervention and the work achieved by the members of the factory were highly praised (including by one of the multinational's Presidents on an inspection tour).

- The factory is now a subsidiary in its own right*
- Manufacturing and sales have been clarified, taking into account the financial interest of the factory. The decisions concerning these points are made by the factory's head management.*
- Gradually, a new head committee was created; they run the factory and manage professional relationships in a « satisfactory enough » way.*
- The factory has gone through ups and downs due to currency fluctuations, but every year, it shows an approximate profit of 10 million euros.*

However, our team did not succeed in implementing the part devoted to the cultural change regarding group belonging. To be successful, it would have been necessary for us to contract with the Group. As we were fully engaged in this coaching program, we could not create an alliance with the general Management.³⁶ Today, the factory is now referred to as one of the gemstones of the Group but the position of its members is still extremely defensive towards the Group. The factory remains a « gallic village » inside this multinational which is present in over 50 countries. Belonging remains a touchy issue.

Conclusion:

Speaking from my experience, it is possible to intervene for missions of performance improvement by relying on transactional analysis concepts (first, by using the organizational concepts, and gradually introducing the relational and individual aspects). The interest of this approach is that it allows to contract with the people in the company who are in charge of decision making and are thus focused on one of their principal missions: performance. We keep their frame of reference, which is a real way to respect them from an OK position. The psychological and psychosocial aspect comes afterwards as a means and not an end, and is then more easily accepted³⁷.

By using these various concepts and sharing them with the people concerned, we often obtain interesting results. Indeed, any company is first human and this element is paramount in the level of performance expected. Even inside industrial companies that are highly automated, the « human factor » remains a decisive element of organizational efficiency. The case studies presented in this article are taken from the industrial world. The same results can be obtained in hospitals, social services or public institutions. They are due to the potent approach of Berne who bequeathed us the professional ambition of « healing » our clients.

It is often necessary to build a multidisciplinary team depending on the problem posed.

The effects of this kind of intervention are as noteworthy as any investment in machinery (increased turnover, reduced absenteeism, lower hidden costs³⁸, creation of wealth, etc. A minimum 10 % improvement in performance or efficiency can easily be expected and often much more. The main difficulty is to find reliable indicators.

Here are 5 key-elements taken from our coaching experience³⁹ that can facilitate work on performance improvement:

1 - Acknowledging the complexity of the system constituted by a company: it is a knot of personal, professional, sector based, cultural, historical problem situations, etc. In companies, boundary-related issues are essential. One way to discover how they are used is to suggest rules for the functioning of the intervention and check how they are broken; this will help build work on this very topic (parallel process). The key-points are the establishment of boundaries relevant to the activity and people's ability to integrate them as long as they are relevant (and to question them when they no longer fulfill their function of protection).

- 2 – Starting the intervention with everybody's mental representations** of the problem posed. Indeed, everybody carries within themselves « archaic » representations that are superimposed on the level of reality of the problem to be solved, thus acting as a « contamination » of the Adult. Adjustment is made « automatically » if work is conducted in a group. Everybody adjusts what they can in relation to their own script⁴⁰. Work is done in the here and now and sometimes leads to « strong emotional discharges that have to be contained, and to significant insights. The indication of work well conducted at this level can be noticed in the evolution of how time is structured: people get closer to activity and intimacy.
- 3 – Conducting work, with a view to being useful both to the people and the company**, to performance and well being. This enables to avoid systems that are too cleaved (closed boundaries) or too ambiguous (boundaries lacking consistency). The point during the intervention is to build a relevant « balance » (see the presentation of a company's bone structure in this article).
- 4 – Building a coaching system adapted to a specific intervention.** One only person on their own will have great difficulty in containing a whole system. The constitution of a multidisciplinary team offering a varied projective surface is a key element to a successful intervention on performance.
- 5 - Reinforcing the system:** the objective of the intervention is to make it possible for the members of the company to solve «by themselves» the problem posed. The point is to bring together the partners of the system and put an end to « the coaching system's » mission as soon as it is possible.

At a social level, it can be observed that highly performing companies (therefore, those that are out of survival mechanisms) tend to keep their staff, hire when necessary and treat people with a good enough level of respect.

