

watch on youtube →



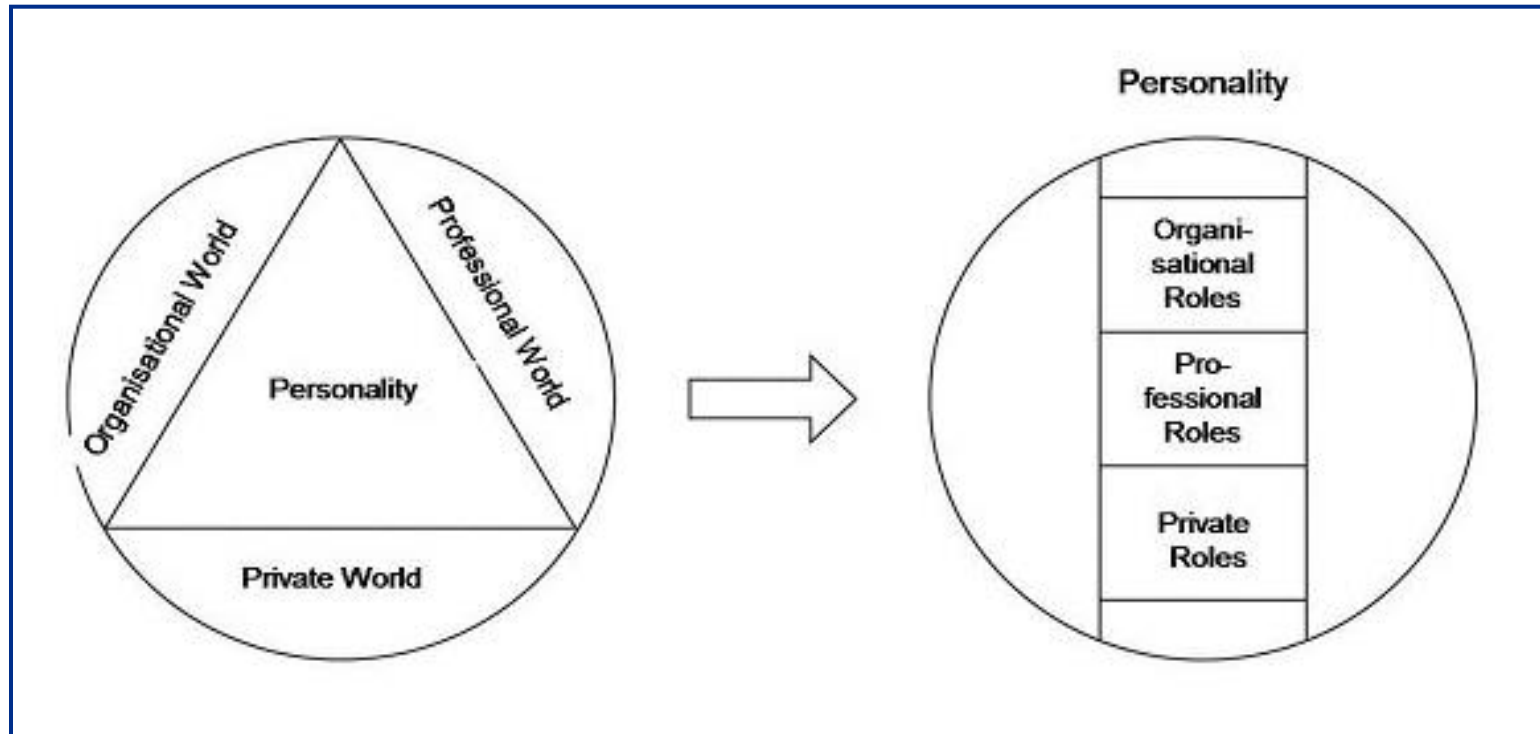
The role concept of TA

EBMA San Francisco 2007

Moniek Thunnissen (scientific committee): „Schmid made TA really organizational!“



Three worlds model of personality



Role concept of TA



1. expansion of the ego state-model
2. can be used like ego state-model
3. a personality model
4. a communication model



