

ROLE OF EGO STATES (STRUCTURAL ANALYSIS) IN DEFINING LEADERSHIP STYLE: AN ANALYSIS

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ABSTRACT

Objective: The paper scrutinizes the importance of structural analysis and its role in defining the leadership style. **Methods:** The 2-3 managers from three different levels of management were interviewed with the help of questionnaires. **Results:** The structural analysis plays a crucial role in defining the different types of leadership style in the organization. **Conclusion:** The paper provides preface indication that six ego states and the interactions between individuals categorize the leadership style in the organization. **Implication:** The structural analysis has significant impact on leadership style. **Originality/value:** The paper reports that structural analysis is a significant tool to improve the leadership style.

Key words: Transactional Analysis, Structural analysis Leadership, Ego States.

INTRODUCTION

Transactional Analysis (TA) is an integrative approach to the theory of psychology and psychotherapy. It is described as integrative because it has elements of psychoanalytic, humanist and cognitive approaches. TA was first developed by Canadian-born US psychiatrist Eric Berne, starting in the late 1950s. TA is viewed as a theory of personality and systematic psychotherapy for personal growth and personal change. TA today is evidently being viewed as a tool towards improving communication. More recently it has been shown that TA may also be used to improve appraisal & can be used to change leadership behavior. TA consists of several parts: Structural analysis, which focuses on the ego states of individuals; the analysis of transactions, which emphasizes the interactions between individuals; the way time is structured, which includes the analysis of psychological games people tend to play; and finally the life positions

one may adopt about oneself and others. An ego state, according to Berne, is a consistent pattern of feelings and experiences directly related to a corresponding pattern of behavior. Each personality, then, consists of three ego states: the Parent, the Adult and the Child ego states irrespective of the person's actual age. The **Parent Ego State** ("extero-psyche"/ The Taught Concept of Life): is the one that contains experiences from the first five years in life; it is the state from which behaviors to control others are employed. This ego state is more authoritative in nature. This ego state is a collection of attitudes, thoughts, behaviors and feelings which a person has taken in from outside sources who have served as more of parental figures. It often is expressed toward others in prejudicial, critical and nurturing behavior. The Parent Ego state has further been bifurcated into two categories as being a **Critical Parent** and being a **Nurturing Parent**. A Critical Parent is the one where people perceive themselves as being right always, trying to be judgmental, have a strong control over others and putting them down; while the latter category is more loving, caring, concerned, understanding, supportive and shares words of encouragement with the people around. As a leader one is viewed as being in a critical parent ego state when one puts down rules and limits on the authority level an individual holds and developing the standards of behavior for the employees around. The **Adult Ego State** ("neopsyche"/ The learned Concept of Life) is oriented to reality and objective gathering form of information. This state is based on the rational part of the personality and being logical and realistic in the decision making. Here the decision making is done more from an unbiased and non – judgmental perspective. As a leader one is viewed as being in this state when observed working towards achieving a task. The **Child Ego State** ("archaeopsyche"/ The Felt Concept of Life) pertains largely to the emotional aspect. Child Ego state contains all the impulses that can naturally to an infant. The child ego state consists of feelings, thoughts and behavior which are typical of children and spontaneous adults. It is also contains the recordings of the child early experiences, responses and the position taken about self and others. It is expressed as old behavior from childhood. It replayed from childhood decisions. In this stage, people tend laugh, share fun, feel excited, and enthusiastic, curious, energetic and express anger, sadness, fear freely without any inhibition. Child ego state is also three categories: The Natural Child which is the store house of true emotion, the Critical Child is always critical, commanding, and the Fabricated

or the Rebellious Child where people are always complaining, disobeying, throwing temper tantrums and one feels bored & distracted.. Transactional Analysis also deals with the varied kinds of transactions that are entered into with people while operating from the ego states quoted above. A transaction is primarily any interaction or communication between two people. It is primarily exchange of ideas and information between people. These transactions take place from the various ego states as discussed above. These transactions are helpful in understanding how altering between the ego states the individuals enter into various forms of communicating with one another and what could be the predictable responses for the same. Transactions are broadly categorized into three main distinctions such as Reciprocal or Complementary transactions, Crossed transactions & Duplex or Ulterior transactions.

