



NHS - session with

Internal Medicine Trainees

Charles Hastings Education Centre

Worcestershire Acute Hospitals Trust



**UNIVERSITY of
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Scope of Session

1. Contract setting; Rapport
2. Orientation using values & long pre-start
3. Transactional Analysis : The PAC Model; ego states; egogram; TA proper
4. Kahler Theory of Drivers - characteristics; implications; case example
5. Implications for self-awareness and self-regulation



1. Welcome & Contract setting

During this session I will endeavour to bring to life Rogerian values in my development practise with you

...where a positive self-concept is associated with
'feeling good & safe'

- nature of theoretical & conceptual content is available & accessible
- integrity is upheld for your educational experience
 - alignment with NHS Values



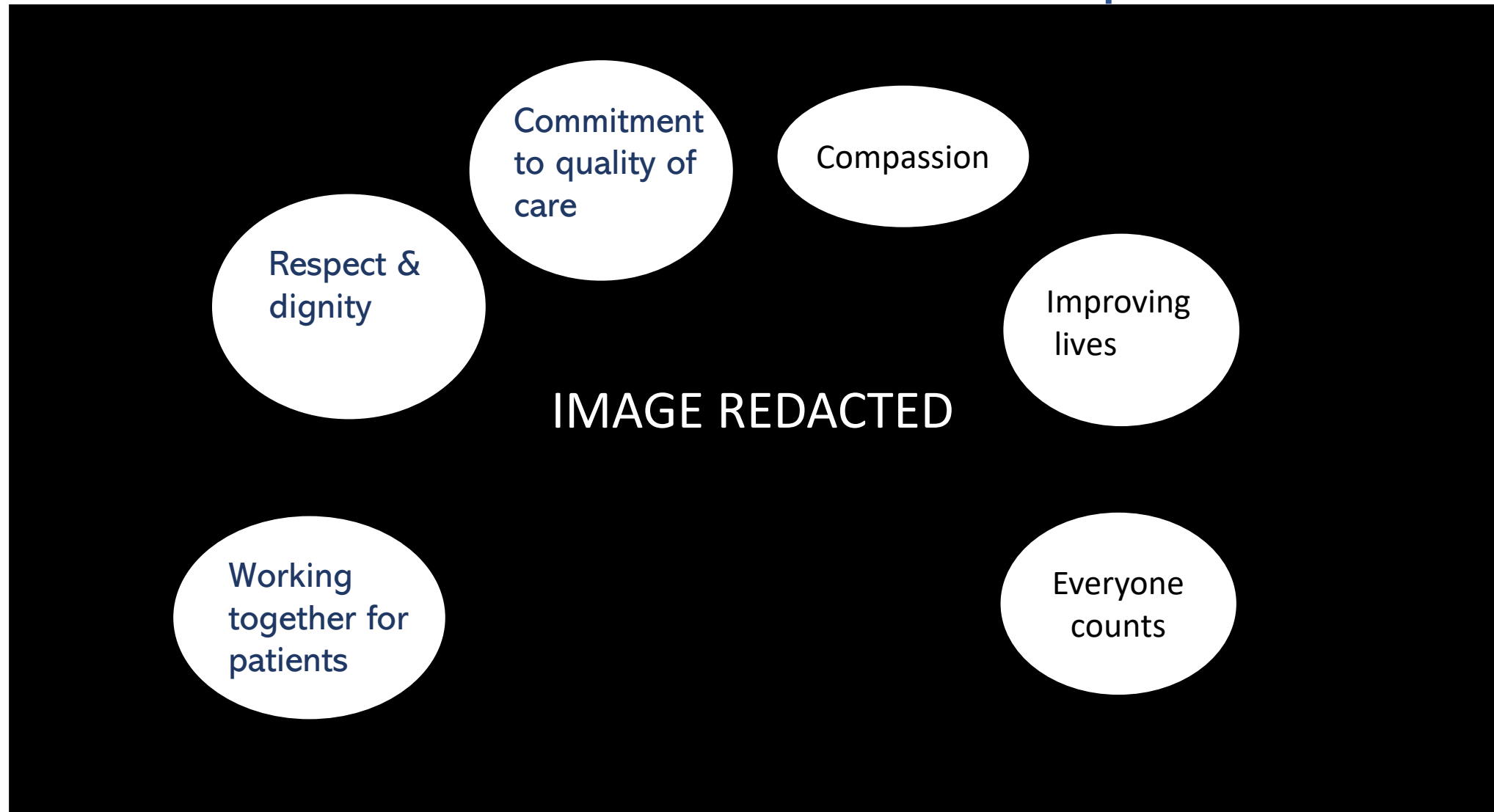
In support rapport & readiness for session experience

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2. NHS Values - direction of travel for development



Long pre-start (Murray, 2006) for leading etched into cultural & collective psyche



3.0 Transactional Analysis [TA]

3.1 Transactional analysis

3.2 Ego states

3.3 Egogram

3.4 Transactional Analysis Proper

- Transactions:- Complementary; Crossed; Ulterior

3.1 Transactional analysis

- a psychotherapeutic approach offering a means to help human beings understand how they are & why
- parent-like, child-like, or adult-like features are integrated into an ego state to better understand behaviour
- makes sense of how people make sense of themselves, their relationships with others, & their context
- interpersonal relationships are mapped
- social interactions, 'transactions' analysed to determine the ego state of the communicator

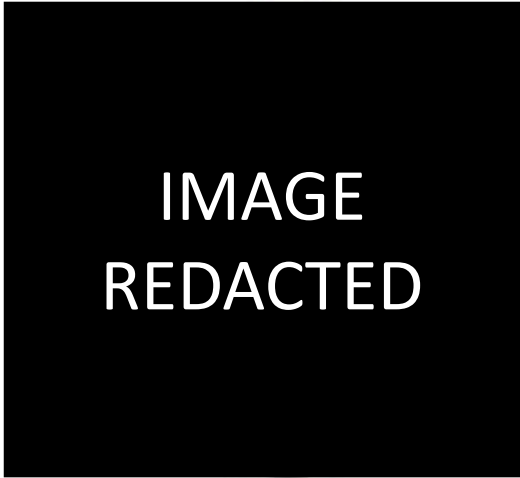
3.2 Ego states

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Who am I? - Ego States

Are a way of making sense of the different and sometimes conflicting thoughts, feelings and behaviors that we all have.

Ego States



Eric Berne suggested that the Ego States described three different experiences:



Parent Ego State:

Behaviours, thoughts and feelings that have been copied, taken in, or 'introjected' from parents or parent figures.

Adult Ego State:

Behaviours, thoughts and feelings that are direct responses to the here and now.

Child Ego State:

Behaviours, thoughts and feelings that are archaic responses to childhood experiences.

Parent ego state

- is a collection of memories recorded in early years
- parental & social expectations logged into the brain as the person perceives them
- society's expectations & obligations :- musts, shoulds & oughts
- messages are sometimes verbal, or experiential or only assumed
- Berne used the word 'tapes' for messages
- tapes believed to be recorded in early childhood & the most influential on the Parent ego state
- filled with judgements, values & attitudes; about values; right/wrong

Parent ego state subdivides:-

- The Nurturing Parent (NP) -
 - comforts, praises & helps others
- The Critical Parent (CP) –
 - finds faults, displays prejudices, disapproves & prevents others from feeling good about themselves
 - Also referred to as 'Controlling Parent'

Adult ego state (A)

- not related to age, more to a developmental state
- logical, rational way of contacting reality
- “principally concerned with transforming stimuli into pieces of information & processing & filing that information on the basis of previous experience” (Berne, 1961)
- similar to data-processing
- constantly updating its own processing & storage guidelines
- from the earliest recorded ‘tapes’ of an introjected Parent, the Adult calculates what action must be taken on the basis of that information
- in time, the Adult ego state (the central core computer of the personality) *is able to integrate all three ego states with reality*

Child ego state - subdivides

- The Free/Natural Child (FC/NC)

