




Bernd Schmid
TA-World conference
Berlin 27.7. 2017

Systemic TA - approaches for co-creating reality

Bernd Schmid
for isb-w.eu
Systemische Professionalität 2017
TA-World conference
Berlin, 27. July 2017



Culture emerges from
culture and examples
set the stage.
isb-i.eu



*27.07.2017 14:00-17:30, in Raum H1029***Beschreibung:**

The EBMA 2007 winning "role concept of TA" will be explained. It has implications and consequences on understanding personality, communication and co-creating reality and identity for professionals in different fields. Additional concepts with roots in TA and having been further developed beyond clinical and individual application will be explained.

These are culture of responsibility, encounter which lead to shared reality and culture in professional bodies and organizations, qualifying individuals and systems in an integrated way. TA-communities are spend roofs for different approaches rooted in different professional identities.

Saying good bye to the TA-community Dr. Bernd Schmid is presenting his major concepts which represent his legacy. All these developments of "systemic TA" have been successfully implemented in generations of professionals which for example form then isb-alumni-network of almost 5000 professionals.

What helped him to keep up his identity as TA-professional, although he is also representing other schools and other professions in various fields.

The concepts will be explained in way, that helps TA-colleagues to reflect their portfolio of identities, of their TA-approaches and stimulate further development for their specific professional fields. There will be explanations, guided imageries, illustrations through examples and discussions. The participants will be introduced to using free available videos and other publications of Bernd Schmid's Institute.

Agenda

1. Why Culture?
2. TA (Definition and areas)
3. Role concept and communication
4. Sharing reality (co-creating reality)
5. Sharing Responsibility
6. Sharing learning and competence
7. Theater metaphor
8. dilemma
9. Systemic approach and the Organizational field
10. -15 keywords for more isb-concepts

1. Why culture?

Culture is an “umbrella term” for how reality is shaped consciously and unconsciously – habitually or creatively.

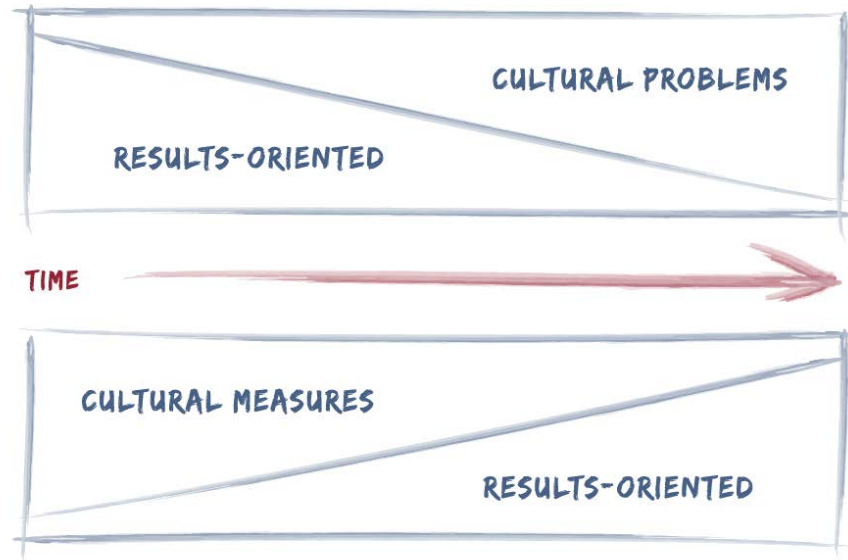
Culture is needed to manage complex organizations:

- Culture of performance
- Culture of work-life (caring for performers)

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If you want Quick Results, Start with Culture.



2. Transactional Analysis

– approach to better co-creating reality through communication

- Concepts and approaches for practitioners
- Teaching and supervision and certifications
 - system
- System of associations
 - for different professional fields
 - on different regional levels

Video :

<https://www.youtube.com/watch?v=u-dZaggVvSw&list=PLUEMue3lhakch6nplQ7WaXs8kb7EviAAY&index=17>

<https://www.youtube.com/watch?v=5rF4v-3nadQ&index=1&list=PLUEMue3lhakch6nplQ7WaXs8kb7EviAAY>

3. The Role Concept and communication

see 1994 Transactional Analysis and Social Roles

A role is a coherent system of attitudes, feelings, behavior, perspective on reality and the accompanying relationships.

EBMA San Francisco 2007
Moniek Thunnissen (Scientific Committee):
"Schmid made TA really organizational!"



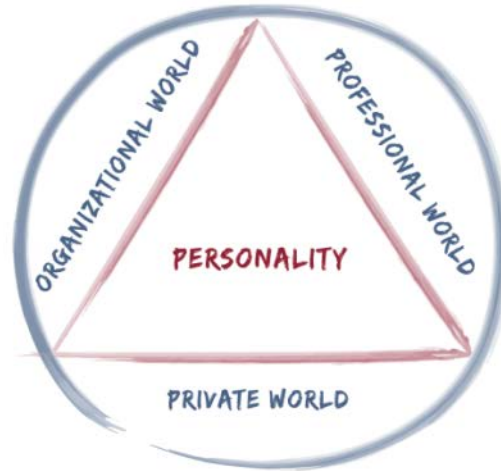
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Roles and Personality

- Personality as the portfolio of his/her roles, played on the stages of his/her world
- Uniqueness is expressed by the way of structuring roles
- Connects personalities with the plays and stages of their worlds
- Thus, personality is also a matter of context and content

