

LABOR MANAGEMENT: PROBLEMS AND PERSPECTIVES*

By Ray Prigge**

The sportscaster on the nightly TV show was announcing "the seasons biggest upset". It shouldn't have happened, but it did: the undermanned, less talented team had defeated the champion. "How", he asked, "did the coach ever get them to play so far over their heads".

The American battalion was cut off from supplies, short on ammunition, hadn't eaten for three days, and was already "written off" by the general's staff. Suddenly a miracle occurred: the force that was outnumbered by 15 to 1 reversed the battle and actually took the offensive. "A miracle!" the watching world declared. "It's another example of the American will to survive".

The patient was growing increasingly conscious. "She's a young woman with a real will to live," her doctors observed. They had all expected her to die days before. But she hadn't. Nothing in the medical textbooks would explain why she still survived--but she did. Now it appeared she would make it. "But how?" the physicians wondered. "What made the impossible now possible?"

Each of these dramatic cases may seem a long way from the world of farm business management. Especially today in our sophisticated world of fancy farm management terms, computer decision aids and complex production technology, it seems unsophisticated to talk of "team spirit", "life and death struggle", or "the will to survive".

But people really don't change. They will still respond to the right appeals. Your "hired farm labor" - whether they be actual hired laborers or your children, wife or other relatives (or even yourself) will produce amazing results--in terms of productivity and useful new ideas for every phase of your farm business--if you can make them want to do more for you and for the farm business.

Performance of this quality can only result from having people who care. If they care enough, they will surprise themselves and others with performance levels far beyond normal

*My thanks to my colleague, David Downey, Purdue University for the use in this paper of his materials and ideas on Transactional Analysis.

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expectations. (Because it is easier for the family farmer with relatively few "hired" workers to understand and motivate his people, I believe it unlikely that large "corporate" farms can ever be efficient enough to "take over" our family farms.) This simple fact stems from a subtle art, the art of making people care. The most complex business management problem you ever have may be getting your employees and family members to care in the right proportions about the right things.

How do you influence farm labor to care? You don't do it by making speeches or spouting catchy slogans. "Sloganeering" and other attempts at brainwashing or manipulating farm workers are childish appeals and adult employees often greatly resent them. Perhaps the most effective methods to get workers to care is to understand them, understand their needs and appeal to those needs.

Determining and understanding workers needs are probably much easier than understanding the workers themselves (or ourselves). Four basic needs identified by behavioral researchers are:

1. Survival (including the realization that personal survival is related to ones employment)
2. Ego (a worker must have pride in himself and in his work)
3. Family (a worker needs the feeling of "belonging" where he works)
4. Logic (every man is a logical as well as an emotional being)

With a little thought and practice we can relate to these basic needs of our farm workers. But what of understanding the worker himself? Why does he (I) behave in that way? Why so irresponsible? (stubborn? undependable? obnoxious? disrespectful? etc.) Today we want to examine information that has been developed by behavioral scientists in recent years in order to better understand and thus manage farm workers.

By better understanding our farm workers (hired workers, family members and ourselves) and gaining insight into why each behaves, acts and reacts in the manner he does, we should be able to improve the efficiency and effectiveness of our farm operations (and the effectiveness, closeness and communication of the farm family as well!)

Today we are going to discuss opportunities for enhancing and making the people aspects of the farm business more efficient. We are going to be talking about Transactional Analysis (TA). Transactional Analysis is a tool that a lot of people are finding valuable in understanding the ways they interrelate and work together in their organizations.

Developed by Eric Berne

Transactional Analysis was developed by Dr. Eric Berne. Dr. Berne was a psychiatrist, trying to help people solve emotional problems. Working 15-20 years ago, he was trying to help people solve emotional problems. He was looking for ways that were more efficient and less expensive than having them lie on a couch for an hour a week for the rest of their lives and getting charged \$50 an hour. Dr. Berne developed some ideas that a lot of people found useful. And today, a lot of psychiatrists use Dr. Eric Berne's ideas.

Four or five years ago, there were some people who were looking at Dr. Berne's ideas and said, "You know, if we would take from Berne's ideas, all the things that have to do with psychiatry, and all the things that deal with emotional problems, and take a look at what's left, we would have a very interesting way of looking at normal, every day functioning people, such as you and me--people that are certainly OK, who are doing their jobs very normally." TA became very popular a few years ago when Tom Harris wrote a book called I'm OK, You're OK. You may have read that book. It was on the best seller list for two solid years.

★ GOOD BOOKS ON ★
TRANSACTIONAL ANALYSIS

1. "GAMES PEOPLE PLAY"- ERIC BERNE
2. "I'M OK, YOU'RE OK"- TOM HARRIS
3. "BORN TO WIN"- JAMES JONGEWARD
4. "SUCCESS THROUGH TRANSACTIONAL-ANALYSIS"
5. "TRANSACTIONAL ANALYSIS FOR KIDS"

my "bag". But what is my "bag" is to understand how people function in the everyday world of agricultural organizations. And that is what we are going to explore here.

TRANSACTIONAL ANALYSISDEVELOPED BY ERIC BERNE

MADE POPULAR BY TOM HARRIS
("I'M OK, YOU'RE OK")

A MODEL FOR UNDERSTANDING
HUMAN BEHAVIOR IN BUSINESS,
(AND PERSONAL LIFE TOO)

TA is simply a model for understanding human behavior in business--and personal life. Our primary function is to discuss the business application of Transactional Analysis. So, we are not going to deal with the behavioral aspects from the standpoint of people who have emotional problems. I am not a psychiatrist. I do not know very much about psychiatry. I am not a psychologist either. That is not really

TA is Not a Value System

Transactional Analysis is not a value system. This is particularly important to recognize and understand. Nothing we are going to say here should be construed as being good or bad. TA does not do that. TA simply tries to help people understand how behavior exists and why it exists. It does not place values, or tell you the way you should do it, or shouldn't do it. Many of the things we are going to say may seem, quite logically, a better way to do it, or a poorer way to do it. But that is not TA. TA simply deals with what is, and why it is that way. Not what should be.

TRANSACTIONAL ANALYSIS IS NOT A VALUE SYSTEM, AND

1. EACH PERSON IS RESPONSIBLE FOR HIS OWN:

*FEELINGS
THOUGHTS
BEHAVIOR*

2. EACH PERSON CAN CONTROL HIS OWN:

*FEELINGS
THOUGHTS
BEHAVIOR*

Two Basic Assumptions-- Control and Responsibility

There are two assumptions. The first assumption we make is that every person is responsible for his own feelings, thoughts, and behavior. Think about that for a minute. If you really accept that idea, and of course it is quite easy for most of us to do, you no longer can say things sometimes like, "Oh, sometimes my wife makes me so mad!" All you can say is that she acts to you in a certain way and then you have your choice as to what you can do about it. There are several alternatives. You could laugh. That might not be very smart, but you could do it. You could get angry. Or you could withdraw and just be quiet. There are any number of alternatives one could choose. That is not to say it is easy, but that it is possible to control your own feelings, thoughts, and behavior. That's the second assumption--that you can control feelings, thoughts, and behavior.

Now if you don't accept these assumptions, much of what we are going to say kind of falls through the slots, because the whole idea is based around people being responsible for, and ultimately controlling feelings, thoughts, and behavior. Now we are not saying that control is easy. It is very difficult some times. But it is possible.

Human Brain Functions as Tape Recorder

A Dr. Walter Penfield, who was a neuro surgeon at the University of Montreal in Canada, was doing some experiments with open brain surgery. He was trying to confirm some of Eric Berne's theories. He had developed a technique where



*DR. WALTER PENFIELD -
NEUROSURGEON-EXPERIMENTS
WITH OPEN-BRAIN SURGERY;
CONFIRMED ERIC BERNE'S THEORY-*

*"THE BRAIN FUNCTIONS AS A
TAPE RECORDER; PLAYING
BACK EVENTS AND ASSOCIATED
FEELINGS."*

they could take a person under a local antiseptic and touch a very small electrode, with a minute electrical charge to a point in the person's brain. And then they would ask the person exactly what they were experiencing.

On one occasion, for example, they touched the electrode to a place in a guy's brain, and he said, "Hey, that's interesting! I can hear a song playing. It is a song I haven't heard for years. It's 'Oh Marie, Oh Marie'." He took the electrode away, and the image was gone. He touched it to a different place in the guy's brain, and then he responded "Now I can see that local Coca Cola Bottling Plant right near my home where I grew up, and I can smell the aroma of fresh baking bread," and they took the electrode away and the image was gone.

Through this and many successive experiments, one theory of how the human brain functions was developed. It is only a theory. We don't know for sure how the human brain functions. But this theory is increasingly widely accepted by scientists. It simply says that the human brain functions like a tape recorder. Indelibly recorded in the brain is everything that has ever happened to us. Even more importantly than what happened to us, is that the feelings that accompanied those events are also recorded there. They are stored and played back occasionally; just like when we play back a cassette on a tape recorder.

Maybe you have had the experience of riding down the road in your car. You're by yourself, and not really thinking about too much, when all of a sudden, a song comes on the radio. It's a song that you haven't heard for years; one that was very popular when you were dating back in high school. All of a sudden, your mind is full of nostalgic events and thoughts. Did that ever happen to you?

Or perhaps, you smell something all of a sudden --an aroma that you haven't smelled for years. You remember it very clearly from back when you were a kid at Grandma's house. All of a sudden, your mind is full of thoughts of Thanksgiving at Grandma's house. A lot of us find this to be a common kind of thing.

It is important to recognize that the feelings associated with those same events are part of what happened to us. Some people even suggest that the older we get, the easier it is to play these events back. I don't know why that is, but some people suggest the older we get the more clearly some things seem to be played back.