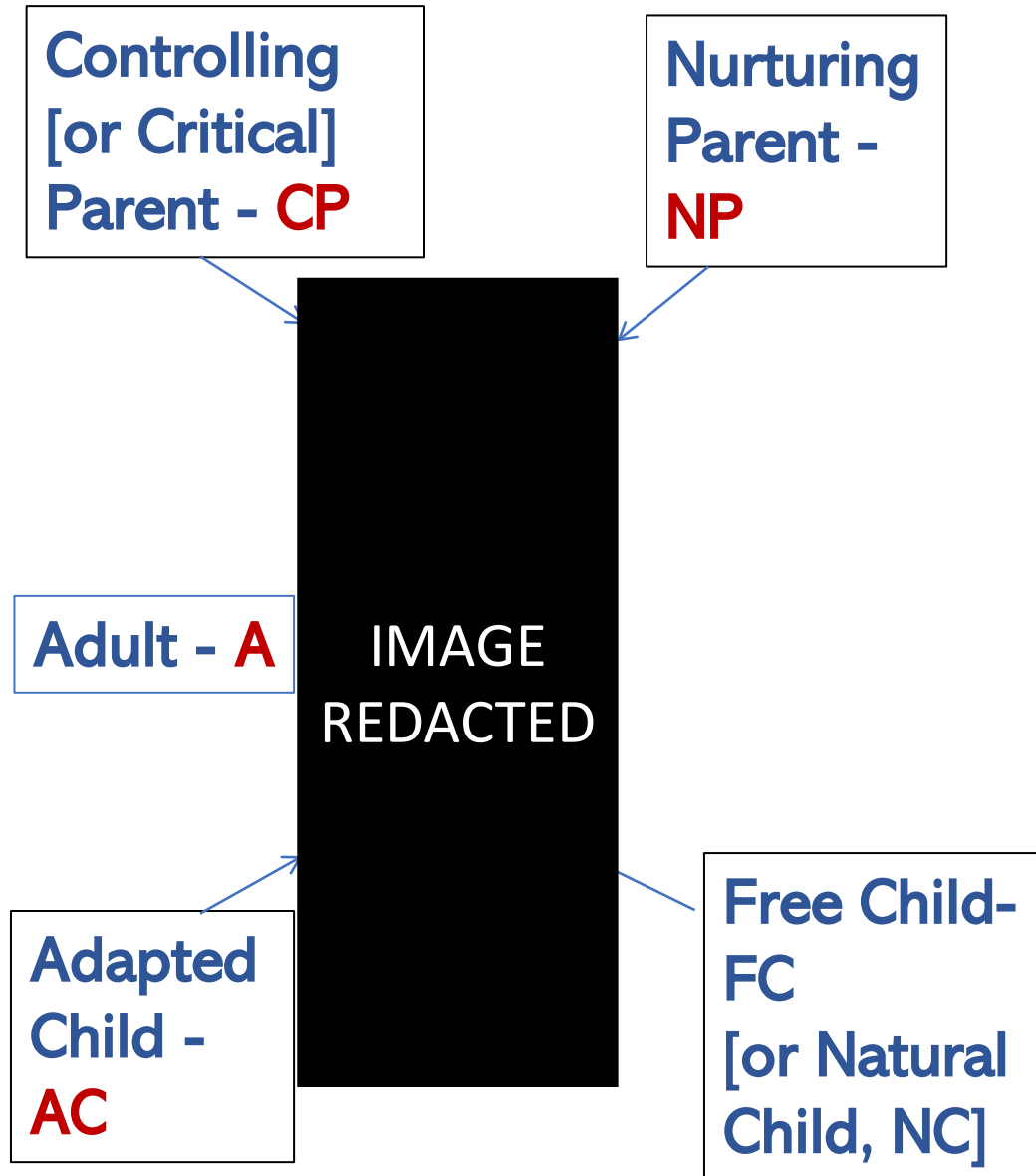
- behaves as a child would do naturally, bringing together creativity, intuition & curiosity
- enjoys life, feelings [happiness, sadness, anger & fear depending on the situation] expressed freely
- is spontaneous

- The Adapted Child (AC)

- adapts its behaviour under the influence of its parents, behaving in the way that its parents would like it to
- E.g. obedience, precociousness, by showing reserve, by being vindictive or rebellious

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3.3 Egogram



- Personal Styles mini quiz
- listen to each statement
- make a tally of preferred response
- count up totals in each
- draw a rough bar chart to create your 'ego gram'
- chat about the breadth of your life roles & which ego states are 'called for'

3.4 Transactional Analysis Proper

T.A. Proper refers to the analysis of transactions between people

- process of considering which ego state in one person is interacting with which ego state in another person, using 'transactions'

Berne identified three types of transactions & three corresponding 'rules of communication'

Complementary

Crossed

Ulterior

The PAC Model's interact



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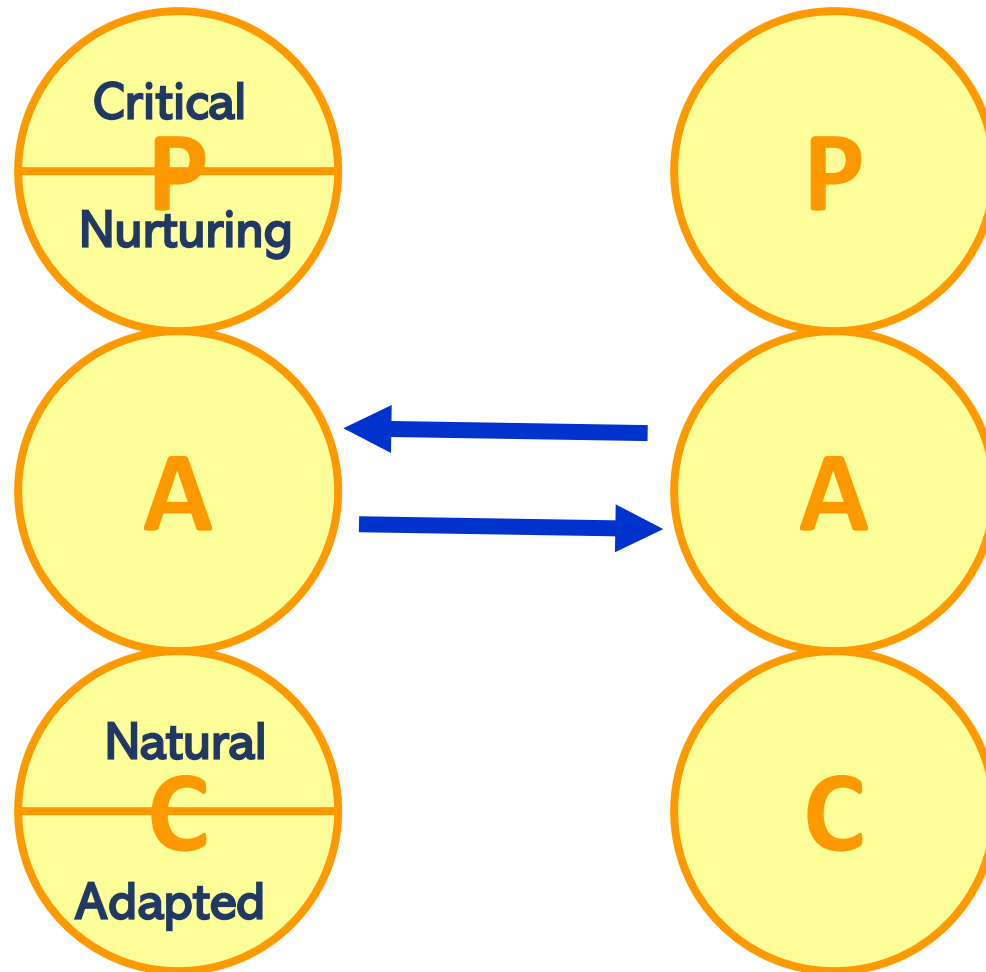
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Complementary transaction

- ego state addressed is one that responds

How long have you been singing with the Cathedral?