Three worlds model of personality

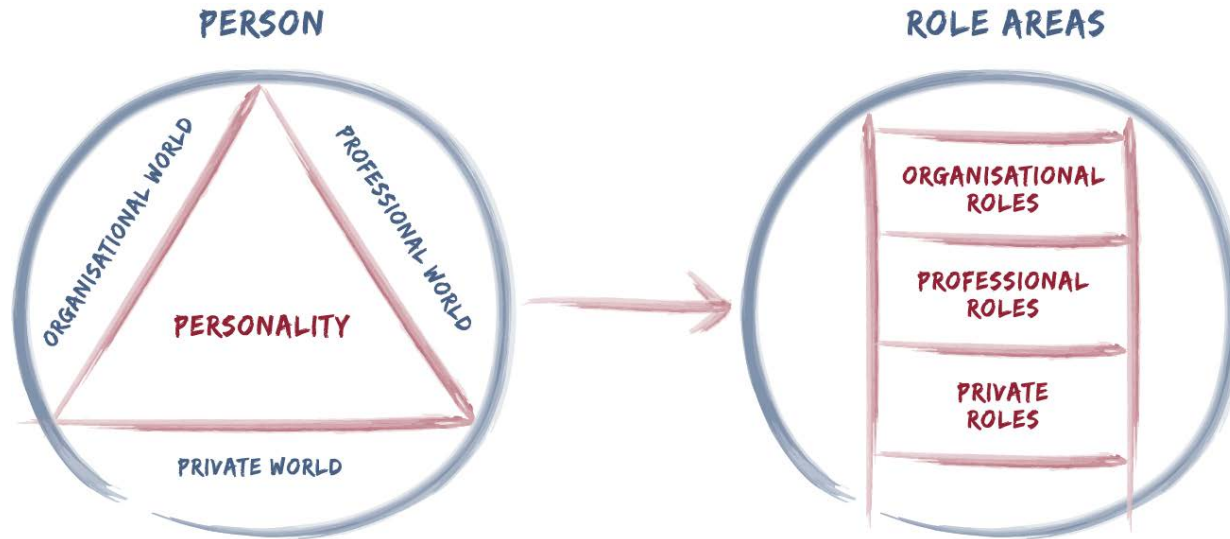


Schmid 1990

Three-worlds-model of personality

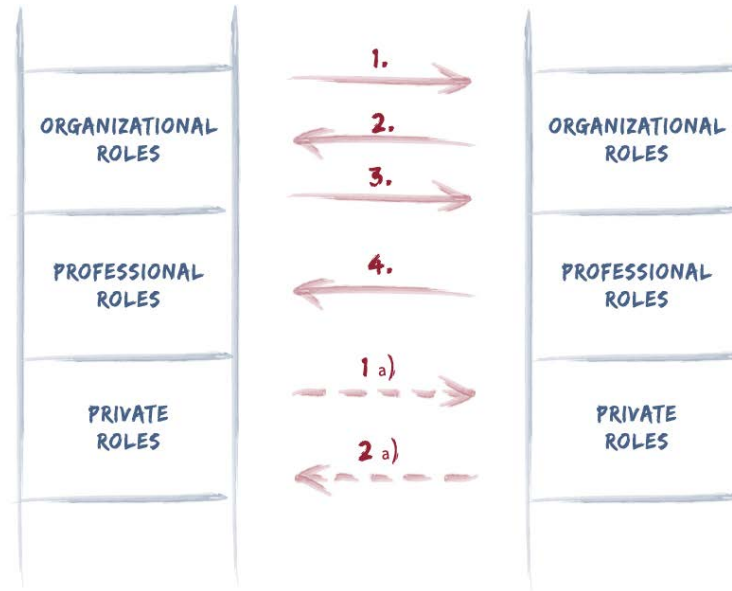
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Role Areas of Personality



Schmid 1994

Role-Areas and Transactions



Describing transactions with areas of personality

Example: Role-Areas and Transactions

Imagine a strategic discussion between the head of a Human Resources department and his team with the objective to decide on priorities.

At first, the discussion is on the level of organizational roles, on which (according to the company's culture people can offer suggestions, but have to leave the final decision to the head (transaction 1./2. in figure 2).

After some time, unnoticed by the participants, there is a switch to professional argument (transaction 3./4. in Figure 2), in which everybody feels dominated and equal. In the background, there might also be male rivalry directed towards a woman (1a + 2a). The psychological approach might suggest to direct attention to this kind of background.

The organizational consulting approach might direct attention to the switch roles and role-relationships. Re-establishing a stable communication between organizational roles might solve the problem.

TA-approaches and role-concept

Examples:

- Role fixation, role exclusion, role confusion
- Role contamination (chronic inclusion of elements from other roles in a role, without being aware of it)
- Role habits and conventions (rackets)

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Major aims of TA:

5. Sharing Reality Co-Creating reality

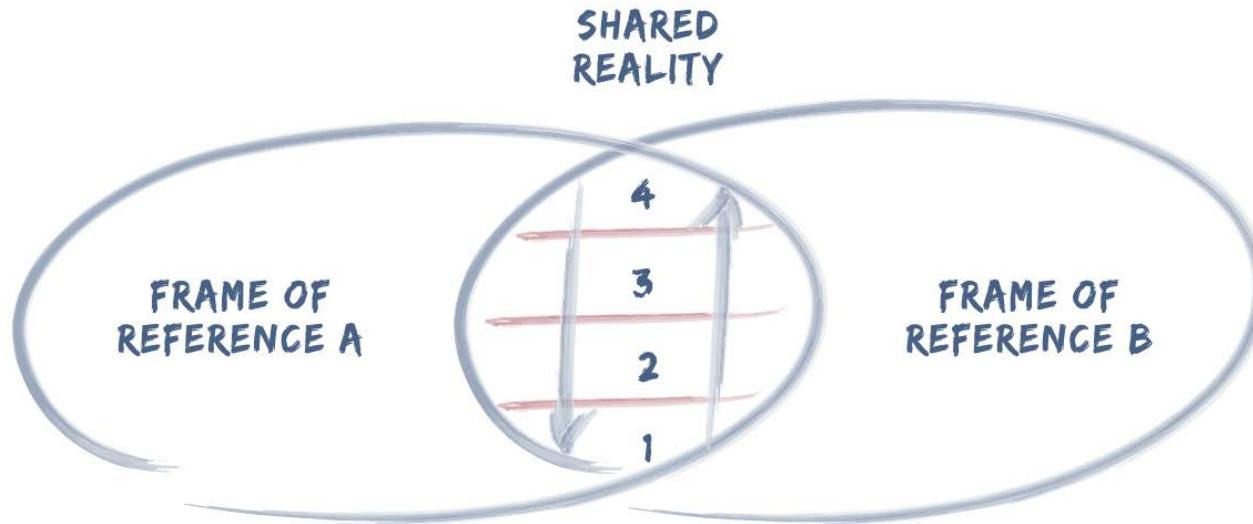
2016: Caring for business by caring for shared realities