These things do not always play back at the surface level. Eric Berne says its in the subconscious level, though. I even have trouble recalling names of people a few minutes after I learn them. But Eric Berne says it's all there, it is just that it doesn't always surface when we want it to. But the fact that it doesn't surface is not terribly important, or unusual. The fact is, it is in the subconscious mind and affects the way we behave and act.

PARENT, ADULT, AND CHILD

Eric Berne further said there are three separate parts to the human mind. Every person has a Parent Ego State, an Adult Ego State, and a Child Ego State. Each separate area affects our mind and behavior. These are not physiological parts, but rather psychological, conceptual parts.

Parent Ego State

The first one, the Parent Ego State, is a collection of past messages and events. Things that are a part of us from a long time ago--what some people like to call the "learned" concepts of life, or the value structure that most of us have. We might further describe the Parent part of us as being the thoughts, feelings, attitudes, and related behavioral patterns that are recorded from the past from primary sources, mostly our parents. It could be from other authority figures in our life too, but it's mostly from our own parents. These things affect us because they are implanted in us in a very deep way.



The Parent is subdivided into three sub-parts, the Prejudicial Parent, the Nurturing Parent, and the Critical Parent. We are going to talk about each of these three separately.



In church, of course. Now, how do you feel if you aren't in church on Sunday morning?--Guilty! A lot of people respond that way, because many of us have been programmed to be in church on Sunday morning. If you don't go to church on Sunday morning, somehow you have the Parent messages telling you to feel guilty. Pardon the personal reference here for a moment. When I was young, my father and mother took me to church every Sunday morning. It was just a regular part of our life. It was a very important part of our routine. I learned very early in life that church was where you go on Sunday morning. You are supposed to be there. No matter how you feel, you go. I know sometimes I went to church when I really didn't feel well enough. But I was supposed to go, and did. And when I got to be a teenager, my dad always said, "If you want to go out on Saturday night, you have to get up and go to church on Sunday morning." And of course, that reinforced once again, the Go To Church message. A lot of people go to church because of that. In fact, I argue that churches are filled on Sunday morning with lots of people who are there primarily to avoid feeling guilty. There are other reasons for going to church, but I know that a lot of Sunday's I go just because I am supposed to. There is really no decision to be made. This is an example of prejudice.



Prejudicial Parent

What is a prejudice anyway? Well, prejudice is not necessarily negative. A prejudice is any kind of belief that we hold very close to us, and we believe it is true, just because. Anything we believe without any logical reasoning behind it is considered a prejudice.

Religion certainly could be a prejudice. If you were raised in a very religious family, where should you be on Sunday morning?--

☆ PREJUDICIAL ☆

ATTITUDES AND OPINIONS HELD WITHOUT OBJECTIVE LOGICAL REASONING, OFTEN INCLUDE:

RELIGION
POLITICS
TRADITIONS
RAISING CHILDREN
MONEY
LIFE STYLE
DRESS
SEX RULES
SPEECH
WORK



Politics is another area. Every body knows politicians are crooked! Well, of course not all politicians are crooked, but our head sometimes tells us one thing, but our "gut" sometimes says something

altogether different. And some times they are in conflict with each other. Why you may know somebody that is in politics, and you know they are doing a very good job, but way down deep, there is something that says, "Yeah, I know they are trying to do a good job, but I'll bet as soon as they get down to the state house, they sure do get tempted, don't they!"

Traditions are perhaps another area. Our lives are seeped full of traditions that are an important part of our lives. They are things we do, not for any logical thoughtout reason, but we do it "just because". Christmas is an excellent illustration of this. In lots of families, for example, we do things like--always go to Grandma A's house the Sunday before Christmas and Grandma B's house the Sunday just after Christmas. And of course that works very well until one of the kid's in the family gets old enough to get married and their spouse wants to go to their Grandma A's house on the Sunday before Christmas. Now we have a problem on our hands. How do we deal with something like that? That become a much more difficult issue. Or, perhaps some of you are very logical in trimming 25% off your Christmas card list. You know people you haven't heard from in years, and all you do is send those expensive Christmas cards back and forth each year. It costs 25¢ a card and another 13¢ for postage, and it all seems pretty wasteful, so "this year, we're just going to trim that list down." And, it works very well, too--until about the third day of the Christmas card season. All of a sudden you get about four cards all from people you trimmed off your list. Now, how do we react to that? Most of us would run out and buy some more Christmas cards, and make sure they don't know we cut them off our list. Sometimes, logic and prejudice get in the way of each other.

Lots of the things we do in our life are traditional and sometimes they carry from one generation to another. There is a story that is related in one of the books on Transactional Analysis that tells about a young couple that was married recently. John and Martha were very happy and very much in love with each other. Not long after they got married, John came home from work and sat down at the table for dinner. Martha had baked a ham. He sat down and looked kind of troubled.

Martha said, "What's the matter, honey?"

He said, "Are you sure it won't make you unhappy?"

She said, "Oh no, no, just tell me what it is!"

"Well, you see, since we have been married, you have baked ham three different times. Now don't get me wrong, you are a very good cook! But each time you have made the ham, you have cut off the end of the ham. That seems very wasteful to me, I don't understand why do do that."

Martha scratched her head, and said, "Gosh, I don't know, Mom always did it that way!"

Well, very conveniently Mom and Dad came to visit in a few weeks and while they were there, Martha said, "Mom, I had ham the other night, and I cut the end of the ham off, and John thought that was very wasteful and asked why I did it. I told him I didn't know, that you always did it that way! Why do you always do it that way Mom?"

Mom thought for a minute and scratched her head, and said "Gosh, I don't know, Grandma did it that way!"

Well, very conveniently Grandma came to visit in a few weeks and while she was there, Martha said, "You know, John asked me why I always cut the end of the ham off when I bake it, and I said, I don't know, Mom always did that. I asked Mom, and she said she didn't know, that you always did it that way, Grandma. Grandma, why did you always cut the end of the ham off?"

Grandma thought for a minute and then said, "Aw Pshaw, when we first got married, my pan was only so big and I had to cut the end of the ham off to get it in that pan!"

So, for three generations, they had been cutting off the end of the ham, never really even thinking about it. It started as a very logical thing, but was never really questioned. It went from family to family, generation to generation. We do lots of things out of prejudices.

Money is another area that people have lots of prejudices about. We often remember these prejudices as mottoes or slogans our parents taught us. Things like "Money doesn't grow on trees;" "Don't let it burn a hole in your pocket;" "Save it for a rainy day." All these are "be frugal" messages. In fact, if you were raised in the pre-depression years, you probably have a whole different set of messages about money and what to do with it than those of us who were raised after the depression. You have a very different set of ideas. The other set of messages about money are quite the opposite than the "be frugal" messages. Ones like "If you've got it, baby--flaunt it;" "Eat, drink, and be merry, for tomorrow ye may get zapped!" Those are very different kinds of messages that say spend it if you've got it.

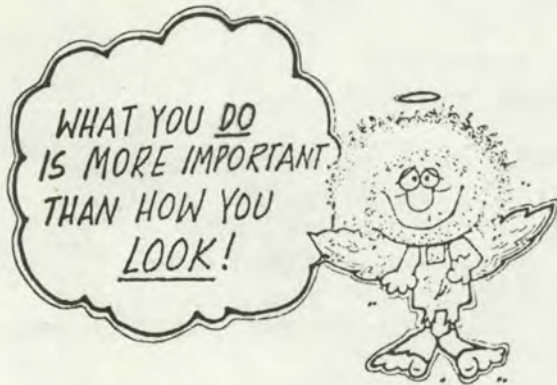
*- DON'T LET IT BURN
A HOLE
IN YOUR POCKET*

*- IF YOU'VE GOT IT, BABY-
FLAUNT IT*

*- EAT, DRINK
AND BE MERRY...*

Other things about life style, dress, sex rules, how to live out our lives, and what to do, speech, how we talk, and raising kids, are all examples of prejudice areas. We can get into lots of arguments in a hurry about the best way to raise kids."

"What you do is more important than how you look!" is another very interesting one. Some people have very strong messages about "be neat and be clean" and "cleanliness is next to Godliness". Other people have a different set of messages, they say, "What you do is really more important than how you look." Some people, when they are working, can run to town to get a part whenever it is needed without really worrying about how they look. Other people wouldn't think about going to town without cleaning and fixing up.



"Be Prompt, Never Be Late" is another example. Ever wonder why some people are always kind of late? Nobody really means to be late, but some thing always comes up at the last minute. Why is it something always comes up at the last minute for some people, but not others? The same person is almost always late. Other people are almost always on time.

"Kids should be seen, and not heard!" Why? Well, just because! Whenever you find yourself responding to any kind of a "why" with "Well, just because" or "Because I said so!", you are probably dealing with a prejudice message.

"Men Don't Wash Dishes!" Everybody knows men don't wash dishes! But that really depends on who we are. In some families it is very common for Dad to help Mom with the dishes, particularly if he is not terribly busy. In other families it is an affront to masculinity to ever put your hand on a wet dish. Things vary a great deal.

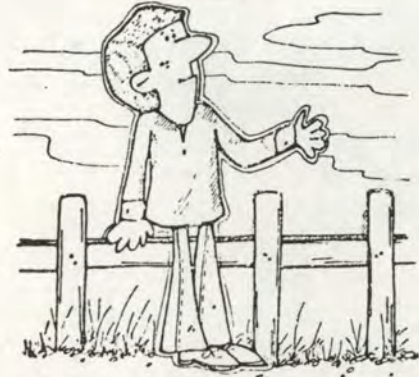
"Red Tractors are Better Than Green Tractors." It doesn't take more than about ten seconds in a classroom to get a big argument going about this one. Some people have very strong opinions about the color of machinery and which one is really best. People sometimes make \$50,000 decisions based on the color of the paint as much as anything else. There are many other ways to make decisions like that, but this is certainly one factor that does influence the decision.