It will be thirteen years now



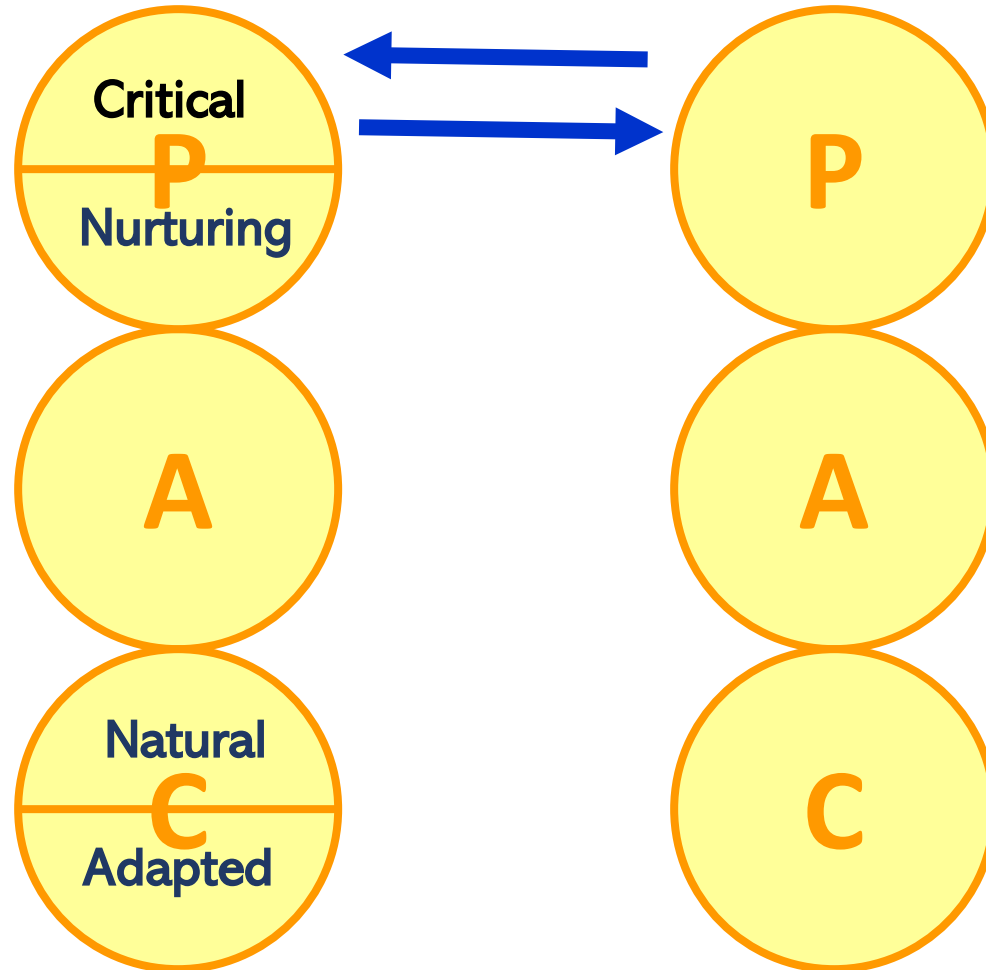


Complementary transactions:

Parent to Parent ego state transaction

'This work is dire as there's no breaks!'

'Tell me about it..'



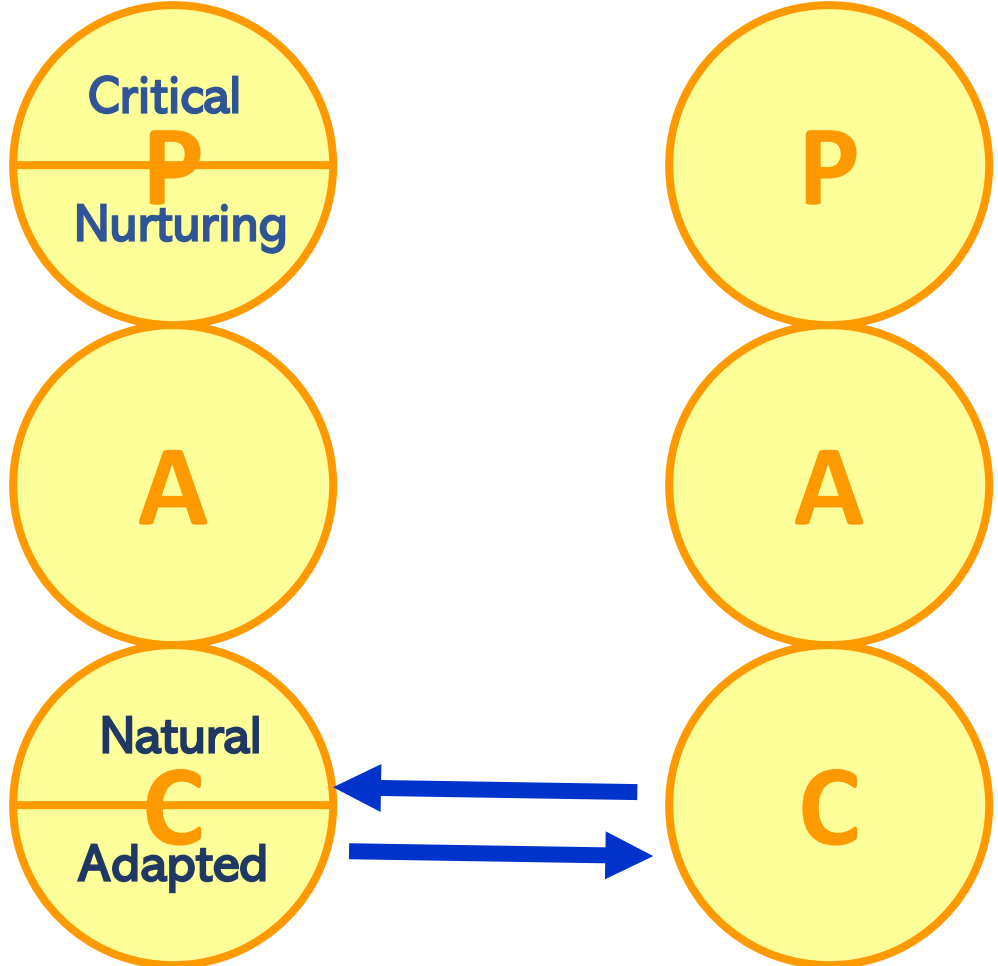


Complementary transactions:

- Child to Child ego state transaction

'Phew, could I do with a drink. I need bubbles to fizz me up!'

'Aw me too, I wish it was 7 rock o'clock'



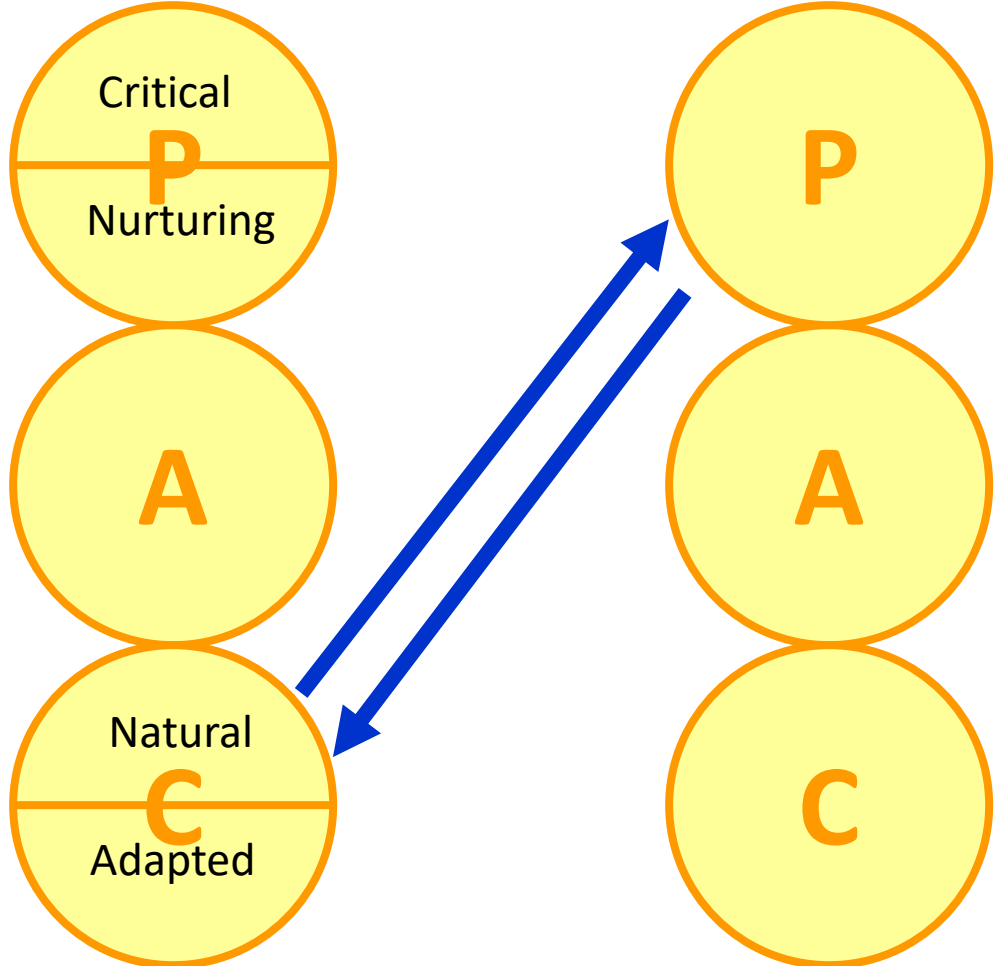


Complementary transactions:

Child to Parent ego state transaction

'Can you explain please? I don't get it'

'Sure, let me show you how'

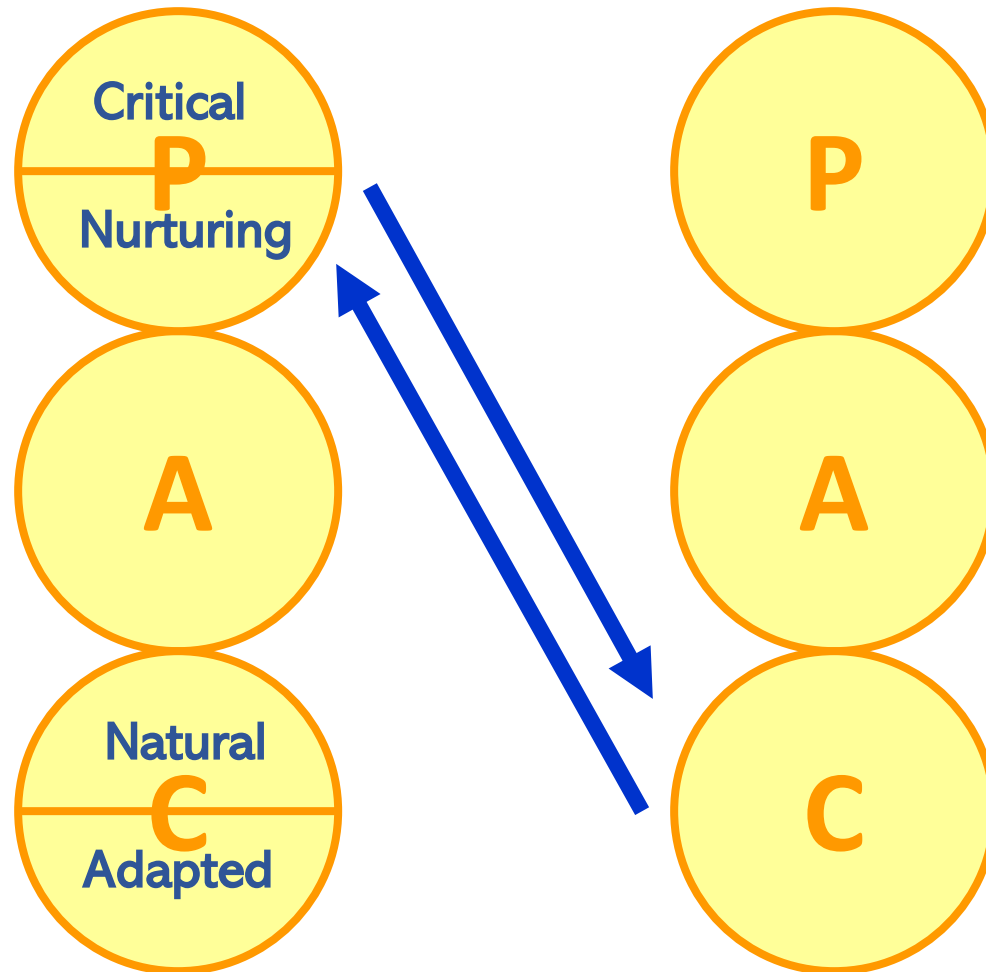


Complementary transactions:

Parent to Child ego state transaction

‘I always have to correct your daft mistakes’

‘I’m sorry, I just don’t seem to do this right’

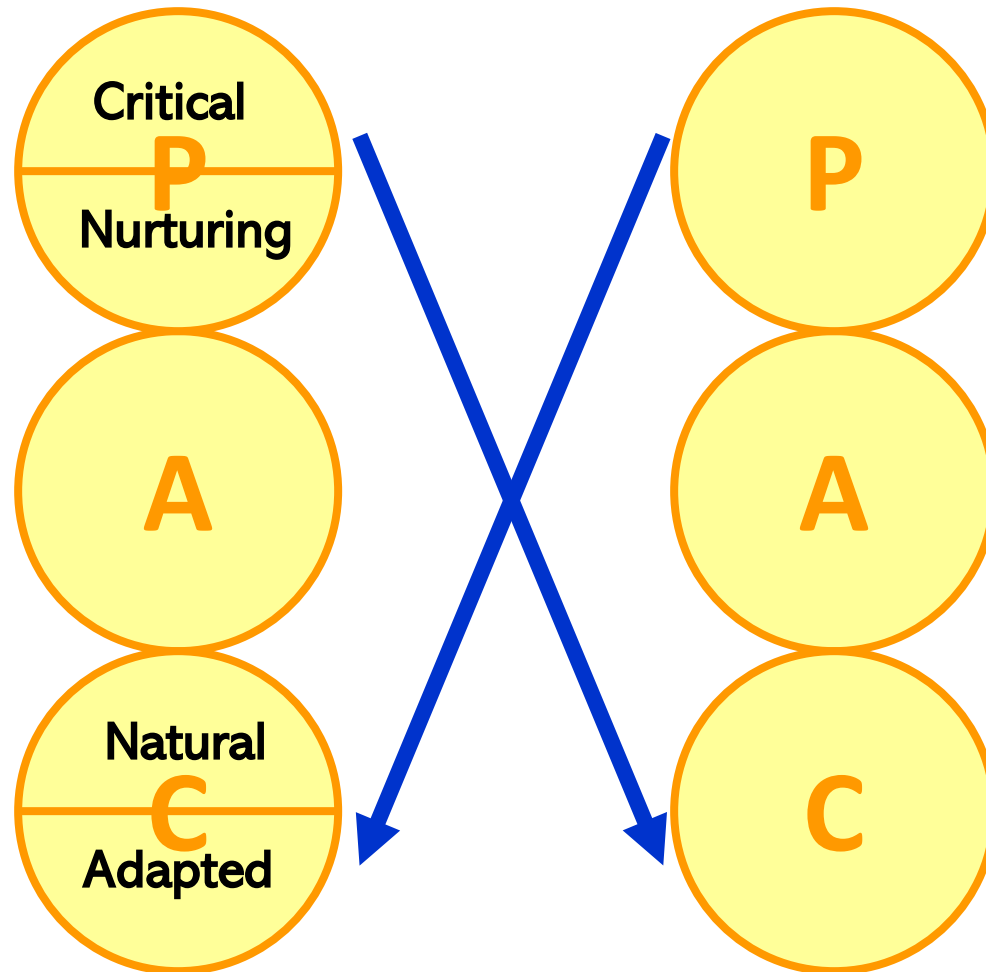


Crossed transactions

- ego state addressed does not respond

‘You never get it right and I have to correct your unhelpful mistakes’

‘You’re always looking for minor errors, you don’t see what’s important’