Communication as a Cultural Encounter



Schmid 1991

Levels of Communication Encounters



Level 4: Shared understanding of responsibilities and achievements

Level 3: Shared understanding of how people and things interact

Level 2: Shared meaning and relevance of perspectives and facts

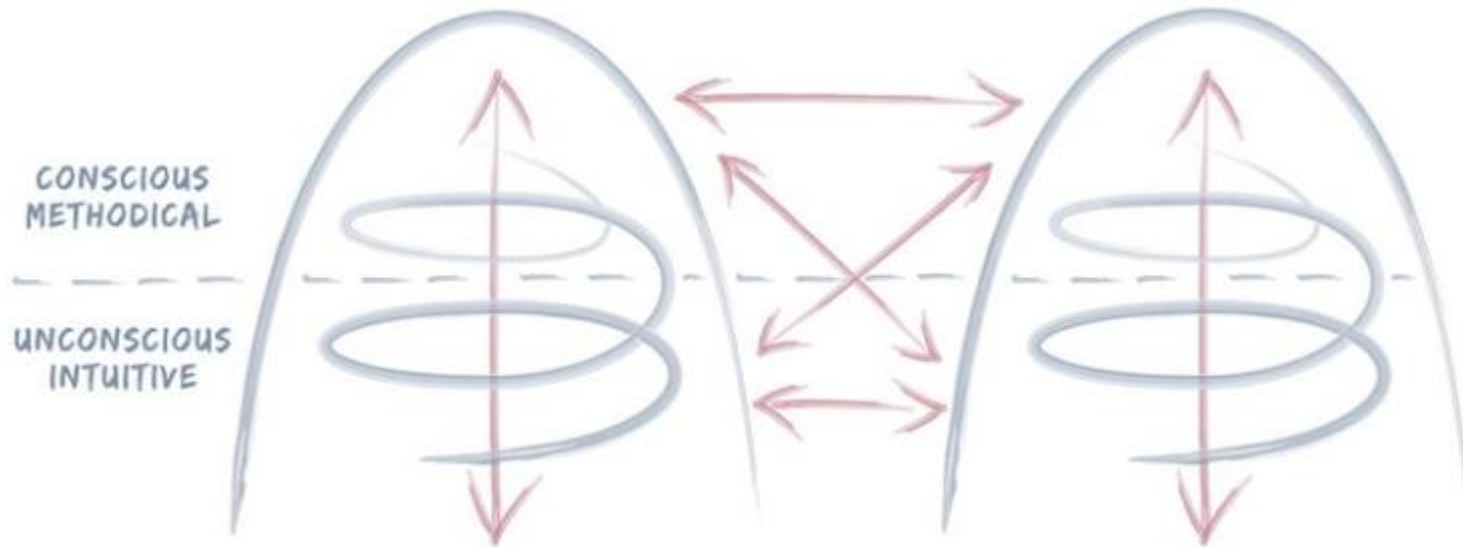
Level 1: Shared perspectives and facts to be taken into account

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Dialog-model of communication

see: 2007 Guidelines for cooperative dream dialogues
and 2007 Matching dialogues using inner images



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Culture of dialogue

1. Understanding and Sharing and Creating reality ?
2. Building a learning partnership on equal eye level
3. Meeting each others' realities!
4. Helping each other to understand the realities involved.
5. Experimenting with creating realities here and now-
6. Experimenting with creating realities
for there and then.

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5. Sharing responsibility

2005 - with Arnold Messmer: On the Way to a
Culture of Responsibility in Organizations

Video:

<https://www.youtube.com/watch?v=QUyTJTrc23U&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5&index=7>

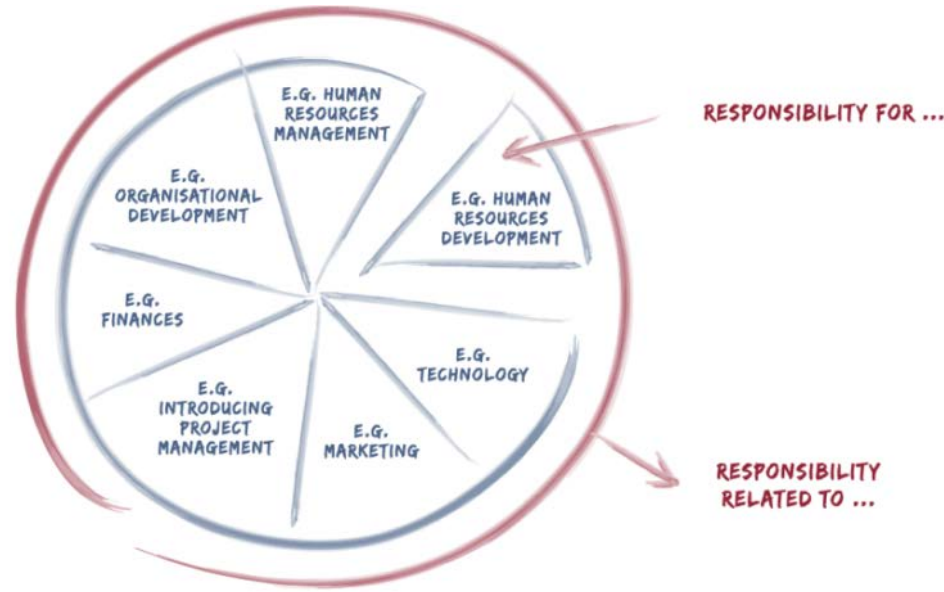
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The four Dimensions of a Responsibility System