Leadership is an important factor for making any type of organization successful. Since the organization is a deliberate creation of human beings for certain specified objectives, the activities of its members need to be directed in a certain way. Any departure from this way will lead to inefficiency in the organization. Thus, good leadership is essential in all aspects of managerial functions whether it be motivation, communication or direction. Good leadership ensures success in the organization, & unsatisfactory human performance in any organization can be primarily attributed to poor leadership. The three types of leadership are:

- The **Authoritarian Leadership** style keeps strict, close control over followers by keeping close regulation of policies and procedures given to followers.
- The **Democratic Leadership** style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality.
- The **Laissez-Faire Leadership** style is where all the rights and power to make decisions is fully given to the worker.

REVIEW OF LITERATURE

Puneet Mohan, Dr Parul Malik & Dr Namita Srivastava (2013) state that leadership in any organization has its own characteristics and norms to be followed leading to efficient performance of the organization. There are different traits for the leaders which are defined as passion, co-operation, intelligence communication, capitalizing on formative early life experiences, and positivity in attitude and focused approach towards work styles, which are to be taken in consideration under organizational leadership. The paper has identified that typically there are 3 ego states that people consistently use; the Parent (exteropsyche) where people behave and think as a result of interpretation of their parent's actions, the Adult (neopsyche) where the doing here is directed towards and objective appraisal of reality and the Child (archaeopsyche) where people behave, feel and think similarly to how they did in childhood.

Heinz Wehrich (1979) talks about Transactional Analysis and how it can be used to incorporate the traits of an effective leader and the consequent leadership pattern. Transactional Analysis can be used as a tool by the managers not just to gain the insights into his own behavior and alter the same as per the situation but also helps gauge attitude and behavior of the subordinates that would prove to be advantageous so as to change the former from an ineffective to effective state that fits the personality of the leader as well as per the demands of the situation. The Adult ego state which is the most ideal state of operation weighing every aspect with utmost rationality is observed to follow 3 prominent leadership patterns; namely consultive, participative and democratic. In all the three, the leader is observed with a minimal amount of dominance over the subordinates and giving them maximum amount of freedom thereby improving the interaction with his people by providing the proper stimulus to get a more effective response. Though different situations demand different leadership styles, "an effective leader is one who is able to use his Adult ego state to recognize the relevant factors such as the type of the organization, the nature of the task and the problem itself & then selects the ego state appropriate to the situation.

Carol Solomon (2003) in her paper has provided an insight into the varied aspects of transactional analysis and not confining oneself to the ego states only. Existence of the 3 ego states in an individual does not necessarily provide us with the knowledge to comprehend what

ego state one is using or operating from, however the same can be done by effective use and knowledge of transactional analysis. This can be done by paying heed to the body posture, gestures, choice of words and emotional state. “An even and clear tone of voice usually comes from an Adult ego state, while an especially cheerful or emotion-laden tone of voice is likely to be coming from the Free Child”. The author also talks about the transactions one carries out by way of interaction with one another primarily talking from an ego state and responding from either the same or a different ego state. Thus, knowledge of transactional analysis could help in volumes so as to change those patterns in life about which one feels bad or those which aren't productive enough.

RESEARCH METHODOLOGY

Sample size : 80 Managers from three levels of management

Sampling Technique : Convenience sampling

Data Collection : The data for the research study has been collected by circulating a questionnaire as an instrument to elicit the responses of the employees.

Data Collection Procedure : The data collected activity has been carried out by circulating a questionnaire each on Transactional Analysis (primarily the ego states) and leadership styles (the predominant ones adopted by the leaders in the organizations).

DATA ANALYSIS

Reliability analysis is done to check the reliability of the self-structured questionnaire on transactional analysis. The reliability is .72 which states that the questionnaire is highly reliable.