Definition of role

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



The role model of personality

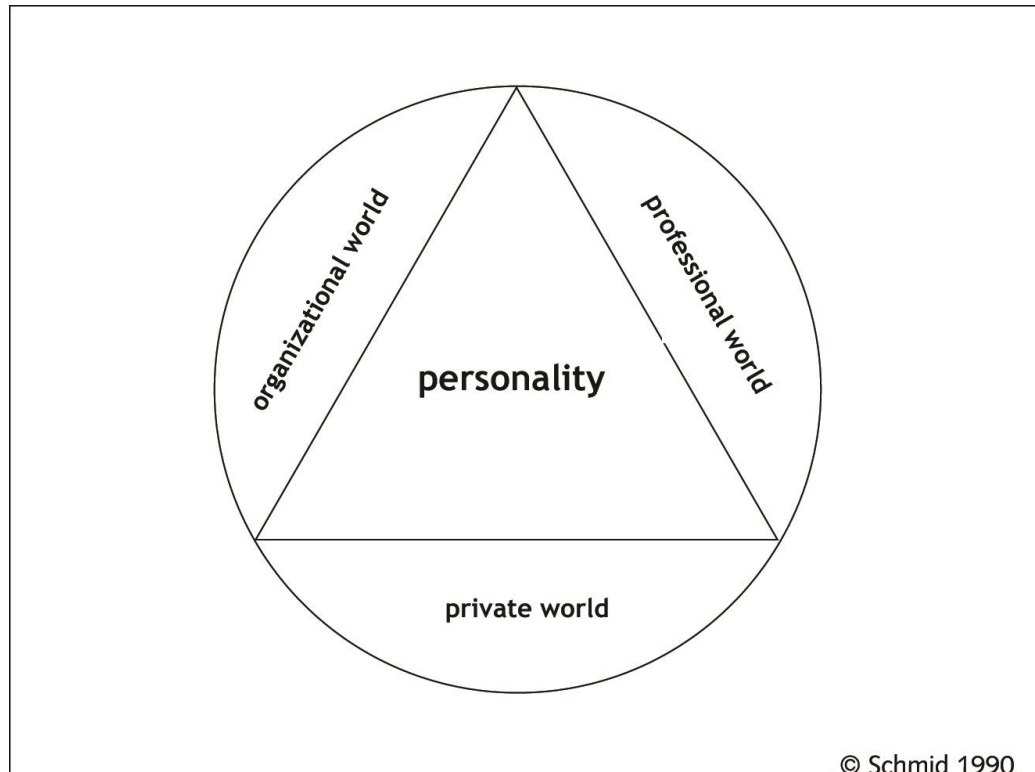
1. Personality as the portfolio of his/her roles,
2. played on the stages of his/her world,
3. uniqueness expressed by the way of structuring roles,
4. connect people with plays and stages of their worlds,
5. thus personality is also a matter of context and content.

Concepts of restrictions (based on ego-states) now used with roles (Examples)



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

Three worlds model of personality



© Schmid 1990

Three worlds model of personality

Roles and worlds

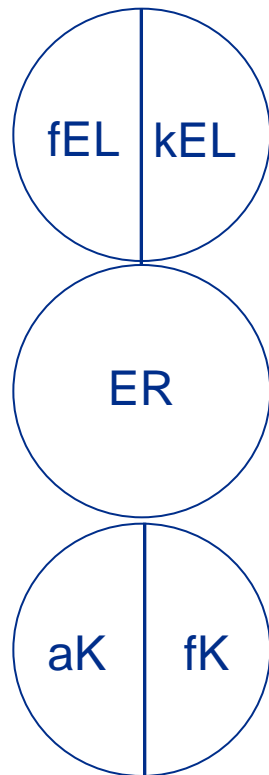


1. Functional model
2. connecting person with world
3. Three worlds model - private, organizational and professional world
4. worlds could be different in number or definitions, e.g. Four-world-model (Mohr, G. 2006) community world as a category of its own