Schmid/Messmer 2004

Complementary Responsibility in Organizations



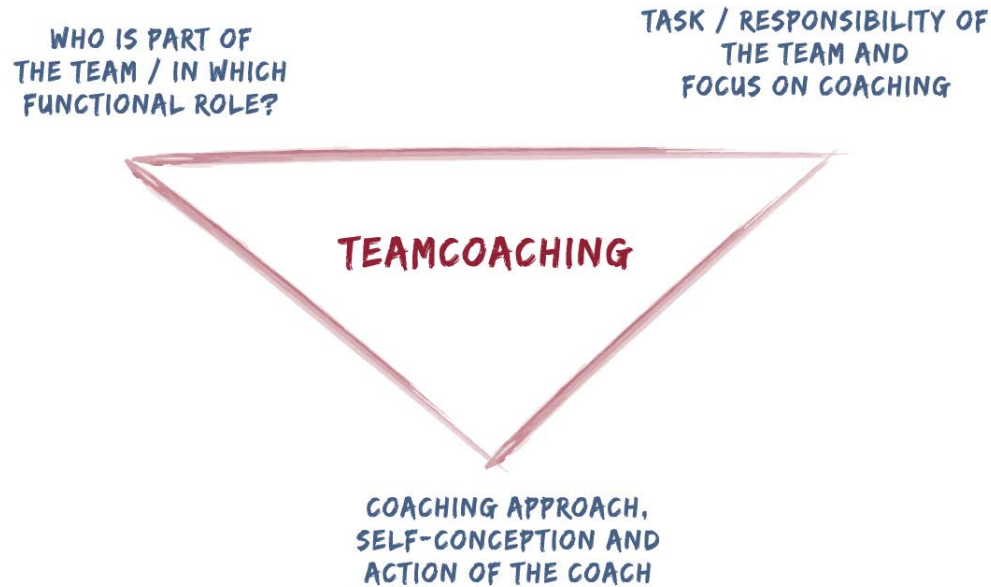
Schmid 1998

Team = Those
who share
responsibility

→ Leaders are within their roles part of team



Team coaching triangle



Schmid 2004

Dysfunctional symbiosis

Dysfunctional symbiotic relationships

- Responsibility is not taken
- Responsibility is shifted
- Discomfort from missing responsibility is shifted
- potentials for better responsibility are not activated or not developed

Organizations as system of Responsibilities

1. Organization as a system of complementary responsibilities
2. Each role and relationship is part of a whole system of responsibilities
3. To be cultured through dialogue, day-by-day
4. Contracted behavior, attitude and competence



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6. Sharing learning and competence

see 2006: **Learning by working**

and Video:

<https://www.youtube.com/watch?v=Wd6S57pYXGA&list=PLUEMue3IhakdDgDrnXQVTaDt2ViSkUP3V>

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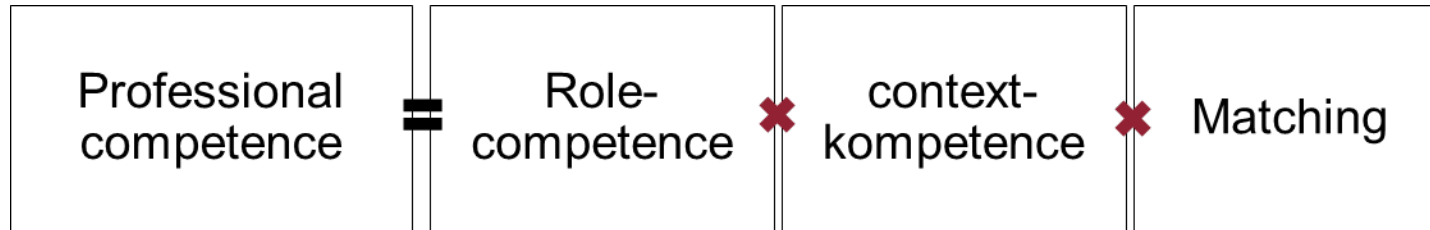
Qualifying Individuals and Systems

Compensating an organization's lack of maturity with the engagement of individual players has limits and is exhausting

- People qualification focused on running systems together
- Systems qualification focused on people
- Combining doing and learning

The isb Formula I

Competence for individuals



The isb Formula II

Competence for systems



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Systems-Learning

See 2006: Learning by working

1. Within the roles
2. Learning and working
3. Learning in everyday (professional) life
4. Team- Learning
5. Multiplication of learning
6. Integration in culture of performance
7. Integration in HR und OD

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7. The theater metaphor

See: 2005 Inspiring background images and the use of the "theatre metaphor" in professional coaching

Video India

2015: https://www.youtube.com/watch?v=QrAyO_7lQ3k&index=13&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5

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The theatre metaphor

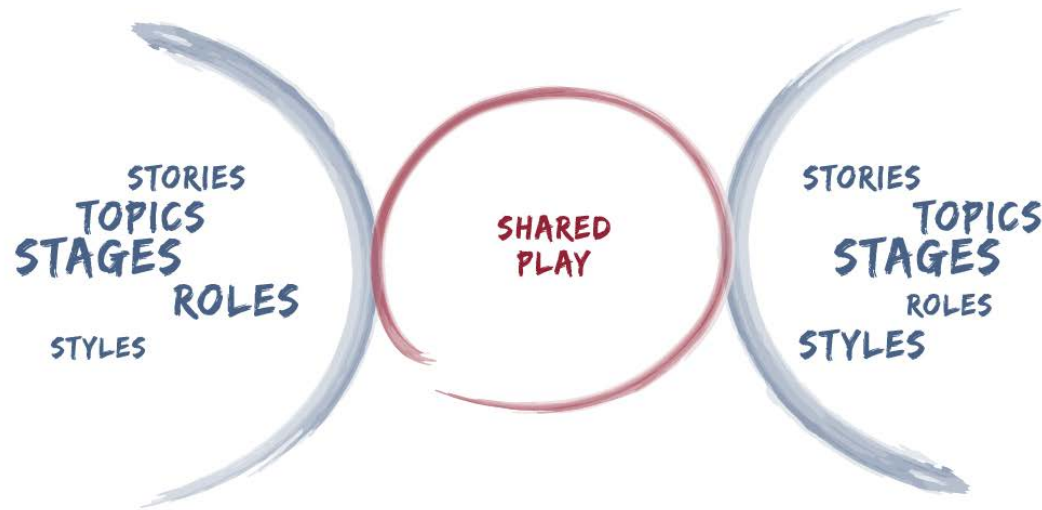
1. Personality as a portfolio of one's roles, stages, themes, stories and styles of play
2. Individuals and organizations meet for the purpose of inventing shared plays, tying roles, stages, stories etc. together
3. Non-psychological
4. Easy to adopt and spread