RED TRACTORS
ARE BETTER THAN
GREEN TRACTORS!



"Good Fences Make Good Neighbors." We can still find fences around big cash grain farms well maintained because "good fences make good neighbors!" All of these things ride with us for a long time. When I was young, I remember that I was always taught that you could tell a good farmer by how straight his corn rows were. I was never really taught that explicitly. Nobody really said that to me, but I could tell by the way the little remarks my dad would make about neighbors who had crooked corn rows as we drove through the countryside. So whenever I was driving that tractor, I really concentrated hard on making a straight row. I would be very careful to look straight across the field as I drove, being sure that the row was straight. And to this day, when I mow my grass, I still am worried about keeping that row straight. Sometimes when I mow my grass, I even take an extra swath across just to straighten it.

GOOD FENCES
MAKE



GOOD NEIGHBORS!

"Management is Out to Get The Laborers." That is another one that affects a lot of organizations. Inherent in the gut of people who have been raised in the laboring class family is that "managers are people who get paid a lot of money for not doing very much work. And whenever there is work to be done, they always give it to somebody else. They don't really work very hard themselves." Now their head may say, "That's not true in my case, because my boss is a good guy." But when people get tired or emotional, all of a sudden they flip back into their old prejudices and they really pretty much take over.



The opposite is also true. If you are raised in a management or upper class family, you probably have got the built in gut level feeling that laborers are kind of lazy, good-for-nothing people that loaf a lot. To get them to do anything, you have got to make them do it. You have got to whip them, or bribe them, or something, because if they get a chance, they are going to goof

off. Now the head keeps us straight, but sometimes when emotion takes over, these prejudices get in the way.

"Be Sure You Wear Clean Underwear" cause you never know when you might have a wreck; and what would the doctors say if they found out that you had on dirty underwear! Right? You might even get killed in that wreck and what would the coroner think? So be sure you wear clean underwear!

BE SURE YOU WEAR
CLEAN UNDERWEAR!



"Hard Work Never Hurt Anyone" is another. Most people in agriculture can identify with that one pretty clearly. It is a very interesting one. It is not really true, of course. Hard work has killed a lot of people. You see, the silliness of some of these really does get in our way sometimes.

Most farmers can take some time off whenever the work is...done.

When do most farmers get the work done?

They don't. Because the work is never done. And if Mom and the kids do get the old man talked into taking a little vacation, how does he feel the whole time he is gone? ----Guilty.



When I was a kid, I had a very strong message that said "work hard, play hard, but whatever you do, do it hard." So it is go--go--go, all the time. We could take vacations, when I was young. In fact, we worked hard so that we could take some vacations. When I was 13, we took a three week trip, after the crops were laid by, in early July and the middle part of August, out to the West Coast. When I was a kid, our idea of a vacation was to see how many miles you could drive in a day. When I was going through my desk the other day, I found a little book; and you know what I had written in that little book? Every time we stopped at a gas station, I wrote down in that little book the gas mileage. And my little book still shows how many miles we got on every single gas stop of the whole trip. I was the big hero, and it made my Dad proud because I kept all that figured out.

I always thought that it would be so great to live in a house with a fireplace, so in the winter time I could sit in front of a roaring fire and watch the snow come down outside. I thought that would really be "it!" Well, a couple of years ago, I was able to move into a house with a nice fireplace. And one night I sat down in front of that fireplace and do

you know what I found? I found that I couldn't sit still that long, cause I always wanted to be up and doing something. I am not sure if that is good or bad, but I did become aware that sometimes prejudice parent messages affect the way we behave in our daily lives. It's so much a part of us, that we may not be aware of it.

Prejudice Parent messages are the first important part of our understanding of Transactional Analysis. We need to think about how it affects our own business.

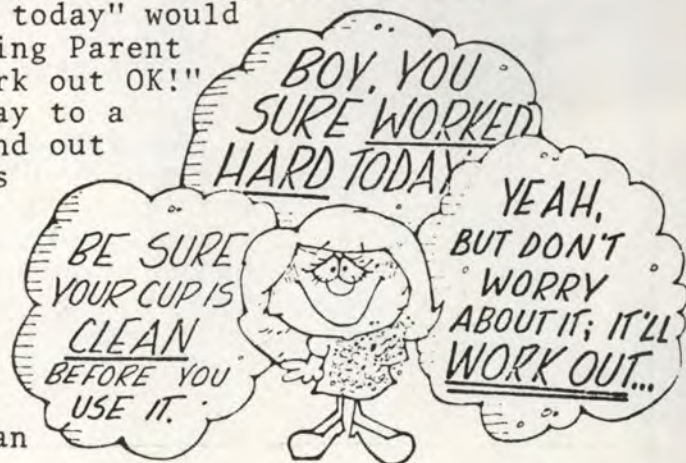
NURTURING AND CRITICAL PARENT

Eric Berne's Transactional Analysis model has three basic building blocks, the Parent, the Adult, and the Child. We have been talking about the Parent so far. It has three sub-parts--the Prejudicial Parent, the Nurturing Parent, and the Critical Parent. I want to concentrate now on the Nurturing Parent Ego State.

Nurturing Parent

The Nurturing Parent Ego State is a special kind of Parent behavior that we learn from our own parents. It is that behavior and feeling that is acting sympathetic, taking care of other people, and making them feel better. It is compassion for someone else. It is the kind of thing we experience and show when we are working to make another person feel OK about something that has happened.

We learn nurturing behavior from our own parents. For example, "Boy, you sure worked hard today" would be a good illustration of a nurturing Parent message. "Don't worry, it will work out OK!" That is something that you might say to a peer who is feeling kind of down and out about things. "Be sure your cup is clean before you use it!" You may be in the habit of filling your glass with water, and swishing it around a few times, and dumping it out before you get the one you are finally going to drink. That is an old nurturing Parent message that says "Be sure your cup is clean before you use it." Think for example, when somebody walks into the room where you are and shrugs his shoulders, and goes "Whooooo," and that is all they say. They are obviously wanting you to say "What is the matter? Tell me your problem. You sure do look tired, what is going wrong?" They are asking for a nurturing message.



Or other things like "It's OK, anyone can make a mistake", or "You sure worked hard for that sale, gosh, I'm sorry you didn't get it." Those are also things we might say in the organization where we might be. Where they are appropriate, they become the nurturing Parent.

Critical Parent

The Critical Parent, also a kind of behavior we learn from our own parents early in life. It is feeling or acting critical of another person's behavior. We learn that from our own parents too. We learn what to be critical about, from the prejudices that were built into us. But the method in which we are critical, we learn from our own parents.

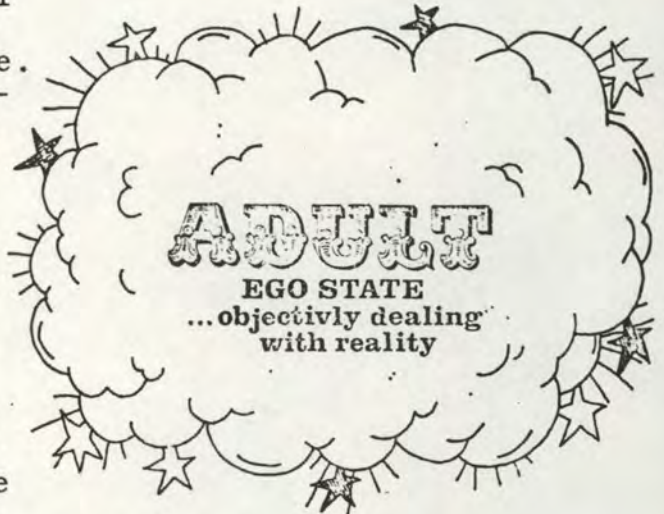
Maybe you have children of your own at home, or grandchildren. Have you ever noticed the 7-year-old chewing out the 4-year-old with the same kinds of mannerism, words, and behavior that his own parents use to chew him out? It is intriguing how we pick these things up and learn how to be critical. Saying things like, "Your hair is too long" or "You shouldn't talk like that;" or "Can't you ever do anything right?" are very obvious critical Parent messages. But critical messages may be more subtle than that: the kinds of behavior we exhibit to fellow peers in the organizations in which we work with; the way we interact with people on the job; the things we say to people we buy from; or the things we say to people we sell to; and criticism of their behavior are all examples. Or feelings--they shouldn't act like that; they shouldn't think like that; they shouldn't talk like that. When those thoughts start going through your mind, we define it as the critical Parent ego state.



There is nothing good or bad about critical Parent behavior. There is a time to be critical. It should be appropriate to the occasion. Remember, Transactional Analysis doesn't tell us what is good or bad, or what we should or shouldn't do. It simply says, "Hey, when a person is behaving a particular way, we can recognize it and explain the behavior."

Adult Ego State

The Parent, Adult, and the Child are the three basic elements of Dr. Eric Berne's model of Transactional Analysis. Let's concentrate on the Adult Ego State. The Adult ego state is most intriguing and helpful. The Adult Ego state is not simply a matter of years or age. In fact, it has nothing to do with age. A 4-year-old child can have Adult in him. A 90-year-old man can have lots of Child in him. It is simply a way of explaining behavior.

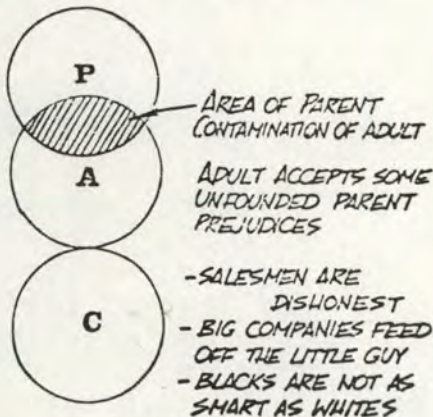


The Adult ego state is that part of us that deals objectively with reality. The Adult ego state might be defined as the gathering of objective information and organizing our thoughts; the process of testing reality; estimating probabilities; and computing dispassionately. It is what I like to call the computer part of us. It operates without emotion, without hangups of what ought to be, or should be, or the way it used to be done. It just concentrates on "the here and now"-what the facts of the situation are. It is the objective reasoning part of every person. The Adult ego state is that part of us that deals objectively with reality.