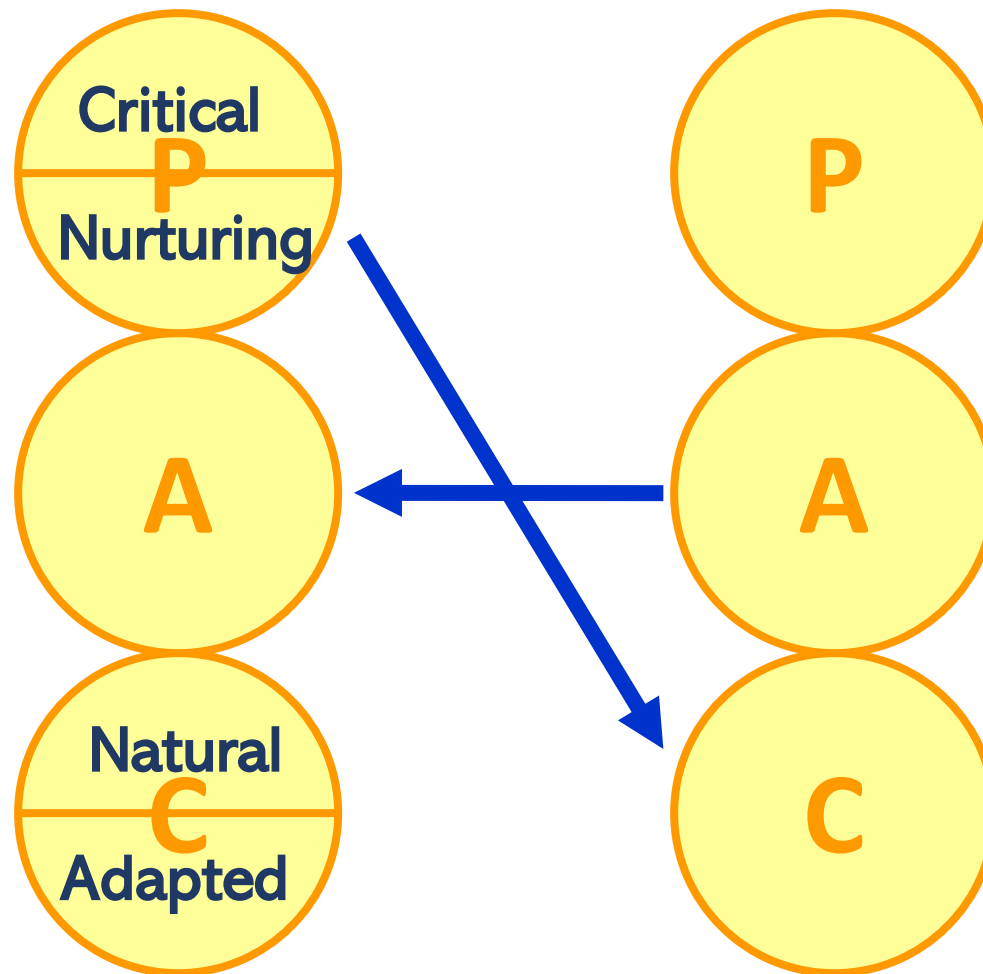


Crossed transactions - Come to a halt; *communications continue if a complementary transaction created

-Parent addresses Child ego state; yet Adult responds

I have to correct your silly mistakes

I'd appreciate it if you could recommend something I could do to improve my work





Ulterior transactions (hidden)

-Social message on the surface to one ego state, psychological underlying message to a different ego state

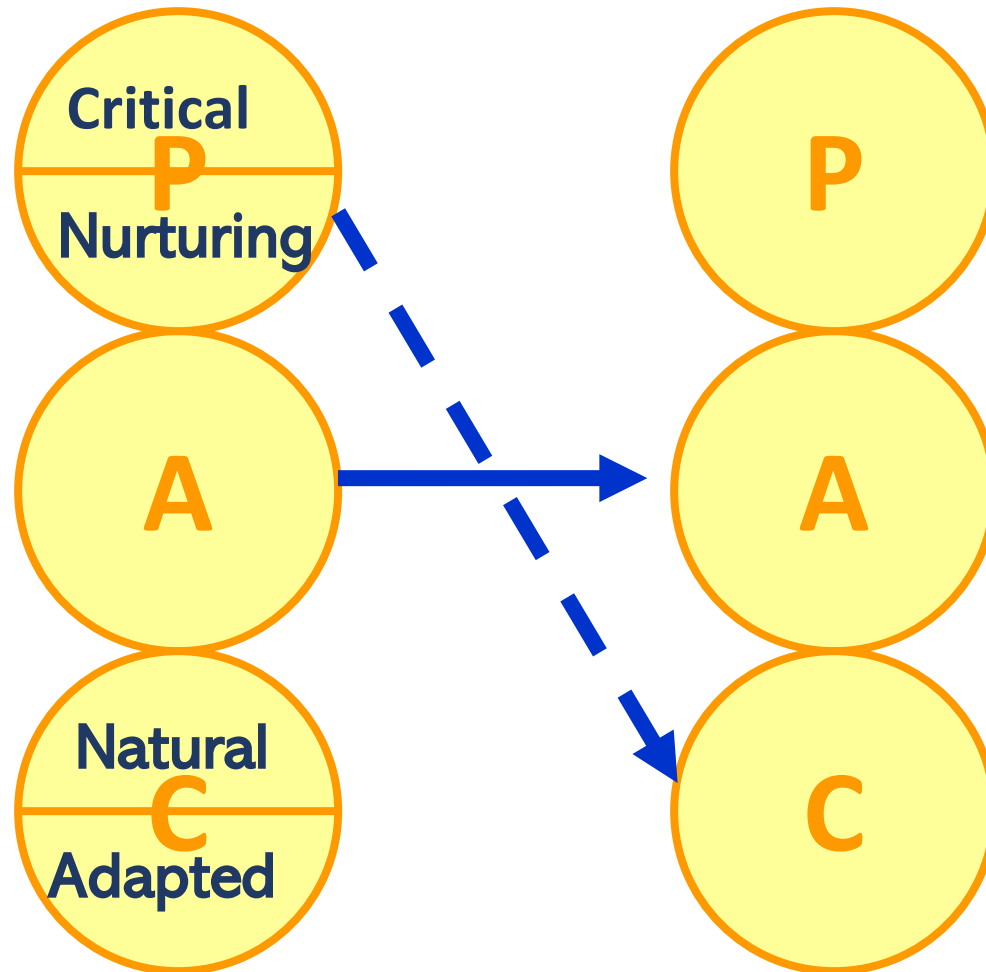
Social message, on surface

Adult ego state:

'I'd appreciate it if you speed up a bit'

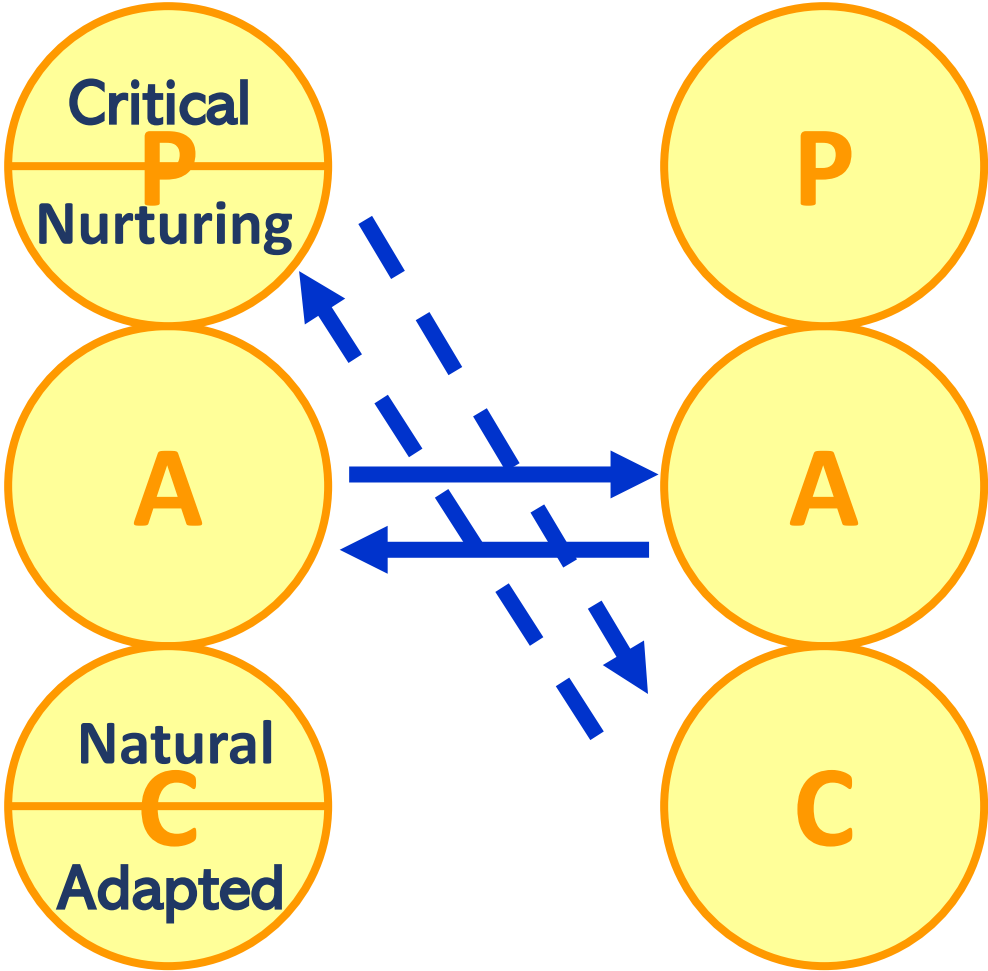
Psychological message, underneath message from Parent ego state :