Personality in the theatre metaphor



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Relationships in the Theater Metaphor



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Schmid 1991

8. Dilemma

See: 1989 the dilemma circle and 1984 – with Klaus Jäger:
Breaking through the Dilemma-Circle

Video:

<https://www.youtube.com/watch?v=Q4R7ZkrwIOU&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5&index=6>



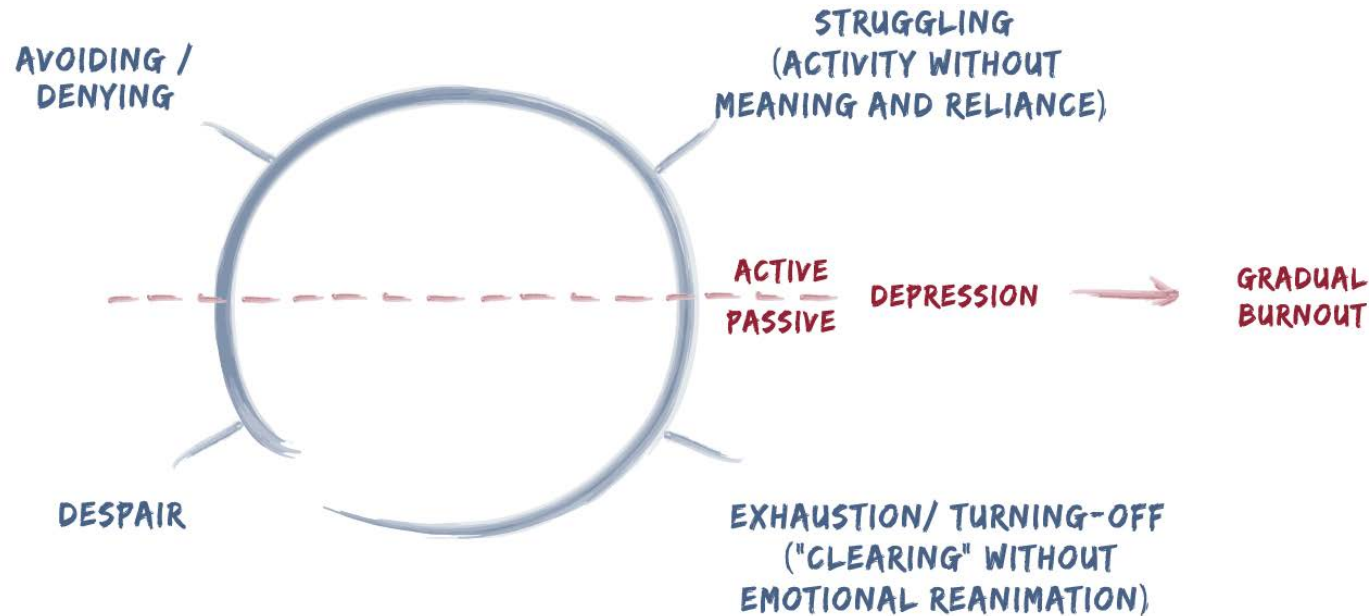
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Schmid Winner of First EATA Award

Dilemma

- Situation in which you feel caught.
- Any try to solve the problem, leads to still being or even more feeling caught
- Non-solvability may be identified by and plausible to others or may be covert and not plausible

The Dilemma Circle



Schmid/Jäger 1986

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9. Systemic Approach

See:

1996: The Reality-Constructive Perspective. - Systemic Thinking
And Professionalism Tomorrow.

Video:

https://www.youtube.com/watch?v=IU__C_UIHXQ&index=3&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5

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Some main Systemic Perspectives

1. Complexity and living systems
2. Patterns of interrelatedness (mobile)
3. Reality construction perspective
4. Attitudes (respect, oriented to resources and solutions, curiosity, experimental)
5. Systemic learning culture

Coaching and organizational field

<https://www.youtube.com/watch?v=Gh8HQd8A0v8>

Profession? : Organizational field and the human being

Organizational Coaching is defined...

- as a profession of its own
- by perspectives and expertise
- based on the challenges of the organizational field
- as a program for organizations and professional fields

Coaches are (at least) decathletes

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10. other isb – concepts and approaches

keywords 1

10.1 Changing **identity-beliefs**

10.2 **Drivers** – detecting disguised counter dynamics

10.3 **Inner images** (systemic dream work, guided imagery and interviews)

10.4 **Intuition** (professional specifications)