Contaminated Adult

Sometimes, the Adult is contaminated. Sometimes, the ego states overlap.

CONTAMINATION OF ADULT EGO



This ties to the prejudice Parent. The area of Adult contamination is where the Parent prejudice overlaps the Adult's ability to reason. It is where the Adult begins to accept some of the prejudices as facts, and won't even consider other things. For example, salesmen are dishonest. If that is heard strong enough, sometimes it may get in the way of people's ability to reason logically. Or, "Big companies feed off the little guy." "Blacks aren't as smart as whites." "Coops are backwards!" Those are typical kinds of prejudices that may be held so strongly

ly that their behavioral decisions are based totally upon those assumptions. It is hard for them to deal with real issues in an objective manner just because of those prejudices. Contamination of the Adult ego state is a problem we have to deal with agricultural organizations.

Child Ego State

The Child Ego State is that part of us that deals with the feelings within us. It's the impulses and feelings that come naturally to a young child. The Child ego contains recordings and early experiences in life and how we felt about them.



Natural Child

There are two sub-parts of the Child. The first sub-part of the Child is what we call the Natural Child. The Natural Child contains the impulses and the feelings that a very young child has before he gets old enough to

be made over by the "big people" world. We know that very little children have all kinds of special feelings and behavior.

Little kids are naturally impulsive. Little kids don't usually think decisions through. They typically just impulse the decisions. Little kids are self-centered too. They naturally do what feels good to them. They are pleasure-loving. Little kids are naturally fun-loving. That is important to the way they make their decisions. Do you know any big people who are self-centered? They want "theirs" right now! They want attention right this very minute, and they want to be taken care of immediately. It's for all the world like a little child who wants to lick the icing pan first. That is typical of the Child ego state.

Anger is another one. When little kids get angry, they just stomp and carry on--just lay the whole thing out. Do you know any big people that get angry? I mean really angry. Do you know anybody who really gets upset when they don't get waited on first --who really get upset when somebody is late delivering a load of fertilizer? For all the world, they act like a child at that particular point.

Little kids are naturally fearful. They are really afraid of some things. We know that there are only one or two fears that are actually inborn into the child, but we learn fears early, and they are real to the child. Do you know big people who get scared? Parent messages about how big boys are supposed to act, don't let most of us really express our feelings of fear. It is not a masculine thing to be fearful. So men don't let you know they are afraid. "I'm scared that the crops won't turn out well." "I'm really fearful that I am not going to be able to pay the bills." "I'm fearful that I won't be able to handle my business like I would really like to." "I'm fearful that I can't handle

my kids." But they never say these things. When a man is fearful, an emotion he can show and still be accepted is anger, because anger is more masculine. I suggest that sometimes people who appear to be very angry are really more frightened than anything else. Fear is the natural Child ego state.

Happiness is really intriguing. Happiness is one of those parts of life where you just let it all hang out. Little kids really can do that. They enjoy themselves and let you know they do. When a big person is laughing at jokes, cutting up, having a good time, going on vacation, or telling a good joke, we call that Child ego. It is a beautiful part of life.

Affection is another interesting Child trait. Little kids are naturally affectionate and can really show their emotion to you. There is nothing that makes me feel quite so happy as to have my little girl grab me by the neck and give me a hug and a kiss and say, "Daddy, I love you." But she is learning that is not OK for "big" girls to show emotion that much, especially to parents. So she doesn't do that as much as she used to. And my boy, who is eleven now, seldom ever does that. Oh, before he goes to bed sometimes, occasionally, he will still come give me a kiss, but not very often, because he has learned that big boys do not show affection. Affection is a beautiful part of life, and yet, we train it right out of our kids. I guess most of us probably have a great deal of trouble showing people we work with that we care about them too. That is usually quite difficult.

Rebelliousness is another. Kids are naturally rebellious. Did you ever wonder why some people have to do something different than they're supposed to...just because? There is no good reason for it, they just have to do things different than they normally do them. All of us have a streak of it. Did you ever get a feeling some days you just don't want to go out and do the work you were planning to do that day. You just don't feel like it. Nothing is wrong, you just don't want to. We all have some natural child in us.

Aggressiveness, sadness, those are other kinds of Child feelings. These and there are dozens of others too, but these represent some of the natural Child feelings that we have.

Little Professor

There is another part of the child that is very important. We sometimes call it the "Little Professor". The Little Professor is that unschooled wisdom of a child to get what he wants. Little kids are first able to put thoughts into words



★ *IMPULSES, FEELINGS, AND
BEHAVIOR THAT COME
NATURALLY TO A YOUNG CHILD;*

*CONTAINS RECORDINGS OF
EARLY EXPERIENCES, HOW
HE FELT AND RESPONDED
TO THEM.*

CHILD EGO STATE

at about six to seven months. But a five month-old child knows how to bring Mom and Dad rushing to his bedside at 3 a.m. in the morning by letting out a blood thirsty scream. There is not a three year-old girl in this county who doesn't know how to get Grandpa to give her chewing gum. It is not a thought out process. It is an intuitiveness-- an automatic process. And that process is a good one, but it is the one that needs to be recognized and understood.

We can also look at creativity. Little kids have natural creativeness in them. Creativity is born into everybody. Little kids almost seem to have a need to take things apart, to feel things, to put things together if they can, to touch things, and to taste things. Picture if you will, a young child who is about two years old, just toddling across the yard one bright sunny day. Mom is watching out over the kitchen sink. She is doing dishes. The Child is going through the yard, exploring things, picking things up, and feeling things. All of a sudden, he reaches down and picks up a nice juicy worm. It feels so interesting. All of a sudden, he plops it in his mouth. And at that moment the window flies open and Mom yells, "Yuk! Put that dirty, icky, yicky thing down!" The kid learns really fast that worms are yicky and you're not supposed to touch them. And they are dirty. Well, chances are that the worm has a significantly higher level of protein than anything else he has eaten all day, and probably no dirtier than most things he has had in his mouth. But he learns that worms are icky and dirty quickly and dramatically. The point is that kids are naturally creative. And yet as they go through life, we train much of that out of them, so that the people we work with, management people, employees, often are not encouraged to be really creative. We often say, yes, we want creative people. But in fact, we often do not. The natural Child, though, is a little professor--a creative, inquisitive, and sometimes manipulative person.

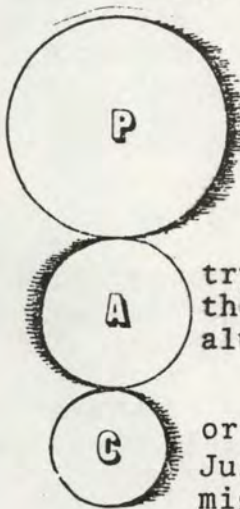
We have really talked about several different things: the Parent, the Adult, and the Child. Each is a separate, distinct part of the total human person. Each of those parts of the person has different kinds of behavior and attitudes that neither are good nor bad. By understanding the Parent, Adult, and Child, we can gain important insights into behavior and working with people in business.

DYNAMICS OF WORKING TOGETHER

EGO PORTRAITS

People have a favorite ego state. Either the Parent, the Adult, or the Child. The favorite ego state is the one that they like to be in more time than not. We know that people flip from one ego state to another very quickly. And sometimes it is almost instantaneous flipping from the Parent to Adult to Child. But they are always in one ego state and only one at a time. Yet people tend to spend more of their time in one ego state. And often we designate or talk about these ego states in terms of circles. We draw a circle for the Parent, and a circle for the Adult, and a circle for the Child. Different size circles are ways of representing which ego state is the favorite. We call this diagram an Ego Portrait.

★ EGO PORTRAIT ★
 MOST PEOPLE HAVE A FAVORITE
 EGO STATE

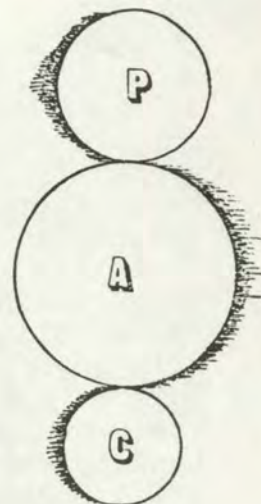


For example, a person who has a very large Parent, a smaller Adult, and still smaller Child, spends much of their time in the Parent ego state, a smaller amount in their Adult and an even smaller in their Child. Some different adjectives might help us describe this person in more detail. Such a person might be one who would be very judgmental, quite critical, and might be very sympathetic to other people. Do you know anybody who spends a lot of their time trying to make people feel better about things. I call them the Florence Nightingale type--because they are always trying to make people feel better.

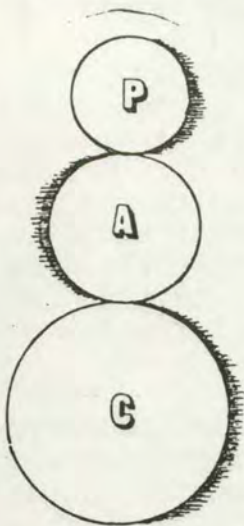
Or another person who is always judging everyone, or finding criticism, always picking somebody apart. Just like a critical Parent does. Or another person might be very judgmental, and always have their mind made up about everything. No matter what comes up, they "know" how it should be done. And you ought to ask them because they have got an opinion about everything, and want to share it. I like to think of TV characters when I think

about these kinds of people. For this particular kind of person, I think about Archie Bunker. He is the guy who always has his mind made up about everything. Except Archie Bunker has probably got a much smaller Adult--probably an Adult about the size of a pea.