'If I need a job done in a hurry, I know who not to ask!'

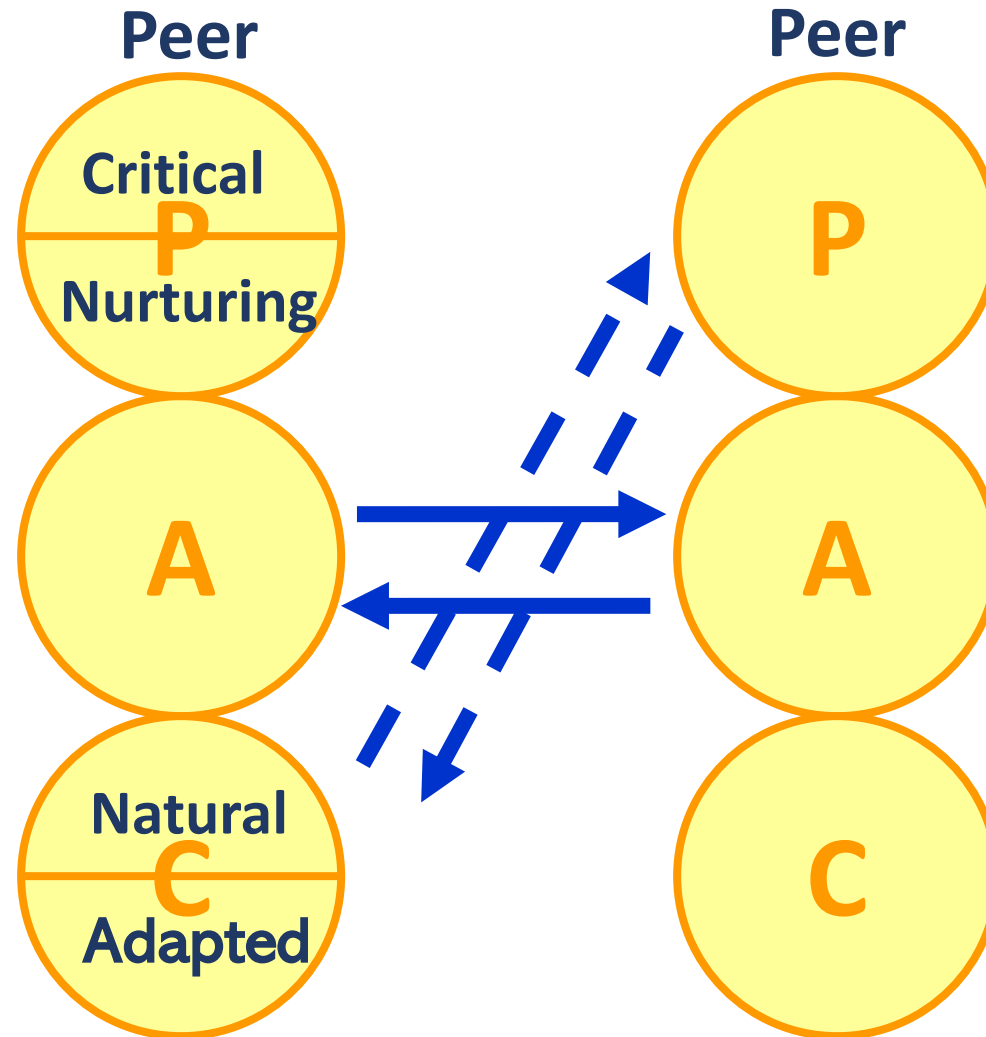




Ulterior transactions



Ulterior transactions



In session activity - use of ego states in communication with others

- Face-to-face: Explore PAC interactions
 - what happens ; what does it look like, sound like, feel like
- Online: Think on your interactions from the different ego states with others; bring to mind what ego states are 'invoked'
 - what happens ; what does it look like, sound like, feel like



The related concept within Transactional Analysis of 'Drivers' (by Taibi Kahler)

- .. “subconscious attempts by us to behave in ways that will gain us the recognition we need from others; they are also programmed responses to the messages we carry in our heads from important people in the past” [Hay 2009: 96]
- relatively simple set of **5** characteristic styles
- called drivers to reflect the ‘driven’, or compulsive, quality of them when we are under stress



4.0 Driver Theory

4.1 Drivers & characteristics

4.2 Overview of theory implications

4.3 Case of compelling nature of drivers in action



4.1 Kahler Theory of Drivers



- Drivers described as our *'early years programming'*
- Even before we can talk, we start to figure out what will get the attention & approval of the care givers & authority figures in our lives

IMAGE REDACTED

Kahler's Theory of Drivers



Please Others



Be Perfect



Be Strong



Hurry Up



Try Hard

IMAGE REDACTED



Drivers

- born in our unconsciousness
- can lead to some positive behaviours
- can lead to some destructive behaviours
- by identifying which drivers an individual exhibits most, becomes possible to recognise & develop the potential of these positive behaviours
- it is possible to respond constructively to the negative (e.g. advance warning, mitigation, dilution, collaboration, 2nd opinion)

IMAGE REDACTED

Be Perfect (the positives)

- people draw energy from doing the 'right' things
- aim for perfection in everything, check carefully, produce accurate work & set high standard
- reputation for producing accurate, reliable work
check the facts carefully, we prepare thoroughly
and we pay attention to the details
- written work aims for perfection in layout as well as content

Be Perfect (the downsides)

- drawback - can miss deadlines because still checking their work
- tend to insist everything is done perfectly, so they can come across as overly critical
- risk averse due to concern of detracting from quality

Be Strong (the positives)

- Be Strong individuals have the ability to stay calm in many circumstances
- driven by the need to cope with crises, difficult people, & will work steadily through any workload
- happily take control of situations & people will often feel safe around them knowing that someone so directive is in charge

Be Strong (the downsides)

- their desire to have everything under control means they can often come across as aloof
- may not often see themselves as fully responsible for their thoughts or feelings
- reluctant to ask for help, even when they should
- their lack of awareness of emotions may make them insensitive to the feelings of others
- the internal message that they give themselves is that they should not let others think that they are weak. E.g. may stand apart from playful activities fearing they may look childish



Hurry Up (the positives)

- people with Hurry Up styles like to do everything as quickly as they can
- extremely output focused, & can deliver surprising volumes of work
- often juggling several activities
- enthusiastic & action-oriented
- energised by having deadlines to meet
- seem able to fit in extra tasks

Hurry Up (the downsides)

- with time to spare they might delay starting until the job becomes urgent
- can backfire because in their haste they make mistakes may need to backtrack
- if given too much work, their accuracy will drop & they'll become increasingly agitated with fellow workers for not going quick enough
- with time to spare they might delay starting until the job becomes urgent
- can backfire because in their haste they make mistakes

Please Others (the positives)