At the human level, I have observed that people like to work in highly performing companies, as this reinforces their positive self image and their feeling of being in a professional OK/OK dynamics.

At the philosophical level, reinforcing company performance enables to create wealth, which is one of the means to fight all sorts of extremisms feeding on poverty and unemployment. At this point, the question of sharing this wealth remains unanswered.

The specific contribution of transactional analysis in this kind of intervention is the existence of a dual approach: of the group (theory of organizations) and of the people (transactional analysis proper). Looking for better performance actually goes through the quality of the transactions between the individuals and the group, by avoiding the usual traps (discounts): i.e., a vision which is too organizational or an excess of psychology.

Finally, I wish to conclude this article by quoting Berne who writes on the advantages of transactional analysis⁴¹: « *it helps the "interdisciplinary" problem by supplying a common relevant terminology for hitherto disparate disciplines*⁴². » Performance improvement in companies requires the intervention of professionals from complementary fields who have to work together in coordination. In this respect, transactional analysis supplies an adequate frame, powerful tools and a methodology respectful of both the systems and the individuals.

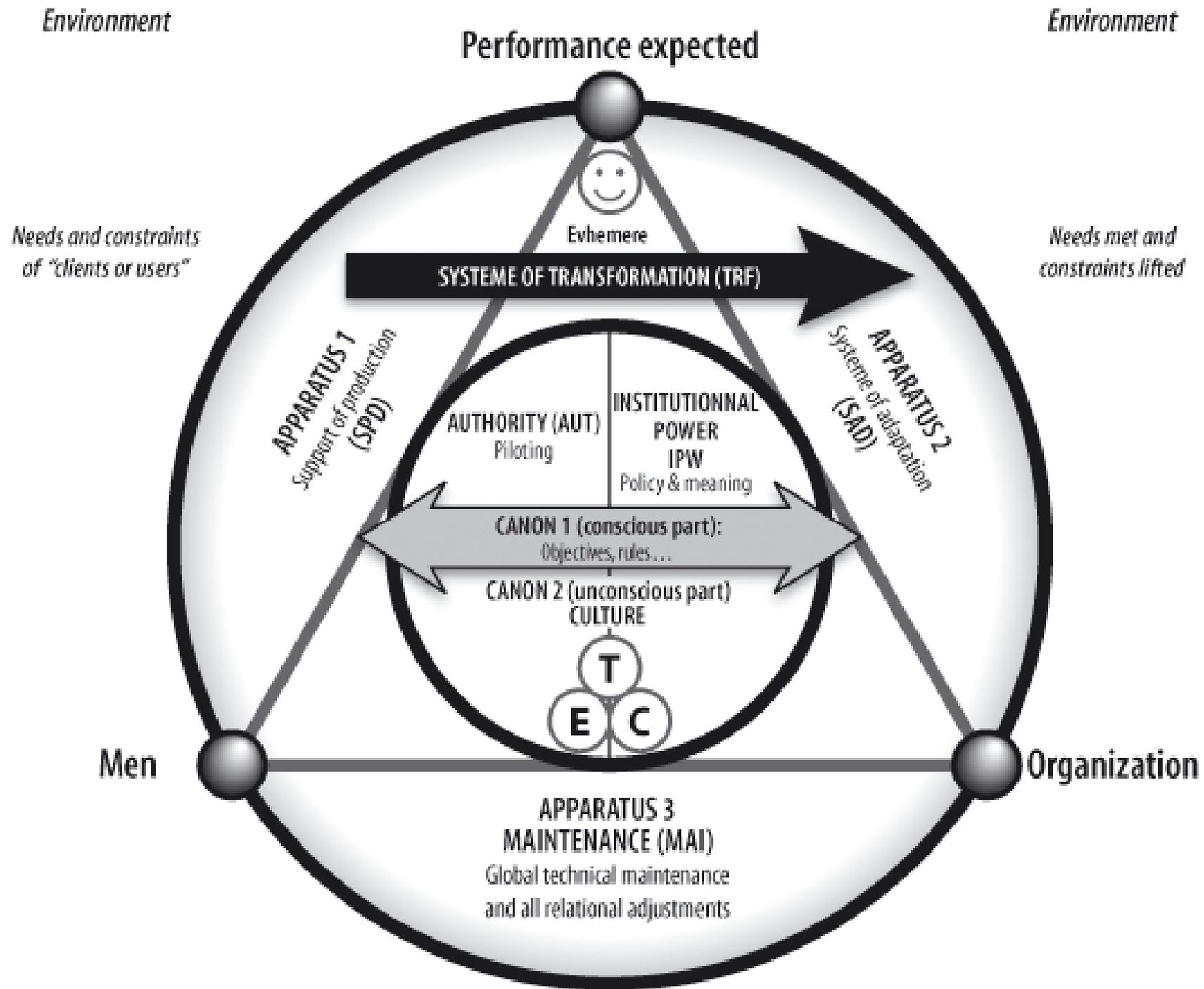


Figure 3

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¹ As an example, for the first time in France, from 2006 onwards, Government departments will be required to reach a certain measurable level of performance when carrying out public service missions.

² Berne, E. (1963) - *Structure and Dynamics of Groups and Organizations*, Grove Press.

³ Lewin, K. (1951) *Field theory in social science; selected theoretical papers* D. Cartwright (ed) New York: Harper & Row.

⁴ James, M (1986): *Diagnosis and treatment of ego state boundary problems*. TAJ, 16, pp.188-196

⁵ Such as patents and manufacturing licenses for example

⁶ Concerning the objectives and the ways to reach them, the culture, what working together means, the authorities, power relationships, etc

⁷ Most of which are described in the diagram proposed by Fox, E.(1975) : TAJ, V,4, October 1975, pp.3454-353

⁸ Or elected