Functions

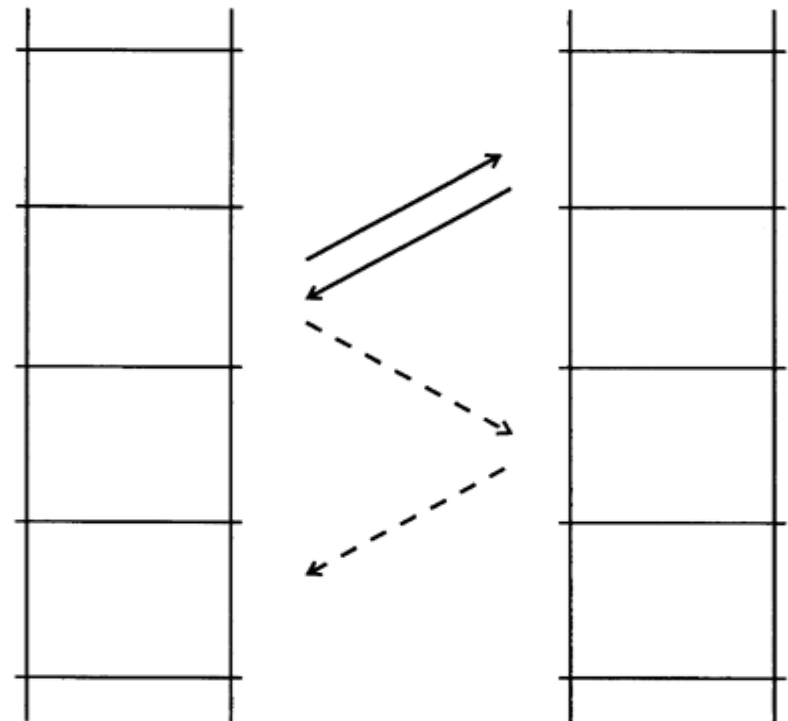


Conventional Functional Model



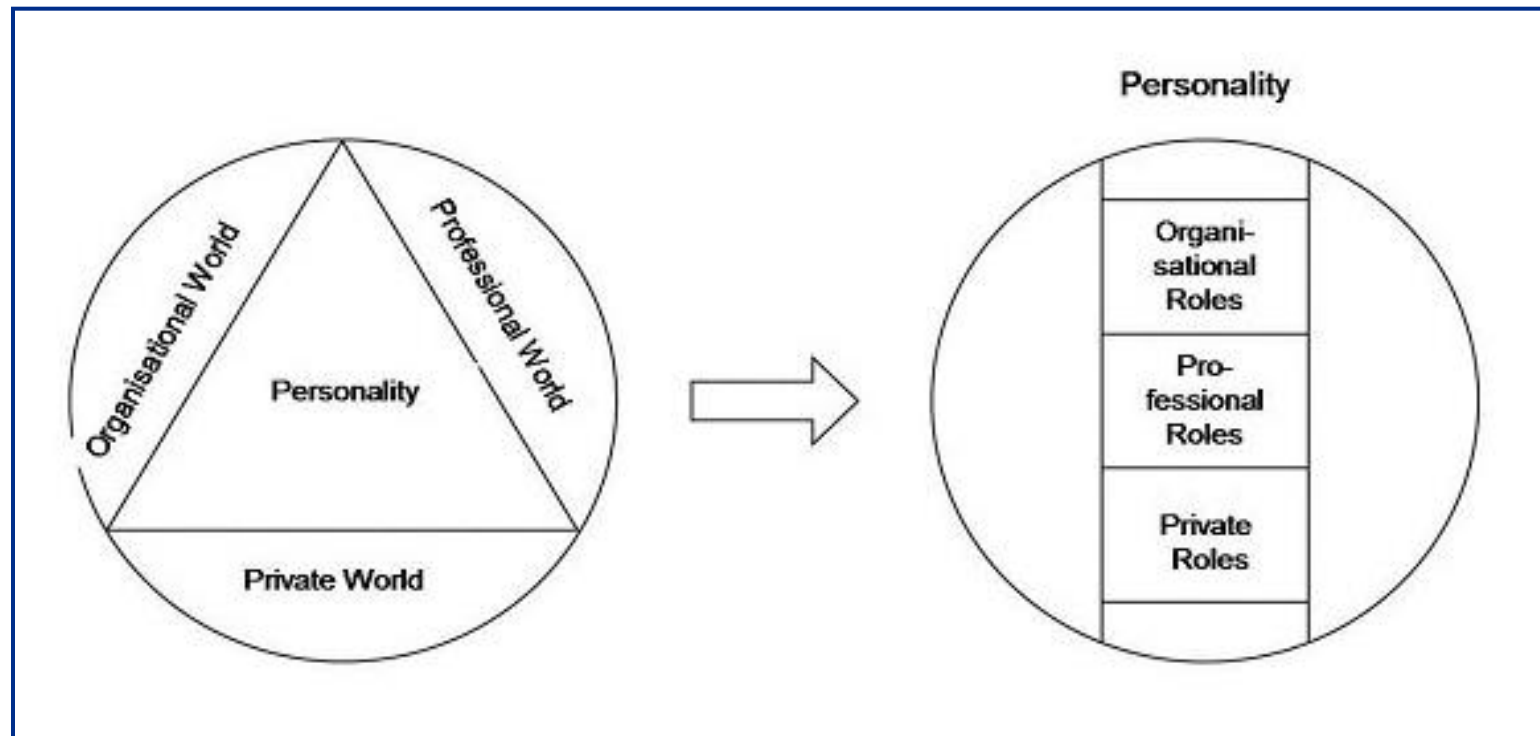
Opened Ladder Model

B. Schmid