- pleasant to have around because they are so understanding
- performs the 'maintenance' functions of involving people, checking & summarising
- will be sympathetic, empathetic, tolerant & flexible to others needs
- use intuition a lot & will notice body language & other signals that others may overlook
- often the mortar that holds a team together

Please Other (the downsides)

- may worry so much about earning approval that they are reluctant to challenge anyone's ideas even when they know they are wrong
- reluctant to say no
- often let people interrupt them
- likely to accept work from them instead of concentrating on their own priorities
- often seen to be lacking assertiveness, critical skills, & can lack courage in their convictions
- when criticised by others, they may take it personally even when the comments are worded constructively

Try Hard (the positives)

- Try Hard people are enthusiastic
- get involved in lots of different activities
- tend to volunteer for things
- energised by having something new to try
- others value their motivation & the way they have of getting things off the ground
- often popular with other colleagues, with customers or clients, because of their enthusiastic approach to problem solving

Try Hard (the downsides)

- Can turn small jobs into major projects because they want to chase every possibility
- may become bored with the detailed work that follows, even to the point of leaving work undone so they can move on to a new, exciting activity
- communication with others may be pained & strained, can tend to frown a lot whilst listening to others
- their own sentences may go off at tangents because they introduce new thoughts just as they come to mind

4.2 Overview of Driver theory implications

- all tend to have at least two Drivers underlying our interactions
- likely that each of us relies on them to different degrees for different reasons
- adversity & stress can lead us to depend on one Driver more than others & to subconsciously believe that this response, which may have helped us once, will always be the right way of reacting
- Driver over-reliance whenever we feel challenged or under stress, can lead to overdrive & burnout

- each Driver type has its strengths
- strengths when over-used often become weaknesses
- typically we prefer one or two driver types, although people may also recognise aspects of all of them in their work
- the phrase ‘personality clash’ can denote driver incompatibility
- consideration - people with a different working style can increase productivity considerably by working together
- can be achieved through understanding & also through knowing the preferred channel of communication that each working style has

Drivers	Mannerisms, verbal signs	Self criticiser	Under stress I...
Hurry Up	Talk fast. Fidget Interrupt	I'm wasting time	Rush Work very fast
Please Others	Submissive Check OK	I'm unpopular	Do whatever you say
Be Perfect	Sub phrases Smart clothes	I make mistakes	Analyse Logic
Be Strong	Immobile. Quiet Inscrutable	I'm too soft	Clam up Self-control
Try Hard	I'll try. High but low. Shrugs. Worry	I'm lazy, I give up too easily	Complain about bad luck Plod on



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4.3

A shared scenario analysed using Driver Theory

Context: altitude ascent training

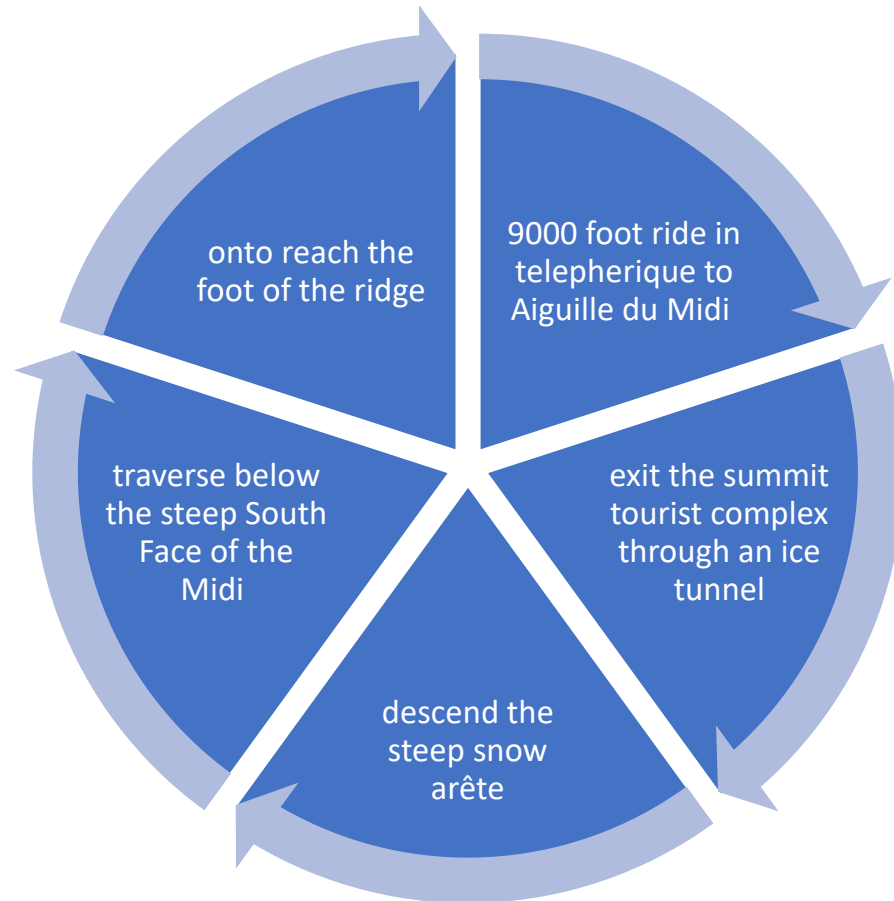
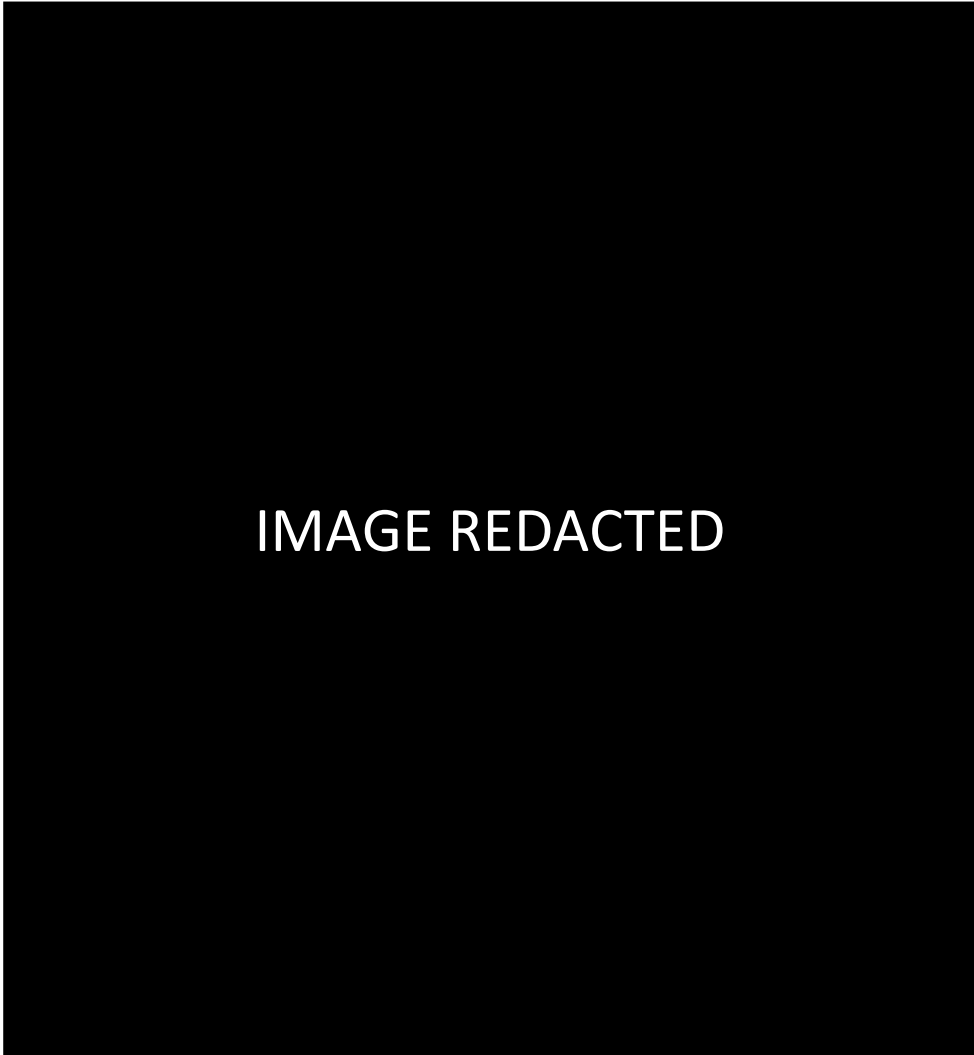
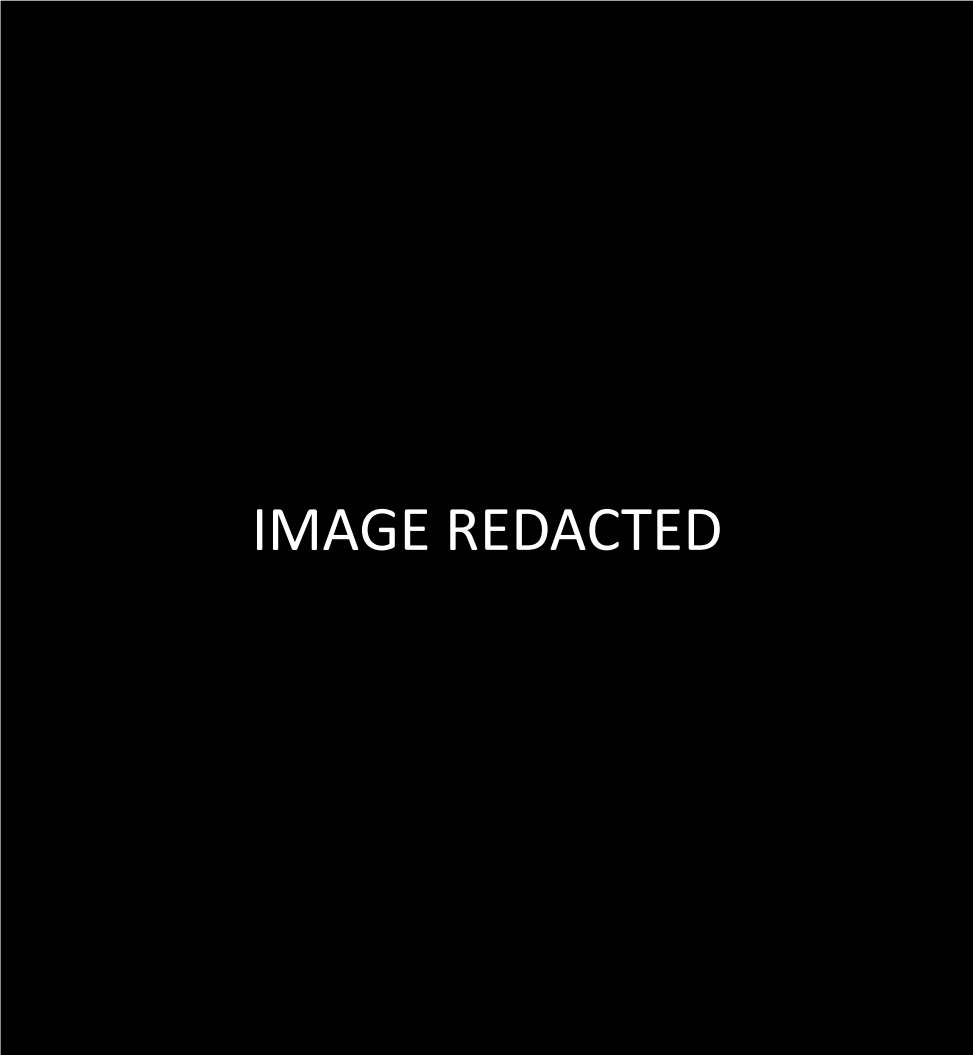