⁹ Individuals, families and constituted systems, etc

¹⁰ He may not be the founder.

¹¹ He may be promoted to a higher position, or retired, or dead or he may have left the company, etc

¹² Fox, E.(1975): *La théorie organisationnelle de Berne*. Les Classiques de l'Analyse transactionnelle, Volume 1, p.227, translated from the TAJ, V, 4, October 1975, Eric Berne's Theory of Organizations, pp.348-353. The author describes the written rules (regulations, procedure manuals...) whose function it is to contribute to reaching the objectives. He differentiates them from the implicit and unspoken rules of culture. For example, in certain companies, there is no mention anywhere of an executive working more than the legal time and yet, those who don't will probably be « assessed » as unreliable.

¹³ i.e.; the description of the procedures to be implemented in times of severe crises seriously harming the functioning and existence of the group

¹⁴ Whether explicit or implicit, they are specific to every Company.

¹⁵ Hostie, R. (1987) *Le compas, nouvel outil de synthèse et d'analyse des soifs*.(Compasses, a new tool of synthesis and analysis of hungers) Les Classiques de l'AT, Volume 1, pp.152-155

¹⁶ During the aborted merger attempt between Daimler and Chrysler which was to « change the face of the car industry », the cultural aspects are likely to have caused the failure. Daimler's Technique was focused on mastering the manufacturing of « up market cars » and Chrysler's on the meaning/direction of innovation. Etiquette furthered American individual initiative and German consensus-made decisions. Eventually, the Americans were shocked by « their counterparts' immoderate taste for cigarettes and extended schedules, whereas the Germans complained about the salary differences they could notice with their counterparts. (Character)

¹⁷ Berne, E., (1971): *Analyse transactionnelle et psychothérapie*, Paris, Payot, p 201, Berne speaks of Integrated Adult.

¹⁸ Fox, E.M., (1975): *Les Classiques de l'Analyse transactionnelle*, Volume 1, p229, after Berne, E. (1963): *Principles of group treatment*, Grove Press, NY.

¹⁹ Micholt, N. (1992): *Psychological distance and group interventions*. TAJ, 22, pp.228-233

²⁰ Summerton, O. (1981): *Dix ans et plus d'analyse des jeux*, Les Classiques de l'Analyse transactionnelle, Volume 3, p79, translated from T.A.S.I. Darshan I, 5: *Ten Years and Beyond of Games*, pp.208-214.