There are other kinds of people too. There might be a person with a very large Adult, spending most of his time, at least on the job with other people, in their Adult ego state. It means this person would be very objective, often kind of cold in terms of showing emotion. A person who doesn't get all hung up about the ways things used to be or what his parents did. He doesn't get all hung up about the feeling level, but mostly deals with facts. I often think of the TV personality Jack Webb on the TV program Dragnet. He says, "I just want the facts, Ma'am, just give me the facts." Or some people like to think of Dr. Spock on Star Trek, the guy with the pointed ears. That is the guy who likes to be just dealing with the facts.



Or perhaps, you could think of a person who has a very small Parent, not hung up about the way "Dad" did it; not too Adult, doesn't worry much about the Adult side of things, but is child. He's fun loving, free, not worrying about anything. He laughs a lot, carries on, makes jokes frequently, but sometimes is down and out too--up and then down. He's a person who does things more impulsively. Or a person who may be rebellious frequently. Do you know anybody like that? I think most of us know somebody who fits nearly all three of these different characterizations.



Looking at the different styles of personalities and the frequency in which they are in the various ego states is a very valuable experience. It helps us understand ourselves and others as we make decisions on how we should work with others in the organizations where we work.

DYNAMICS OF WORKING TOGETHER

ANALYZING TRANSACTIONS

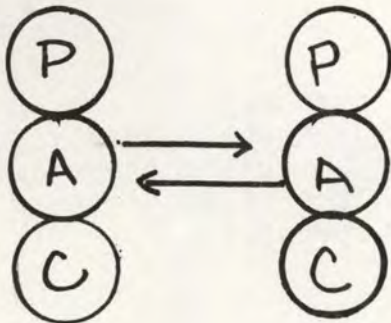
The very name Transactional Analysis implies transactions between people. That is what we are going to be talking about now.

So far, we have talked about what happens with the individual. But we know the world is not individuals, it's really groups of individuals together. So let's talk about what goes on between people. We recognize that both people have a Parent, an Adult, and a Child. We also know that the Parent, Adult, and Child ego states are not the same size or the same extent in each person. But we have drawn these to be the same size just to simplify things a bit.

We define a transaction to be anything that happens between people. Anything! It could be a word; it could be a gesture; it could be a posture; it could be any kind of communication between two different people. It involves both people's ego states. That means that there are two different things going on at once. Now, let's take a look at how these might work.

Complementary Transaction

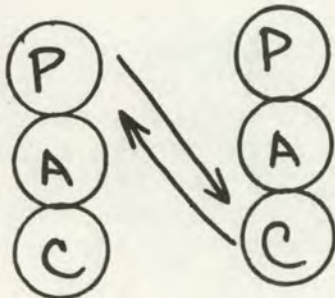
First of all, we will talk about a complementary transaction. For example, if someone were to say to you, "What time is it?" that statement must come from one of your three ego states. In this case it would be the Adult, because the Adult is that part of us that asks for data, like a computer, looking for information. And when you speak to someone, we always speak to a specific ego state. When you ask a person, "What time is it?", you would be asking their Adult ego state, because that is where the data would lie. So, we would use an arrow to point out the Adult to Adult, which would be an Adult to an Adult transaction.



Now, the other person might respond, "Well, it's about 2 p.m." Now, what ego state would that come from? It would come from their Adult, because their Adult is where the data lies, and they would probably be speaking back to your Adult ego state, because that is where the data would tend to go. We

would call that a complementary transaction, because the message sent from one specific ego state of one person gets a predicted response from a specific ego state in the other person. That is a very complicated way of simply explaining that he got back exactly what he expected--that you heard the very thing that you sought out information for. Therefore, we call it a complementary transaction.

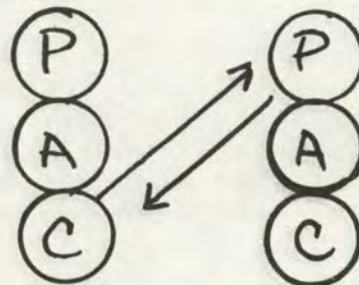
We have drawn these two particular transactions here as being a parallel line. But not all transactions would be necessarily parallel lines. As a matter of fact, we might illustrate that in a different kind of transaction. If somebody would say "You're late again!" Now where would that be from? That is coming out of the critical Parent and probably speaking to the Child ego state of another person.



Now, what is the only kind of response that we would like to have back that would be acceptable? Probably some kind of a Child back to the Parent, that says "I'm sorry," or in this case, "I know I am late, I will try harder next time." That

is probably the only kind of message back, or the only kind of response that would be acceptable. But as long as one gets the "I'm sorry" message back, and it's what they expected, the message is complementary. Communication can continue to go on.

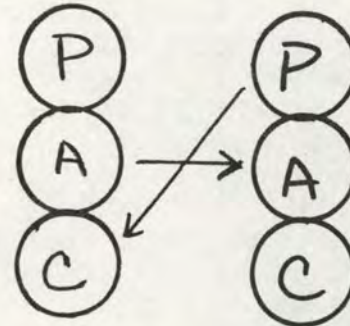
Or, a mother might say, "Oh, I am so worried about my son, I am afraid he won't get his 4-H project done on time." Now, what is that? It is a mother talking. But what ego state is she in? CHILD ego state. She was in the Child ego state because she was "so afraid". It is the Child that is afraid. And she is probably speaking to the Parent in another person-- Looking for some sympathy, for some nurturing. What is the only kind of response that



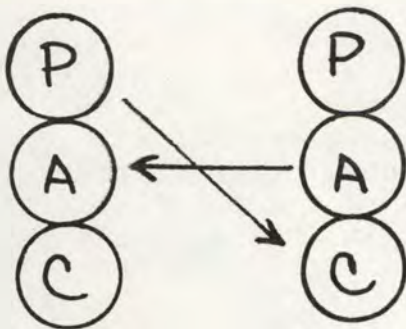
would be an acceptable appropriate response? It's probably a nurturing Parent message saying to the mother, "Don't worry about it, we'll give him an extra day," or something similar that is sympathetic or empathetic to the other person. And, of course, is a complementary transaction also.

Crossed Transaction

Not all transactions are quite so complementary. As a matter of fact, we might consider for just a moment, the transaction we started out with. "By the way, do you have the time?" What if that person responds back "What's the matter? You've got your own watch! Why don't you look for yourself!" That is a crossed transaction. A crossed transaction occurs when you get back a response from a different ego state than you expected to get. That is, you didn't hear what you thought you were going to hear from that transaction. The arrows in this case would be crossed. They would show us that we have a negative response, or that feeling levels of anger or frustration would probably begin to build and communication would begin to break down.



Or, in the second illustration we just had, "You're never on time!"--"Well, I had a flat tire on the way." In this particular illustration, the second person has responded back with an Adult to an Adult response. "I had a flat tire on the way." That is a piece of information that can not be disputed. Of course, it could have been a childlike excuse, if it was said in the proper manner, but I chose to interpret and diagram it



as though it were an Adult statement. Staying in the Adult doesn't automatically mean that you avoid a crossed transaction. The other person in this example wanted an "I'm sorry" message and didn't get it. All he got was a statement that said, "I had a flat tire on the way," and the communication began to break down. There are different intensities of breakdown of communication. Some of them are more serious than others, but this one is not as serious as it might have been.

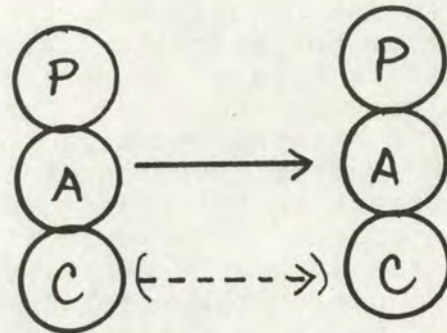
What about this one--"I am so worried about my son, I am afraid he won't get his 4-H project done on time." What if the other person would have responded back by saying, "What am I supposed to do? I can't follow those kids around all day!" You see, in that case, you would have the other person's Child responding back to the first person's Parent. Sometimes these

crossed transaction breakdowns become worse, and worse, and worse, because the transaction of each round gets more difficult. Each round becomes a bit more intense, the crosses get greater, and greater as the transactions go by.

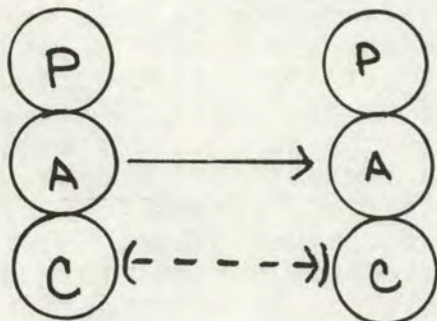
Ulterior Transaction

A third kind of transaction is the ulterior transaction.

An ulterior transaction is the kind of transaction where one ego state is apparent on the surface, but quite another statement is activated underneath. For example, it is what the young lady and the young man say at the end of the date when she says "Wouldn't you like to come on up to my house and listen to records for a while?" You see, there are two messages there. On the surface, it is an adult saying wouldn't you like to come to my house and listen to records; but underneath, there is an underlying motive, a hidden message that both people clearly understand. The underlying motive is, "Hey, let's play games," which is Child to Child. Both of them probably hear the real message very clearly.



Any kind of a sarcastic remark is probably an ulterior transaction. One thing is said, but quite another is meant. The new car salesman may say to you upon coming in to look at



new cars, "Now this model here in our show room is a super-duper model. It is our most expensive and has air conditioning, power brakes, power steering, power seats, power antenna, a built in CB radio, and has the best quality seats that are made in any car today. Now this car costs \$8,900, but I doubt if you could afford that one! Let's go look for a cheap one." Well, the hidden message is very clear.

He is daring you! He is saying to you, "By golly, I'll bet you can't afford it!;" and he is hoping that you will respond with, "I'll show him! I'll take that expensive one!"