10.5 **Toblerone model** for supervision

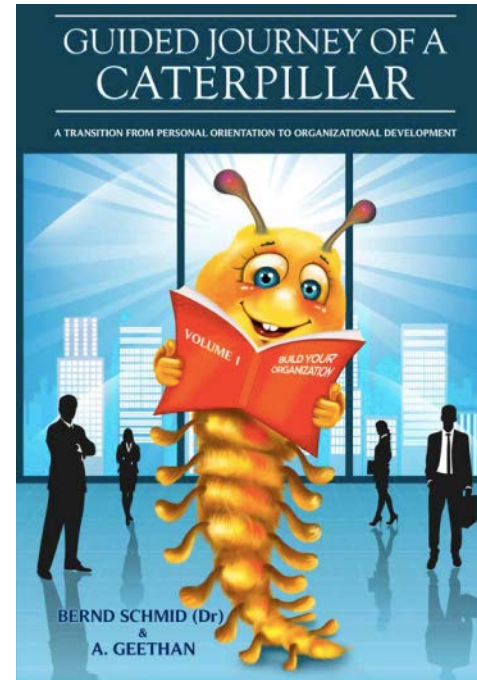
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10.1 Changing Identity Beliefs

see 1988: Theory and Identity in the TA-Community and 2015: - with Anandan Geethan: Guided Journey of a Caterpillar. A transition from personal orientation to Organizational Development

- Differentiating between acting and experiencing and beliefs about identity
- Detecting identity beliefs
- Redefining identity beliefs Video:
- Authorizing newly adopted identity beliefs
- Video: <http://bibliothek.isb-w.eu/alfresco/d/d/workspace/SpacesStore/a524beea-89fd-4001-afe3-71941aee23e3/>



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10.2 Drivers – TA – Taibi Kahler

Counter Dynamics – Bernd Schmid

Counter dynamics:

- Be perfect: I don't care!
- Be strong: You can do everything with me!
- Please you: Better nasty than nobody!
- Try hard: Easy going!
- Hurry up: Let it be! Freezing to be calm.

10.3 Inner images (and dream work)

“Oh my god! And this is, what I did as a management consultant through all my life!” // Resonance to a Guided Imagery around “Early experiences with helping”

Read english Articles: for example

- 2007 Matching dialogues using inner images
- 2016 Background Images and Professional Empowerment.
- 2016 dreams in Organizational Coaching
- Video 2015 Chandigarh, India:
<https://www.youtube.com/watch?v=JvTcgtLZ21s&index=16&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5>
- Video Oxford 2011: https://www.isb-w.eu/de/wissen-clicktotransfer/narrative_transactional_analysis_oxford_2011.php

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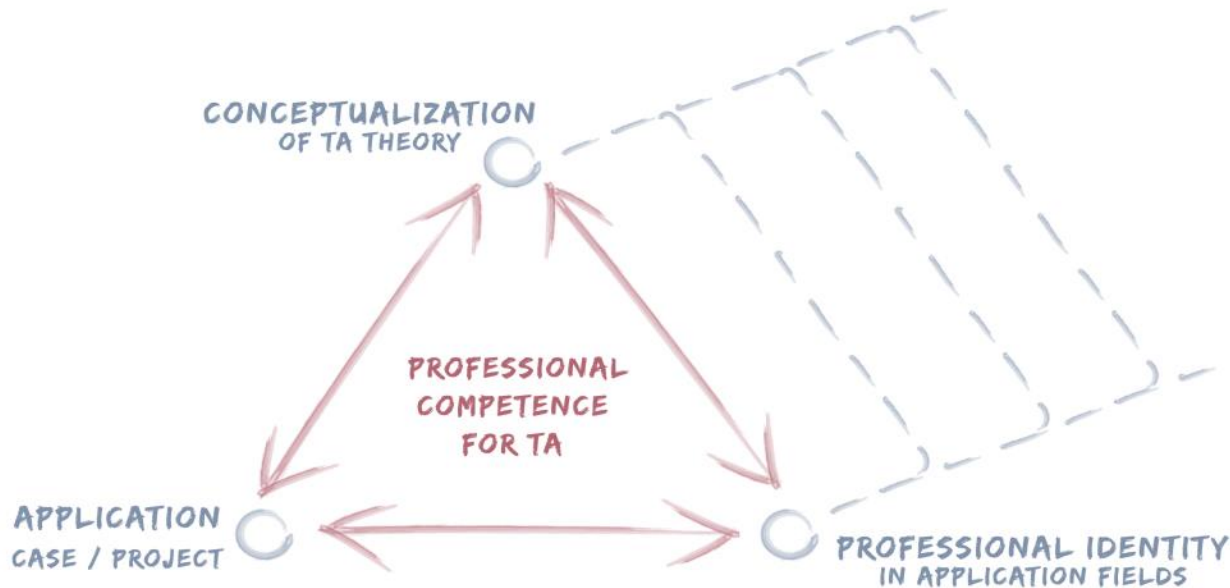
10.4 Professional Intuition (and the narrative approach)

raed: 1991 Intuition of the Possible and Transactional Creations of Reality.

- Professional intuition must be trained and must become focussed according to what sphere is relevant and for which professional purposes it is needed
- Different professionals should have different masteries of intuition, because they have different spheres of reality to deal with, different roles and different responsibilities
- Video Chennai, India 2015:
<https://www.youtube.com/watch?v=Er5CRc4EtSg&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5&index=8>

10.5 Toblerone model for supervision

read: 1988 The Toblerone Model of Competence for Transactional Analysis



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10. other concepts and approaches

Keywords 2

10.6 Leadership (relationships and networks)

10.7 Power (Using, Gaining and allowing)

10.8. maturity of professionals + organizations

10.9 Design triangles (reducing complexity for professionals and teams)

10.10 Perspectives and events(Discussing issues in a functional way)

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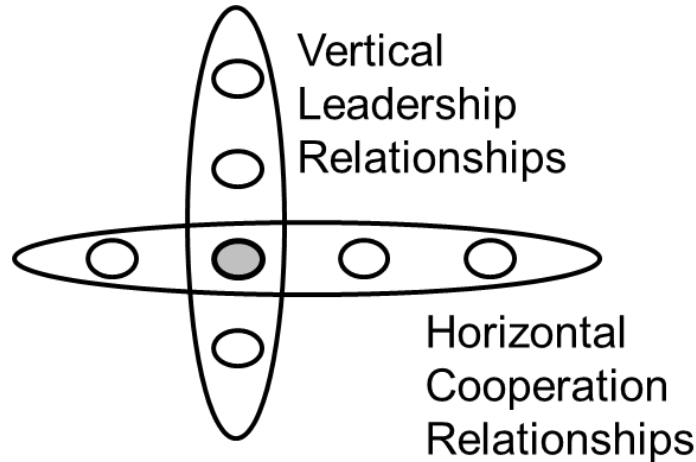
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10.6 Leadership

See 2016: Caring for business by caring for shared realities

<https://www.youtube.com/watch?v=l7WhVwEbeq8&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5&index=10> Video

- Leading someone means successfully inviting him/her into performing within an enterprise or helping to create a new one.
- Leadership is a network of relationships, in a plurality of styles
- Leadership integrates realities and actors: vertical and horizontal.