²¹ Fox, E.M., (1975): *Les Classiques de l'Analyse transactionnelle*, Volume 1, p224, after Berne, E. (1963): *Principles of group treatment*, Grove Press, NY.

²² Clarkson, P.: AAT N° 73 - L'imago de groupe et les étapes de son évolution, pp.7-20, translated from TAJ 21, January 1991 *Group imago and the stages of group development*.

²³ These figures are taken from my experience and do not have any scientific value. And yet, I have been able to confirm the proportion with several colleagues who have made the same observations.

²⁴ This is what happens when a company is questioned or is expecting the appointment of a new manager: « day-to-day matters only ».

²⁵ Pellerin, G.: "Diagnostic rapide des dysfonctionnements d'une organisation" - AAT N° 71, Vol. 18, July 94, p111 ("Quick diagnosis of company dysfunctions")

²⁶ We: the coaching team. My practice and recommendation is that interventions in companies be carried out by multidisciplinary teams. Indeed, work consisting in helping a group solve difficulties in relation with its functioning renders the consultant liable to psychological pressures, transference movements and anguish related to the stakes. Team intervention therefore provides safety both for the client system and the coaching system.

²⁷ The tactics thus followed by the Institutional Power was beneficial for the whole company but highly detrimental to the reliability of delivery times.

²⁸ Berne, E.(1988): *Des jeux et des hommes*, p109, Paris, Stock, translated by Léo Dilé from Berne, E. (1964) *Games people play*, Grove Press- NY.

²⁹ Clarkson, P (1999): *A travers le miroir I&II : transfert et contre transfert* : AAT N° 89, p11, translated from TAJ N° 21, 2 1991, pp 99-107 *Through the looking glass: explorations in transference and counter-transference*.

³⁰ Cornell, W.F. and Hine, J.: (2000) Les émotions ont une fonction cognitive et sociale: une perspective transactionnelle en champ guidance et conseil. AAT N° 95, Volume 24, p 87, translated from TAJ N° 29, 3, 1999, pp.175-185: *Cognitive and social functions of emotions: a model for transactional analysis counselor training*.

³¹ Particularly to reinforce their system of general maintenance (MAI) by including safety times in planning deliveries, which they dared not do until now.

³² English, F. (1975): Je suis OK, - Tu es OK (Adulte) Les Classiques de l'Analyse transactionnelle, Volume 1, p150, translated from TAJ V, 4, pp. 416-419 « I'm OK, you're OK(Adult) »

³³ Although it was to meet a union claim and was substantial at the time (about 4%)

³⁴ See p.7.

³⁵ For example, in sanctioning both positively and negatively Kouwenhoven, M.: Contrats d'abstention et sanctions thérapeutiques. AAT N° 37, pp. 3-13. (Contracts of abstention and therapeutic sanctions)

³⁶ Hazell, J.W, (1991) *Les drivers en tant que médiateurs des réactions de stress*, AATN° 57, Volume 15, pp. 24-40, translated from TAJ 19, 4th October 1989, pp.212-223 *Drivers as mediators of stress response*.

³⁷ After analysis, we realized that we had been afraid of being « disloyal » towards the members of the factory.

³⁸ My experience is that it is useful to announce that the psychological dimension is part of the intervention without however insisting too much on this aspect at the beginning.

³⁹ Here are a few hidden costs that are frequent in companies: inadequate competency for a function causing extra salary, waste of time to deal with recurring dysfunctions, over consumption of raw materials or high rate of waste, loss of production, non creation of strategic potential, risks not taken into account

⁴⁰ Over the past 20 years, we conducted more than 300 missions with the most varied organizations in and out of the trade sector.

⁴¹ English, F.(1969) *L'épiscénario et le jeu de la pomme de terre brûlante*, Les Classiques de l'Analyse transactionnelle, Volume 2, pp. 36-40, translated from « Episcrit and the « hot potato » game » : TAB VIII, October 1969, pp. 77-82.

⁴² Berne, E.(1977) : *Analyse transactionnelle et psychothérapie*, p. 240, Payot, Paris traduit de *Transactional Analysis in psychotherapy*, Grove Press- New-York (1961) par Sylvie Laroche.