Some people use ulterior transactions to help them get what they want. It is a sneaky way of saying things on the surface, but meaning something else, and hoping that your meaning will be taken, and yet not get you in trouble at the same time. That is an ulterior transaction.

The Adult as the Executive of Behavior

One of the things that people talk about lots of times in Transactional Analysis is analyzing transactions. Which ego state is the best to be in? Obviously, it must be the adult. Because the adult is so much more mature sounding, and so much better. But that is not really the case. As a matter of fact, it is quite misleading. It is not "best" to be in the Adult in my opinion. My opinion is that it is best to have the Adult as the "executive of behavior."

Now what do I mean by that? Well, I mean that it's not best to actually be in the Adult, but it is best to have the Adult as the controlling mechanism. It is best to have the Adult as the part of us that is dictating what kind of behavior that we are going to be expressing. For example, if someone makes you mad, do you realize that you have given them the authority and the power to actually control your behavior? If you let somebody else make you mad, you have given them the authority to control your personality and your behavior for that time period. And that is something I don't believe you should do. I believe it is much better for you to respond to what the other person is saying in total control. If you choose to get angry, that is a much different thing than letting the other person make you angry. When we "react" to another person, they are in charge. When we act according to our own decision, that is Adult behavior. You may choose to be angry. And that may be appropriate in many cases. Sometimes it is important to chew out somebody. There is nothing wrong with that. Or sometimes, it may be more appropriate to laugh about it, and carry on and make a joke. See, that may be appropriate. Other times, it might be more appropriate to nurture and make somebody feel better, even though they are angry on the surface. It depends upon the situation. When the Adult is the executive of behavior, you are deciding what the best behavior is.

Communication Breakdowns

Most people don't intentionally want to cause a breakdown in communication and get into an argument by having a series of crossed transactions. It is just that people in general are reacting to what the other person says or does. Someone has suggested that whenever you respond to someone else in

less than four seconds, you are probably reacting automatically rather than making an Adult decision about how to behave. Most people suggest that if you pause for a moment, the old concept of counting to ten is a good illustration of this very thing, it helps you take charge of yourself. It helps you feel more in control, and therefore, be more in control. If you decide to let your anger out, decide to let the other person know you have anger, and he becomes angry or the communication breaks down, it is not nearly so hard to accept as when you "let him make you angry." One of the things I am suggesting to you is to have the Adult as the executive of behavior.

Summary

Thinking about where you are, thinking about where the other person is, and then deciding the appropriate level of behavior is critical. But choose the behavior. It is understanding the transactions that occur between people and how they occur that can make us more effective in working within organizations.

DYNAMICS OF WORKING TOGETHER

STROKES AND RECOGNITION

Perhaps you've heard the saying, "Different Strokes for Different Folks." That saying is directly out of Transactional Analysis. What we want to discuss now is strokes, probably one of the most important aspects in interpersonal relationships in the business organizations in which many of us work.

Eric Berne suggested that every person has the need to be recognized by other people. That's an inherent need born into every living human being. We all need to be recognized. We call any recognition of another person's presence as a stroke. It could be a touch, an act, a word, a gesture--anything that says "I know you're there". "I recognize your presence as a human being." It says to another person that you are important enough for me to recognize you.

BERNE--

"EVERY PERSON HAS THE NEED TO BE RECOGNIZED BY OTHERS."

★ ANY RECOGNITION OF ANOTHER PERSON'S PRESENCE IS KNOWN AS A STROKE—

AN ACT
A TOUCH
A WORD
A GESTURE

(I KNOW YOU'RE THERE)

We know that infants do not grow normally without strokes. It stimulates their body chemistry in some way--in a way we

are not sure we understand yet. But we do know for a scientific fact that many kids do not grow normally without a certain amount of touching, or attention to grow. Something happens in their gland system that hinders their growth. As kids get older they are able to rely more upon words and compliments and other kinds of verbal recognition--both positive and negative, that help them get attention. We never outgrow our need for strokes.



★ INFANTS WILL NOT GROW NORMALLY WITHOUT STROKES TO STIMULATE CHEMISTRY.

Stroke Bucket

We know that each person has a need for strokes. We could visualize this as a stroke bucket--as if everybody carries a

bucket around with him. We need to have enough strokes in that bucket to feel OK about ourselves. Often we kind of look down in our bucket to see how many strokes are in it. If there are not enough strokes in the bucket--we don't feel good about ourselves, and often set out to get more strokes. Different people carry different sized buckets. Some of them have great big buckets, and no matter how many strokes we seem to put in their stroke bucket, it's not enough to make them feel good. Do you know anybody like that? Or, it seems like sometimes they have a hole in the bottom of their bucket. No matter how many strokes of recognition you put in their bucket, it runs right out the bottom. Do you know anybody so hungry for strokes that they almost ask for them? Some people though seem to have small stroke buckets. They are people who seem to be much more able to get along without very many strokes. Berne suggests this is because of experiences they have had early in their life that makes some people feel much more comfortable and confident in themselves than others.

★ EACH PERSON HAS A STROKE RESERVOIR THAT MUST BE KEPT SUFFICIENTLY FILLED...



Stroke Counters

We know that people seem to have built in stroke counters. The counters are almost like a digital counter that keeps track of the strokes and tries to keep them even. If you say to somebody "Hi!"--you know the chances are very good they will respond

back to you by saying "Hi!". Now if you care to carry it further and say "Hi, how are you?;" you know what they are going to say--"Fine, how are you!" If you say "Sure is a nice day out there,"--they'll say "Sure is a nice day, but it's been dry lately though." We keep them just about even. When this gets very much out of balance we feel quite uncomfortable. If you see somebody going down the street,

and you say "Hi" and they say "(nothing)". What is your response? Well, it's a very uncomfortable kind of situation. You learn very quickly that you don't go around stroking people like that. There's a real tendency to shut people off when they don't stroke us back in the way we stroke them. You automatically think they're stuck-up or something is wrong. So in stroking we tend to keep things relatively even.

★ WE SEEM TO HAVE BUILT-IN "STROKE COUNTERS"

A. "HI" - "HI"...

B. "HOW ARE YOU?" - "FINE, HOW ARE YOU?"

C. "SURE HAS BEEN DRY," - "YEAH, REALLY
BEGINNING TO
HURT THE CROPS",

D. "SO LONG" - "BYE"

Positive Strokes**POSITIVE STROKES —**

★ ANY COMPLIMENTARY TRANSACTION THAT IS

DIRECT
APPROPRIATE
RELEVANT

★ AND LEAVES THE OTHER PERSON FEELING

GOOD
ALIVE
ALERT
SIGNIFICANT

★ AND MAY BE

AFFECTIONATE
COMPLIMENTARY

There are different kinds of strokes. Positive strokes are any kind of complimentary transaction. A complimentary transaction is direct, appropriate, and relevant. When you get this kind of stroke it leaves you feeling good, alive, significant--feeling like you're somebody--and you're important to somebody else. Positive strokes can either be affectionate or they can be complimentary.

Warm Fuzzies

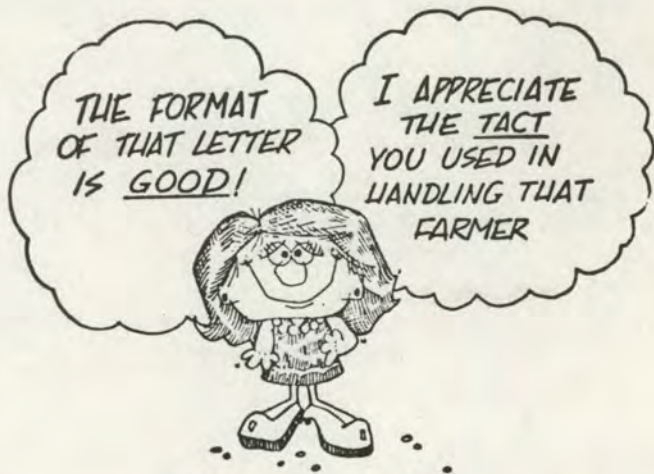
The very best kind of stroke of all is what we call a positive unconditional stroke. The unconditional stroke is a stroke where there are no strings attached. It's a stroke that says "I like you--no strings attached." It's a stroke that says "You're OK with me--you don't have to be somebody different." "Just be who you are." It's a stroke that makes another person feel alive and good because it's not about something he does. "It's about him as a person. It must be authentic; and it must be honest; and it must be straight.

Things like "That's sure a neat looking shirt you have got on", would be a typical kind of positive unconditional stroke, when it's not said in order to manipulate the person to wear that kind of shirt the next day--it's said to be honest and genuine. "Boy, you really know how to close a sale." Can you imagine how that might make a salesman feel if you, as a customer, would say to him--"boy you really know how to close a sale, I really like that." Now if you really mean that, he's probably going to be very startled and probably going to be your friend because he thinks you really respect him. Or, "I really like the way you handled that meeting." Or things like--"Boy, the format of that letter sure was good," or "I really appreciate the tact you used in handling that farmer." And, "Boy, it sure is a pleasure to work with you" or "Honey, I just don't



know what I would do without you." That was meant for your wife, not someone you work with--don't get the wrong idea here. The point is that people like to hear good things about themselves.

A lot of men particularly have problems with strokes because of Parent messages that say men are supposed to be strong and unemotional. Men usually don't like to be gushy. You know it always struck me as being peculiar why we have to wait until someone dies and at the funeral home and everybody walks past his casket and says "Oh my, he sure was a nice fellow--I really did enjoy working with him, it's too bad." It always was strange to me why we wait until they are dead before we ever think about letting them know that--they probably never know it. What's wrong with telling someone that you work with that you enjoy working with them? The chances are there are a lot of people you do deal with frequently that you do enjoy working with--you look forward to it. Now, what's wrong with letting that be known occasionally--Oh, I don't mean go around all the time hugging and kissing people--that's not what I'm saying. No, not for a minute--what I'm saying--just a genuine feeling about people and who they are and what you think about them.