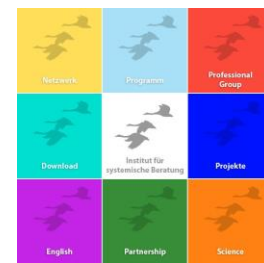




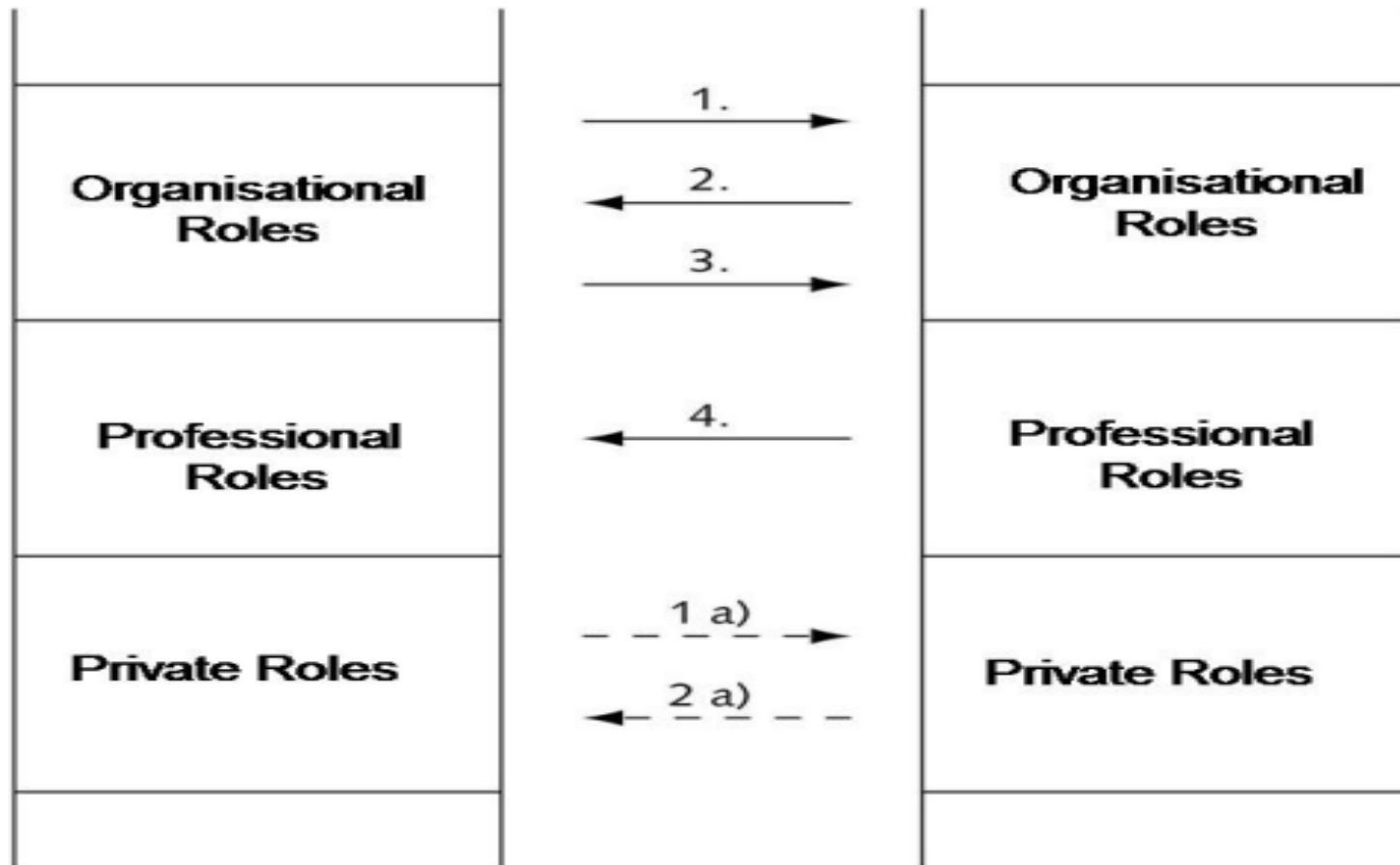
Three worlds model of personality



(in: Schmid, B. (1994) Transactional Analysis and Social Roles.