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Preparation for expedition





to organize my going out of sleep in anti-orientation perception
to more frequently requiring EN VIVO (LIVE) STATE
when resources are genuinely required VIVELY TO TAKE
CARE OF VARIABLES (DURING THESE ACTIVATED UNDERSTANDING WINDOWS)

I NEED TO KNOW MYSELF ON THE EDGE, EXPOSED WITHIN MY VIVELY
EN VIVO (LIVE) STATE SO THAT I TRULY KNOW WHAT WINDOW I AM
IN, HIGHLIGHT A SECONDARY. THIS I APPROXIMATE MYSELF AS ONE OF
THE ATTEMPTING TO ASCEND MOUNT SUAVE & ENGAGE IN A LIFE ADVENTURE



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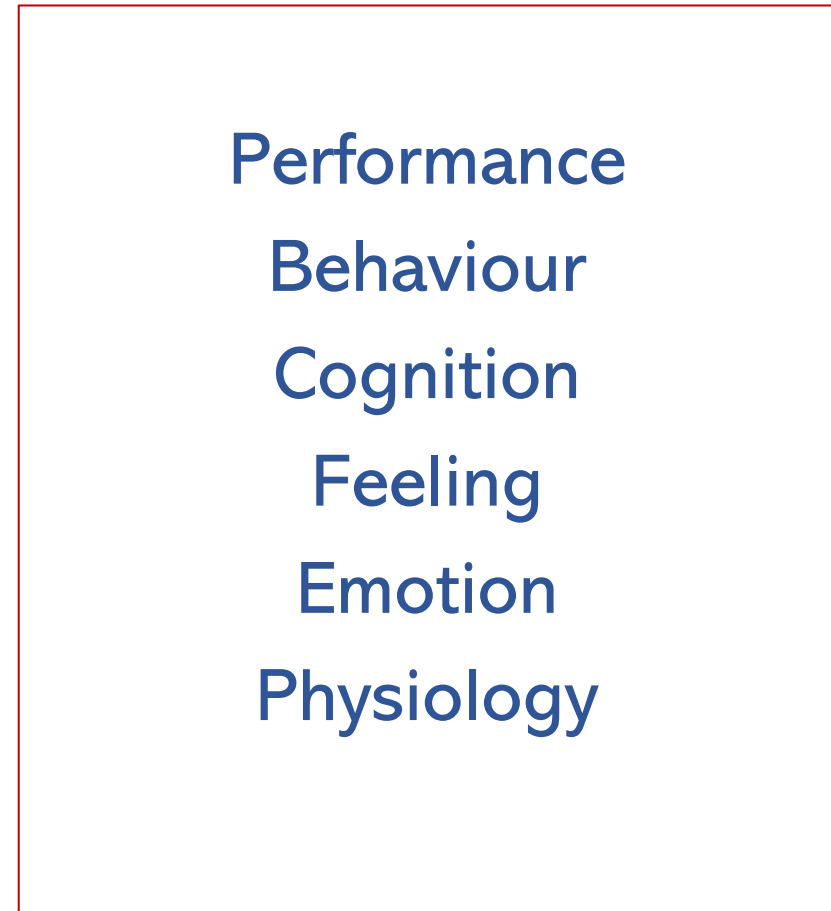
5. Implications

How to enhance PAC model & the Theory of Drivers for performance

Performance in self awareness & self regulation enhanced :-

- with PAC [Parent ego state; Adult ego state; Child ego state informed capability;

- with heightened alertness of Driver our compelling internal drivers when we attempt to be objective



NLP Model of Self-Regulation

Review discussion

- Awareness of driver cultural defaults in our organisation (of plausible influence)
- Examples:
 - Be Strong adage 'keep calm & carry on'
 - Hurry Up adage 'a good game's a fast one'
 - To mitigate : 'Quick, decisive & wrong'
 - Try Hard adage 'a can-do' organisation
 - To mitigate for Be Perfect: the 80/20 rule; 'good is good enough'
- Awareness of individual & organisational PAC makeup & how to advance the P**A**C Adult ego state resourcefulness
- Implications for self & work-place education & development



Tips on handling Drivers

- How we tackle tasks tells us a lot about what is driving us - what we think 'success' looks like & how we should go about achieving it

- Realising that what got us here, won't get us there is the first step

Learning to value other ways of working & recognising the limits of our default way of reacting is the next step

- Drivers directly affect how we manage our time, how we view collaboration or what style of leadership and decision making we favour

- Our **reactions** are learnt behaviour & we can choose to learn to **respond** in a different way

We can 'claim our lives back'

Thank you for
your time

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