There is a funny word we use in TA for some of these kinds of positive unconditional strokes. They are known to

POSITIVE UNCONDITIONAL STROKES ARE SOMETIMES CALLED

WARMS

FUZZIES



people as Warm Fuzzies. That's kind of a silly little word but one that is kind of descriptive. It's a warm, soft little creature that makes people feel good. The idea is to give warm fuzzies away. You never run out as long as you keep giving them away and they help people feel good to get them.

Super Strokes

There is another kind of unconditional stroke. I like to call it a "Super Stroke." A super stroke is a positive unconditional stroke too--but it's a very special

kind of stroke because it comes from a very special person-- about something that you believe is very important. A super stroke comes on special occasions when somebody that you really think has got it altogether-- recognizes you for something that you've been working very hard for. It just puts you on cloud nine--it really makes your day. Most of us have got somebody like that **who** could give us a super stroke--maybe somebody in your family; somebody you work with; a peer or social acquaintance. But you probably have never told them that they are a person that could give you a super stroke.



SUPER STROKE

**A VERY SPECIAL
PERSON... ABOUT
SOMETHING VERY
IMPORTANT!**

Most of you are also in a position to give someone else a super stroke. But most of us are modest--wouldn't even consider the fact that we could be a terribly important person to somebody who works with us or somebody in an organization to which we belong. You may be on a board of directors. You must recognize that there is somebody else on that board--or somebody in your community--perhaps a young farmer who really respects you and really thinks that you've got it altogether. You have the power to make that person really into something else--because by recognizing them you really puff them up and build them.

Building People

Do you recognize that you can be a builder of people? You could be a creator of the person that's really inside somebody if you choose to do that. You need to recognize that people in the business world often spend a lot more waking hours on the job than they do at home. A lot of employees on the job, particularly the busy times of the year, spend far more of their waking hours on the job working with other people than they do with their own family. That job is much more than just a place to work and earn money. It's a place where they are fulfilled, and frankly, you must remember and admit that for many people--that on-the-job experience, when they are with the people there, is a much happier experience than some of their home life. The home life is not such a happy experience in some people's families, so what goes on in the working relationships organizationally is a very integral part in the personal lives of many people. As an important element in that business organization that you are working with--you have the power to help people become. That's one of the things that super stroke is really all about.

Listening is one of the finest super strokes you can provide. I like to use the term, active listening, because active listening gives feedback. Listening says, "I really care," listening hears what people are feeling as well as what they're saying and makes a person feel good. But it takes a lot of time.

LISTENING IS ONE OF THE FINEST STROKES YOU CAN GIVE.

☆ ACTIVE LISTENING ☆

- GIVES FEEDBACK
- HEARS FEELING AS WELL AS WORDS
- CONCENTRATES ON THE OTHER PERSON

Positive Conditional Strokes

Another kind of stroke is a positive conditional stroke. That is the kind of stroke that says "I like you if..." that's a stroke that says "You're OK when ...". It's a stroke that has strings attached. It's a stroke that is manipulative, and it is actually intended to modify another person's behavior.

Now there's nothing wrong about using positive conditional strokes. Look at the business world--bonuses, things like, "If you keep that up you'll get a big bonus" are excellent examples of conditional strokes. Bonuses, programs, promotions, and raises are all things designed to manipulate and modify another person's behavior. You've got a responsible position in that business. It's one of your primary functions to modify and manipulate! you may not like that word manipulate--to manipulate other people's behavior.

POSITIVE CONDITIONAL STROKES--

"I LIKE YOU... IF----"
 "YOU'RE OK... WHEN----"

☆ **THERE ARE STRINGS ATTACHED; STROKES, ARE MANIPULATIVE, MODIFYING ANOTHER'S BEHAVIOR.**

Things like--"When you work like that you really contribute to the team," is another important one, very manipulative in nature but very valuable.

"Son, I'm really proud of you when you dress like that." A few years ago when I came home from work one night my son who is eight, grabbed me by the hand and said, "Dad, come look." He took me to the garage and Scott had taken all the trash cans out of the garage--he had taken all the bikes out of the garage and swept it out. He had put them all back neatly and he was proud. I put my arm around his shoulders and said "Gee, Scott, you're a neat kid for cleaning out that garage." You see what I was doing was really manipulating his behavior. That's



not bad. On the other hand, if that's the only kind of strokes that he gets, he might come to the conclusion that in order to make other people happy with him, he has to live up to their expectations. Of course, none of us can really do that.

Plastic Fuzzies

Manipulating strokes are good, but just recognize they are different than unconditional strokes. Sometimes we call positive unconditional strokes Plastic Fuzzies--because they're a lot like warm fuzzies except they are kind of artificial and they're a little bit different. They look like the real thing but they're really very much different. So plastic fuzzies are positive conditional strokes.

POSITIVE CONDITIONAL STROKES ARE CALLED



POSITIVE STROKES THAT SOUND GOOD BUT LACK REAL MEANING ARE CALLED--



"I'M PLEASED TO MEET YOU..."

Marshmallow Strokes

Some strokes are like marshmallows--or cotton candy, kind of puffy and sweet and just a lot of hot air in it mostly. That's a stroke that lacks real meaning. But still is something positive to say to people. "I'm pleased to meet you" is an example. It's what you say to the preacher when you are on the way out Sunday morning--"Nice job preacher--really enjoyed that sermon."

He kind of knows what you mean and you know what you mean. It's nice but really doesn't carry much weight.

Maintenance Strokes

Maintenance strokes are simple transactions that are kind of stereotype--they don't mean anything very much but they do give another person recognition and do keep communication open for the future. Those kinds of strokes are the kind of things we say as we meet people--"How's the

★ MAINTENANCE ★
STROKES

-SIMPLE TRANSACTIONS

- A. USUALLY LACK MEANINGFUL CONTENT
- B. GIVE RECOGNITION
- C. KEEP COMMUNICATION OPEN



weather?" "How's your wife?", "How're your kids?", "How are you feeling today?" You say "fine, fine, thank you, how are you?". He could be dying of cancer but he still says, "fine, how are you?"

Negative StrokesCold Pricklies

Strokes can also be negative. A negative stroke gives recognition and attention, but it's on the negative side. It's a put down. It's laughing at somebody. It's an insult or physical abuse. All of these kinds of things are negative strokes that reinforce peoples negative feelings about themselves.

NEGATIVE STROKES ARE SOMETIMES CALLED ---



Negative strokes are valuable for us to recognize in the business world. Negative strokes affect the way people behave. Berne suggested that little kids who don't get enough positive attention when they are young learn very quickly in life that if you want to get attention, all you have to do is "act up" and you suddenly get attention. Did you ever wonder why it is that kids always act up so much when company comes when they don't have any kids their age? The kids come in and want attention. The little kid knows he can get a lot of attention in a hurry by walking in the room stark naked! Did you ever wonder why it is when you and your spouse are riding together in a car and want to talk about something serious, that's when all the kids will hang over the seat and say "Dad, Mom, Mom, Dad, Dad!" They are trying to get attention. One of the signs of maturity is the ability to postpone gratification of need. Little kids don't have this ability. They want their strokes right now, and if they don't get them they'll act up to get negative strokes.

NEGATIVE STROKES AREN'T AS GOOD AS POSITIVE STROKES BUT THEY'RE FAR BETTER THAN NO STROKES AT ALL.



- AT LEAST ANOTHER'S PRESENCE IS RECOGNIZED.

Some little kids, when they begin school, are so used to getting negative strokes that's about the only thing they know how to do. Other kids make the basketball team, make the teacher happy, or they dress cute, or they say cute things, or are smart. They get all kinds of positive attention. But other kids don't seem to be able to get that attention. But they've learned-- all they have to do is take a

big eraser and hit the teacher right smack in the back of her head and boy, they get a bucket of strokes in a hurry--negative ones, but they're still strokes.

Some of them grow up continually getting negative strokes. Negative strokes become a way of life that makes sense to them. Some people only seem to be happy when they're unhappy!

--Does that make any sense?
Negative strokes become a way

of life that makes sense. And besides, whenever you want a stroke you can always get a negative one. You can't get positive strokes unless some one wants to give you one, but

you can force a negative stroke almost any time you choose.

Did you ever wonder why it is that some people are always acting up or causing an uproar just to get some attention-- that's the negative stroke concept.

STROKES CAN ALSO BE ★ NEGATIVE ★

- A PUT DOWN
- AN INSULT
- LAUGHING AT
- PHYSICAL ABUSE

are in the occupation you are, primarily because you got strokes for it when you were young. When you got strokes for it, you felt good and so you tried to get more of the positive strokes. We do it by continuing to do the things that people recognize us for--"You're going to be a good farmer some day, boy, you're just like your old man. You're good at that." The chances are those kind of messages have a lot of impact upon choosing to do what we do. I know one of the reasons I am doing what I am doing right here at this particular time is because when I was young, I gave some public speeches to people and my folks were very proud of me. They didn't tell me in words but the nonverbal language is very strong and it gave me much support and much recognition for that. So, I continued on doing different kinds of things, and now I find it a great deal of satisfaction to work with people and to get attention from people in this manner.

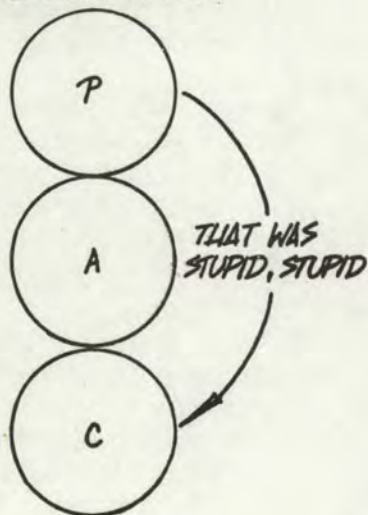
PEOPLE WHO ARE DEPRIVED OF POSITIVE STROKES SOMETIMES LEARN HOW TO GET NEGATIVE STROKES.