Reliability Statistics

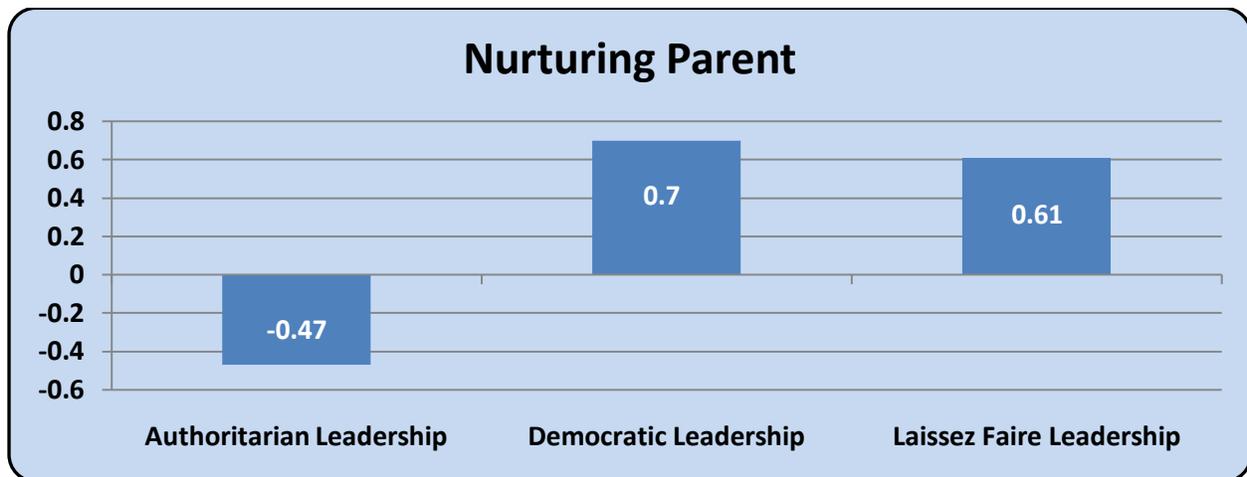
Cronbach's Alpha	N of Items
.720	17

Correlation between Nurturing Ego States and Leadership Style

Table 1.1

	Authoritarian Leadership style	Democratic Leadership style	Laissez Faire Leadership style
Nurturing Parent	-0.47	0.70	0.61

Graph 1.1



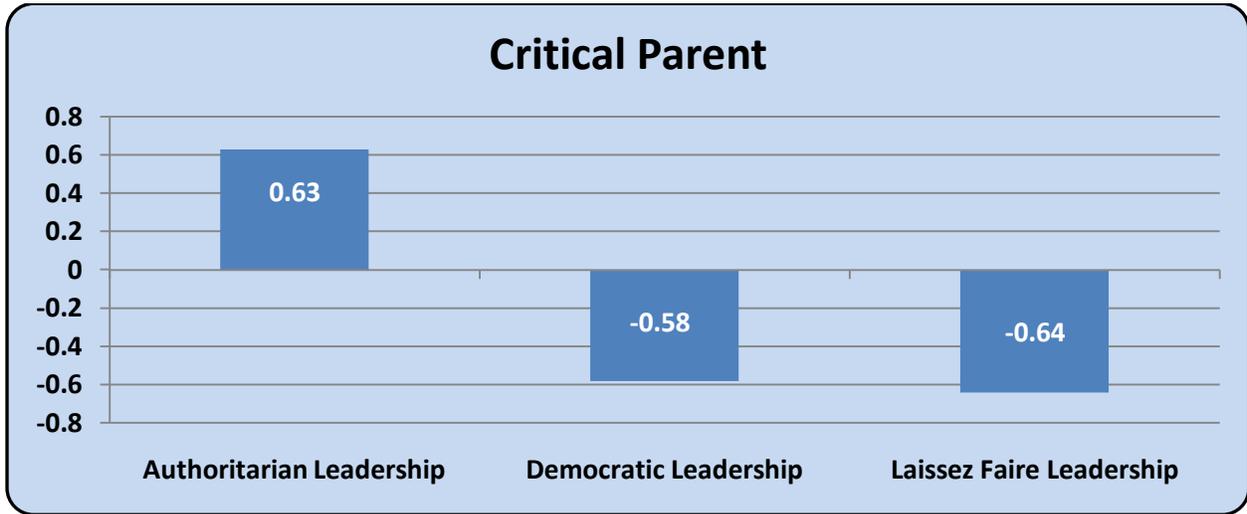
The results reveal that nurturing parent ego state is negatively correlated with authoritarian leadership style with the value of -0.47 and positively correlated with democratic and laissez faire leadership style with the value of 0.70 and 0.61 which signifies that as nurturing parent ego state is a concern state which does not align with authoritarian leadership style but align well with democratic and Laissez Faire leadership style.