The role model and transactions



Presentation of transactions with the help of the role model of personality

Example



Imagine a strategy discussion between the head of a Human Resources department and his team with the agenda deciding on priorities. At first, 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 not as having equal rights. In the background, there might be male rivalry directed towards a woman also present. The psychological approach might suggest to direct attention to this kind of background. The organizational consulting approach might direct attention to the switch in roles and role-relationships. Re-establishing a stable communication between organizational roles might solve the problem.

ISB-Wiesloch-Formula for professional competence



*Competence in organizations =
role competence x competence
in the professional field x
matching*

Implications and consequences of the „Wiesloch“ competence formula



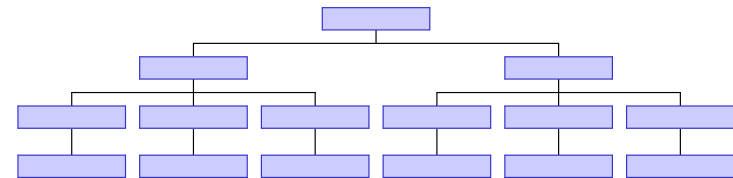
- competence is not only a property of a person but of a system
- can be differentiated into role competence and context competence
- Differentiates competence to play roles and competence to understand the play
- Competence depends on how well the individuals and the organizations match

Matching between individual and organization

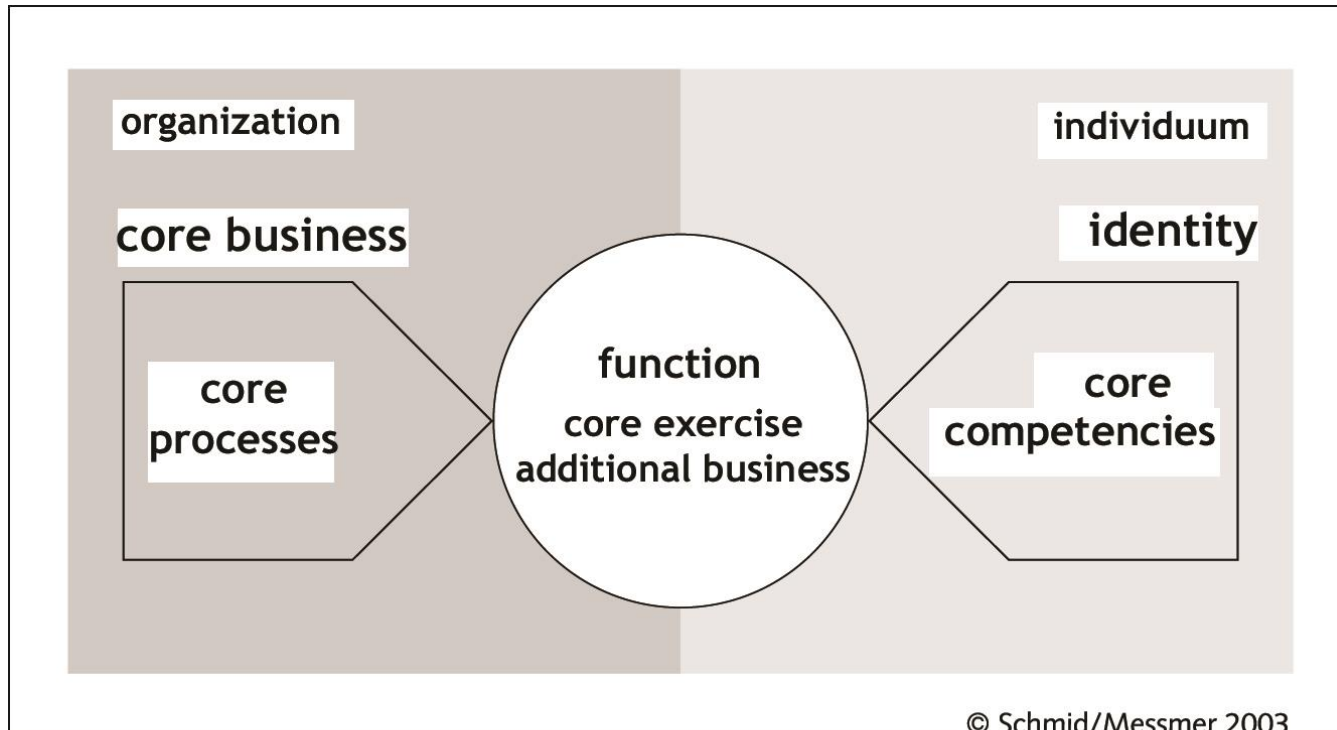


How does the organization make sense to me?

How do I make sense to the organization?



The matching system circle



The matching system circle