- THEY OFTEN BECOME ACCUSTOMED TO NEGATIVE STROKES.
- NEGATIVE STROKES BECOME A "WAY OF LIFE" THAT MAKES SENSE.

Both positive and negative strokes can fill a person's stroke bucket but only the positive ones can make you feel OK. Some people spend much of their time trying to get other people to give them strokes. I suggest that many of you

*INTERNAL STROKES ARE
SOMETIMES NEGATIVE.*



Internal Strokes

Now you know we can even give ourselves strokes. Sometimes you can say to yourself "good work, you did a good job with that." Now, that is the kind of stroke that the Parent within our own head can give to the Child within us. Sometimes you have to do that because nobody else will give you any strokes--sometimes you have to do that. Or, for example, you might sometimes give yourself negative ones--did you ever tell yourself "that was a stupid thing to do!"? Some people can verbalize that out loud. That's your Parent ego state telling your Child about your mistake. That's your Parent and Child talking together and it's a negative stroke.

If you are a leader in the organization in which you are involved, and most of you are, that is a tremendous stroke in itself. If you are elected to that position from the community, or if you are appointed to that position from some different way, you will find that that stroke is very valuable.

Discounting Strokes

Strokes feel good and yet most of us can not accept strokes. Two years ago, my wife became very ill, we almost lost her with a very serious kind of pneumonia. At that time the people in our church came to us and for three solid weeks brought meals to us--a tremendous stroke, tremendous attention. But you know, it was very hard for us to accept, because the thing that ran through our minds was "how can we repay them, what can we do for them?" And of course, that wasn't the essence of the whole thing. The essence was that we were to just accept these strokes. We found it hard to do.

Somebody may say "That's a nice looking shirt and tie you've got on." And you'll say "aw...my wife picked it out for me." You see, a lot of people can't accept strokes. "There sure is a good organization around here"--"It's not me, it's my people, they are good people." Of course, it is the people but a lot of us have a hard time accepting a thank you or compliment directly. We tend to discount that stroke.

So don't be fooled when people are discounting strokes and acting as if they are not important to them--don't be fooled for a minute--everybody likes to have attention. Everybody likes to have strokes, everybody likes to have recognition, particular types of recognition. It's just that we often don't know how to handle it. It's easy to be fooled into thinking people don't really want it. They do! And in your position as a leader you could recognize those around you. Take time to do it. Spend time to give recognition as it is deserved and as you feel good about it. Spend time talking to people. Listening to people is one of the most valuable things you can do.

I believe stroking is one of the most important tools Transactional Analysis brings to leaders of organizations.

DYNAMICS OF WORKING TOGETHER

TRADING STAMPS AND FEELINGS

Have you ever collected trading stamps in your family? You save the little stamps you get when you go to the store, paste them in the book, and then, when you get the book full, you cash them in for a nice prize? Well, in Transactional Analysis, we often talk about trading stamps in a very similar way. We often talk about collecting stamps and cashing them in--not for a physical prize, but a psychological prize. Let me illustrate this.

SOMETIMES PEOPLE SAVE UP MORE THAN ONE BOOK OF STAMPS AND CASH THEM ALL IN FOR A...

BIGGER PRIZE!!



Perhaps you have experienced a morning when you had someone very important to meet at 8:00. When you went to bed the night before, your wife, who normally sets the alarm clock for the time to get up, forgot to set it. The next morning you suddenly wake up, very, very quickly--you know how you do when you have been sleeping soundly and all of a sudden you wake up sensing something is wrong! You look at the clock and it is a quarter till 8. Oh, my gosh, you realize you are late. You are really boiling mad because your wife didn't set the alarm clock, but you decide not to do anything about it right then. You don't have time. So instead of getting mad about it, you put a "stamp" in your "book."

You rush off to shave, and you cut yourself because you're in such a big hurry. That makes you mad too, but there is nobody to get mad at, so another stamp goes into your book. And then you rush out and get into your car, and you look down and the gas tank is almost empty. Your teenage son who was supposed to fill the car up last night, left it almost empty. The only thing you can do is stop and get gas. That is really frustrating, but there isn't anybody around to blow up at, so you put another stamp in the book. When you pull into the gas station, somebody else who pulls in about the same time you do, gets waited on first. Boy, does that irritate you, but you don't get mad--you just put another stamp in your book. When you finally get to the place about 25 minutes after 8:00, would you believe the joker you were supposed to meet doesn't even show up! You really feel like blowing your stack, but you know it wouldn't do any good. So, you just put another stamp in your book.

And all day, one thing after the other goes wrong. By the time you roll home that evening you've about had it. You pull up in the driveway and one of your kids left his bicycle out. You get out of the car, and put another stamp in your book. Suddenly, you realize your stamp book is full. About that time, your other child--it is not even his bicycle--comes out of the house. And you scream, "What's the matter with you, can't you get that bicycle out of my way! I don't care if it isn't your bike, get it out of my way!!!"

You are "cashing in" that book of stamps that you have been saving up all day. And the critical part is that you really feel justified in blowing your stack at that time, because look at all the stuff "I have put up with all day." You feel you deserve to blow your stack because of all the stuff you've had to put up with all day. The point is a justification for expressing a very negative set of feelings.

You can often tell when a person is about ready to cash in their stamps. They often say, "That's the last straw!" or "That did it!" Whenever you hear one of those phrases, better stand back, because somebody is about to unload on you.

WHEN A PERSON SAYS—
THAT DOES IT! THAT'S THE LAST STRAW!



OR



We use the term red stamps to represent anger. Some people save white stamps for self righteousness—"Look how good I have been, so I guess I don't have to go to church this Sunday." "I feel justified in not going." Or some people save blue stamps (guilt). They save up enough guilt stamps that pretty soon they take their wife a present because of how guilty they feel. Some people save brown stamps--any kind of negative feelings. There are also good stamps--gold stamps. You work extra hard and so you put a gold stamp in your book. Then when you do an especially good job on something else, you put another gold stamp in your book, and notice it's full. So, you feel justified in taking a vacation (that you can't afford). Because "look how hard I have been working, I deserve it." Why is it necessary to justify a vacation? Why can't one do it logically? Why can't one deal with those things from a logical standpoint rather than a purely emotional standpoint?

HE'S ABOUT READY TO CASH IN SOME STAMPS.
LOOK OUT!!!

Everybody here saves stamps of some kind. There is nothing really wrong with it, except that the way we get rid of stamps may be destructive. One alternative is not

to save stamps. You don't have to save up anger feelings. One can choose not to. That is super hard for a lot of us to do. We know it is possible, even if it is hard.

Getting Rid of Stamps

If you do save the stamps, how do you get rid of them in a constructive way? How do you keep from kicking somebody who never really deserved it, but happened to be in the way when things were building up in you? Some people suggest that it is a good idea to let the stamps go in small bunches--to let the stamps kind of ease away. Other people suggest getting rid of them by physical activity. Going out and "whopping" that golf ball across the pasture is one of the ways that some people like to get rid of their stamps--physically working it out. Still other people like to get away from everybody--just withdraw--close the door and be by yourself. Or go out behind the barn to get off by yourself. Nearly everybody needs some alone time, and that is one way of handling stamps that are building up and being saved.

RED STAMPS = ANGER

BROWN STAMPS = BAD FEELINGS

GREEN STAMPS = ENVY

WHITE STAMPS = SELF RIGHTEOUS

BLUE STAMPS = GUILT

GOLD STAMPS = GOOD FEELINGS

Trading stamps are an interesting way of looking at people--recognizing that other people may be saving stamps. Recognize that when somebody blows up they might not really be blowing up just at you, but at a whole host of things that have happened. By understanding this, you can deal with people's behavior, people in a more effective way.

Conclusion

There are a lot of different elements of Transactional Analysis that are useful. We spent lots of time on the Prejudice Parent because the prejudices in us have a lot to do with the decisions we make. It's important to understand how we get the prejudices that we have. We also talked about the Nurturing Parent. That behavior is normal, natural, and is quite appropriate in many cases--making other people feel better about things. We also talked about the Critical Parent--when we are feeling and acting critical to other people. Critical Parent behavior elicits certain kinds of

behavior from other people. If you are coming on Critical Parent to somebody, it is likely going to make them feel and act like a child.

We also talked about the Adult Ego State, that computer-like, logical, rational part of us. We also talked about the Child Ego State. The Natural Child is the feelings and emotions kids have. The little professor contains the natural curiosity of a child. Learning to identify what ego state a person is in may be helpful in predicting their behavior, helping us to know how to deal with that person more effectively, more productively, and more positively.

We consider transactions between two people--crossed transactions and complementary transactions and even ulterior transactions. Understanding those transactions can help us avoid conflict where we choose to avoid conflict. And to have the Adult as the "executive of behavior."

We also talked about the very real importance of strokes. Stroking from peers, from supervisors and subordinates, among customers and sales people, among farmers and directors, among managers and boards and at all different levels. We also talked about trading stamps--the concept of how people save up feelings.

We have just scratched the surface of Transactional Analysis. There are lots of other areas to look at. One book that I would recommend is a book called Born to Win published by Addison Wesley, and authored by Muriel James and Dorothy Jongeward. It goes through several of the areas of Transactional Analysis we have talked about here and several others that we haven't had time to talk about. You can read that book in a couple of evenings. It is popular and it can be found. I hope we have tickled your imagination just a bit. Helping you understand the elements of Transactional Analysis and how we can deal with people, more effectively, more fruitfully, and more ethically--and to understand the working of a human being, the dynamics of working together.