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10.7 Power and empowerment

Empowerment – sister of power

by authority, by contract, by complementary behavior



Schmid/Messmer 2003

Different dimensions of power and perspectives

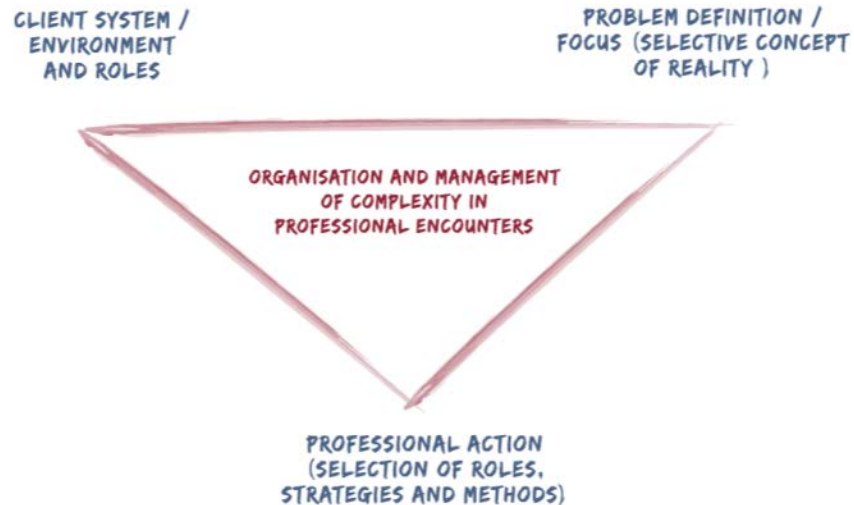
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10.8 Maturity -of individuals and organizations

- Story of strating horse jumping
- Maturity-Check for individuals and organizations
- Maturity-feedback
- Dialogue on consequences

If desires of organization or protagonist cannot be me:,
What could be achieved under current conditions (instead)? With
whom should the protagonist engage in dialogue on situation,
responsibility, protecting himself and others?

10.9 Design Triangles

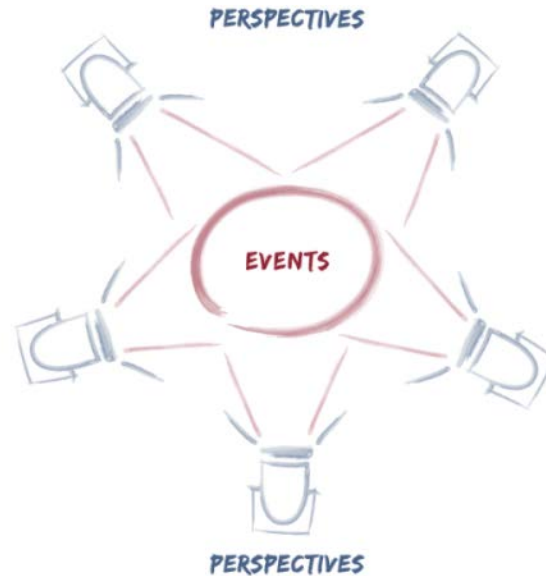


Schmid 1991

Dimensions of complexity management in professional encounters.

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10.10 Perspectives and Events



Schmid/Wengel 2001

Perspectives-Events-Model

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10. other concepts and approaches

Keywords 3

10.11 Systemic Perspectives in TA

10.12 Phases of crisis development

10.13 TA-classical

10.14 TA-future

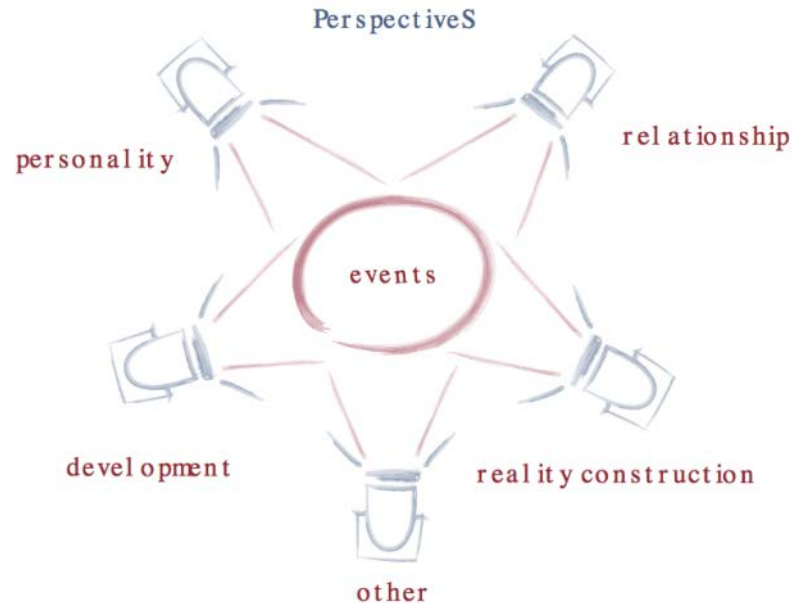
10.15 Integrating Profit and -non-profit (Schmid-Foundation)