Correlation between Critical Parent Ego States and Leadership Style

Table 1.2

	Authoritarian Leadership style	Democratic Leadership style	Laissez Faire Leadership style
Critical Parent	0.63	-0.58	-0.64

Graph 1.2



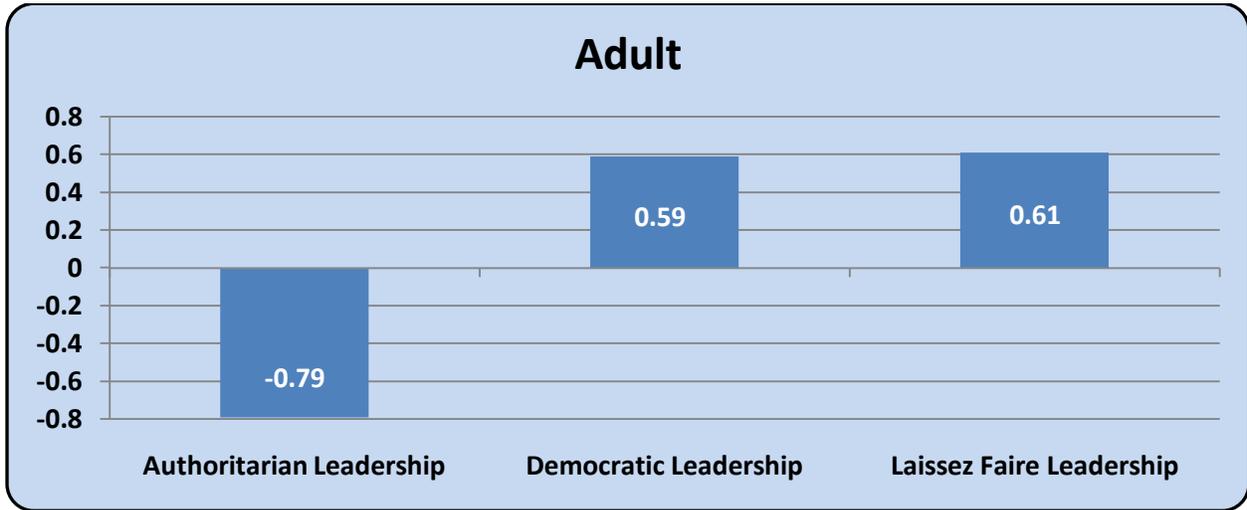
The results reveal that critical parent ego state is positively correlated with authoritarian leadership style with the value **-0.063** and negatively correlated with democratic and laissez faire leadership style with the value of **-0.158** and **-0.164** which signifies that critical parent ego state is critical so align well with authoritarian Leadership style not appropriate with democratic and Laissez Faire leadership style.

Correlation between Adult Ego States and Leadership Style

Table 1.3

	Authoritarian Leadership style	Democratic Leadership style	Laissez Faire Leadership style
Adult	-0.79	0.59	0.61