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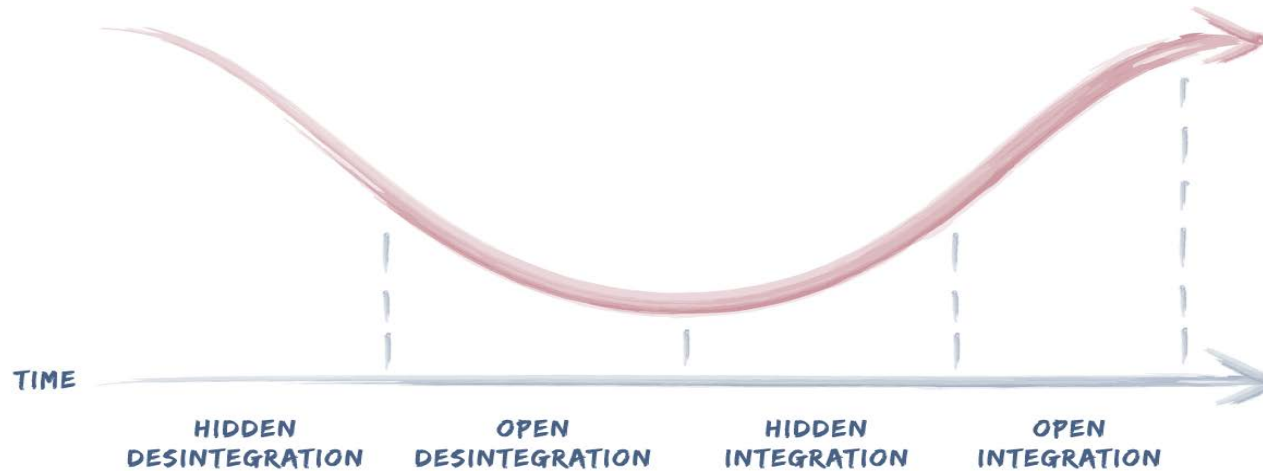
10.11 systemic perspectives in TA

Systems \leftrightarrow Systemic \rightarrow Meta-Perspective \rightarrow choice of perspectives



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10.12 Phases of Crisis Development



Schmid/Hipp 1998

Four phases of crisis development

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10.13 TA – classical essentials 1

read: 1988 Global Challenges an TA http://bibliothek.isb-w.eu/alfresco/d/d/workspace/SpacesStore/e89526f7-5dff-4229-a20e-fc76ba3e6fce/Global%20Challenges%20and%20TA_2008.pd

- Focusing on real people in real life situations
- Approaching reality through communication (transactions)
- Acknowledging and understanding background levels
- Accepting the function of intuition in creating reality
- OK-OK position and respecting the other's reality
- Taking each other's autonomy seriously
(e.g., by use of the contracts)
- Being dedicated to how people find meaning in life

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10.13 TA – classical essentials 2

- Taking responsibility in relationships and toward society
- Using concepts and procedures that can be understood and related to by everyone involved
- Keeping concepts as simple as possible yet profound on a deeper level
- Achieving professionalism through transactional competence
- Building no abusive and no exploitative relationships
- Confronting each other about differences in perception and culture
- Building pluralistic and no imperialistic associations

10.14 TA – further developments 1 -particularly for the organizational field

- Including organizational contexts in models of personality and relationships
- Focusing on organizational structures and processes as well as on individuals and their relationships
- Including consequences for people and processes that are not present in the situation
- Including the content and purpose of communication, structures, and processes
- Including other background levels (also non-psychological)

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10.14 TA – further developments 2 -particularly for the organizational field

- Shaping approaches to fit interplay and integration
- with other professions and perspectives in organizations
- Developing approaches that integrate different scientific disciplines (not only as an additional specialty or an appendix to psychological considerations)
- Taking seriously the autonomous identity of different professions and priorities according to their fields
- Developing a declared transactional analysis identity that takes a met stance to classical concepts and to developing professionalism
- in various fields and meeting emerging new challenges

10.15 Activities of the Schmid-Foundation

- projects to enhance the cultural development of non-profit economic activity.
- support the interplay of profit and non-profit entrepreneurship by exemplary cooperation.
- Enhancement of personal expertise and responsibility in the field of professional and voluntary commitment.

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The Schmid-foundation
founded 2011 and funded by
isb-Ltd.

Free support for nonprofit
Organizations in using OD-
Knowhow for their
development

https://isb-w.eu/en/isb/schmid_foundation.php

If no answer, please insert into Browser

<http://www.schmid-stiftung.org/>

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English material

Systemic TA – isb-concepts

English articles and a book - Overview with free links http://bibliothek.isb-w.eu/alfresco/d/d/workspace/SpacesStore/65de42a2-20aa-4618-af0e-0c35e5f551d3/Bernd%20Schmid%20English%20Written%20Publications_2017-07.pdf

English material of all kind – Overview with free links:
http://bibliothek.isb-w.eu/alfresco/d/d/workspace/SpacesStore/ee98cc35-b376-4823-8d80-823a187ad8b8/isb%20Englisches%20Material_2017-07.pdf

Make use use of the the isb-website and campus
<https://www.isb-w.eu/en/>

English Videos

Systemic TA – isb-concepts

Playlist English videos:

https://www.youtube.com/user/ISBlearning/playlists?sort=dd&view=50&shelf_id=16

INOC-Dialogue-tour 2016 (Fanita English, Ed Schein, Gervase Bushe ...):

https://www.isb-w.eu/en/wissen-themenkoerbe/tc_inoc_dialogues.php

Particularly:

3-day workshop on isb concepts 2015 Chennai India

https://www.youtube.com/watch?v=x_vDPTF0xGs&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5

Working with inner images <https://www.youtube.com/watch?v=JvTcgtLZ21s&list=PLUEMue3lhakeLRHg7BMNR-Gx8jCXtgYb5&index=16>

Oxford lectures + demonstrations “Systemic TA” 2011

<https://www.youtube.com/playlist?list=PLUEMue3lhakejADItJgN7vM4NeRjunNbn>

<https://www.youtube.com/watch?v=hvQ6fRZEh2o&list=PLUEMue3lhakePyjoGkUfM6ROQ98JieDWU>

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