Graph 1.3



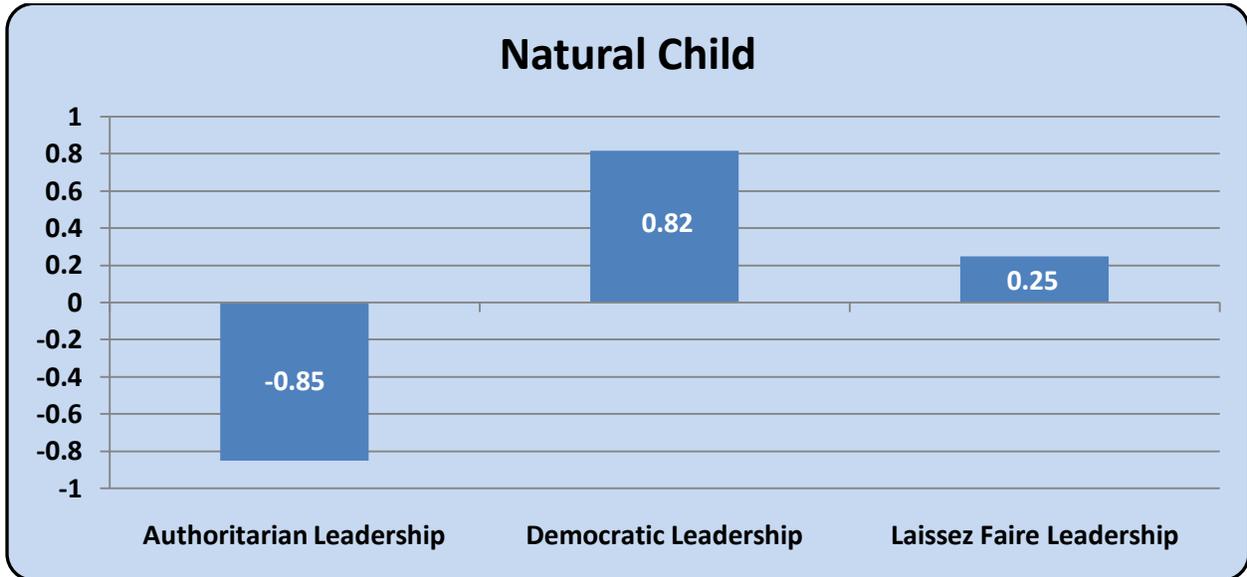
The results reveal that adult ego state is negatively correlated with authoritarian leadership style with the value **-0.79** and positively correlated with democratic and laissez faire leadership style with the value of **0.59** and **0.61** which signifies that as adult ego state is a rational state which does not align with authoritarian leadership style but align well with democratic and Laissez Faire leadership style.

Correlation between Natural Child Ego State and Leadership Style

Table 1.4

	Authoritarian Leadership style	Democratic Leadership style	Laissez Faire Leadership style
Natural Child	-0.85	0.82	0.25

Graph 1.4



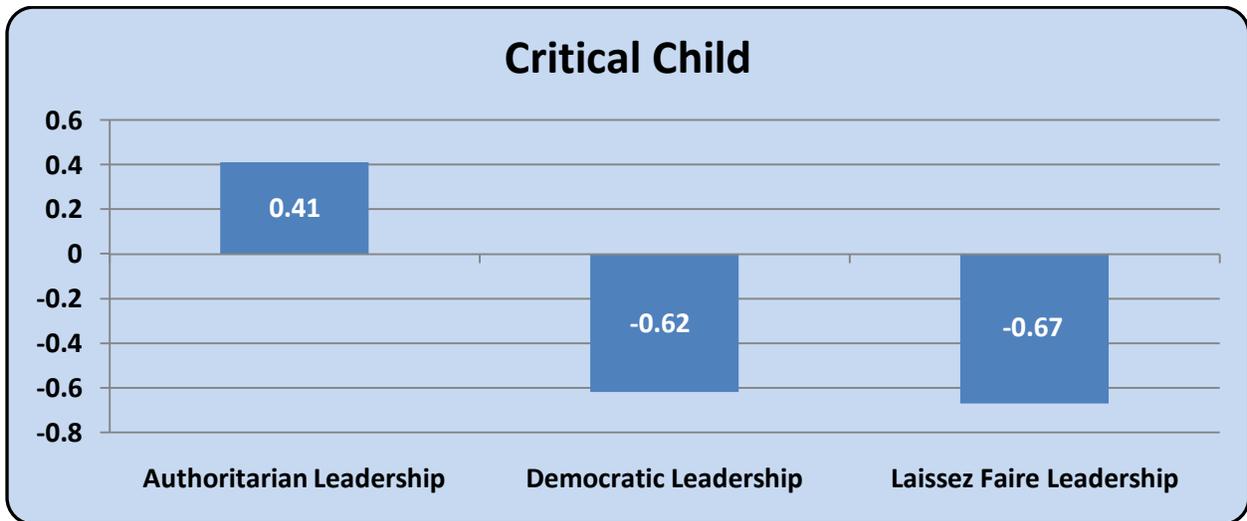
The results reveal that Natural Child ego state is negatively correlated with authoritarian leadership style with the value -0.85 and positively correlated with democratic and laissez faire leadership style with the value of 0.82 and 0.25 which signifies that as Natural Child ego state is an effective state which does not align with authoritarian leadership style but aligns well with democratic and Laissez Faire leadership style.

Correlation between Critical Child Ego States and Leadership Style

Table 1.5

	Authoritarian Leadership style	Democratic Leadership style	Laissez Faire Leadership style
Critical Child	0.41	-0.62	-0.67

Graph 1.5



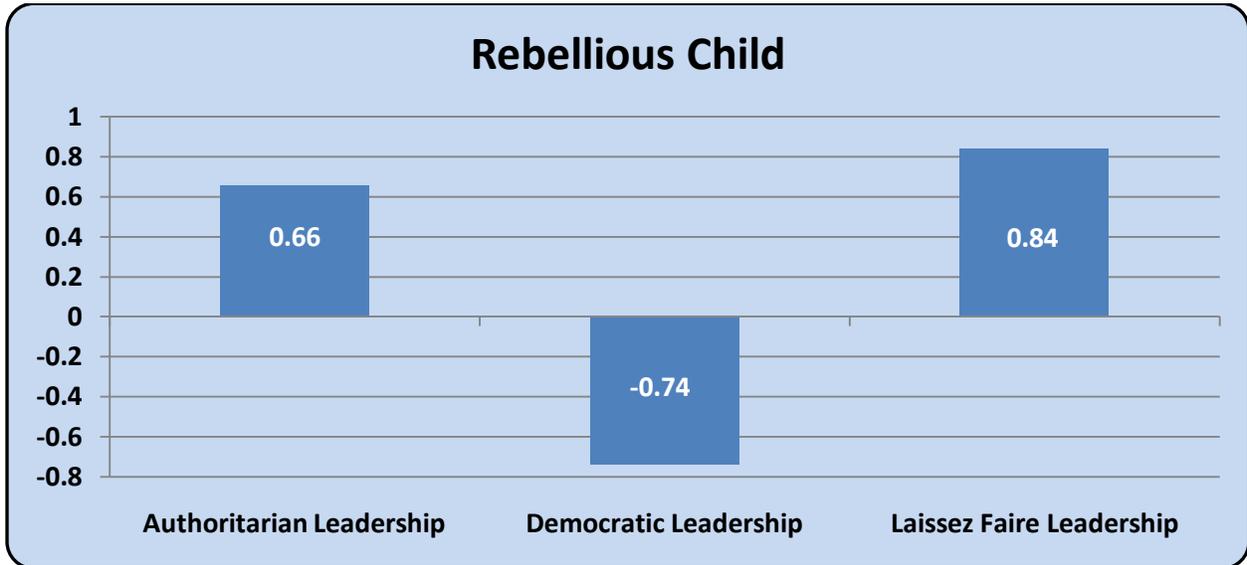
The results reveal that Critical Child ego state is positively correlated with authoritarian leadership style with the value 0.41 and negatively correlated with democratic and laissez faire with the value of 0.62 and 0.67 which signifies that as Critical Child ego state is a ineffective state which align with authoritarian leadership style but align does not support democratic and Laissez Faire leadership style.

Correlation between Rebellious Child Ego States and Leadership Style

Table 1.6

	Authoritarian Leadership style	Democratic Leadership style	Laissez Faire Leadership style
Rebellious Child	0.66	-0.74	0.84

Graph 1.6



The results reveal that Rebellious Child ego state is positively correlated with authoritarian leadership style with the value 0.66 and negatively correlated with democratic and laissez faire leadership style with the value of -0.74 and -0.84 which signifies that as Rebellious Child ego state is a ineffective state which does not support democratic and Laissez Faire leadership style but line up well with authoritarian leadership style.

CONCLUSION

It is concluded that ego states helps us in defining the leadership style. The critical parent ego state, critical child ego states and rebellious child ego states defines the authoritarian leadership style as they are designated negative, unsupported, dominating and lay down strict terms and orders which make employees unhappy in the organization . In Democratic form of leadership style managers operate from Nurturing Parent, Adult and Natural Child ego states as they are supportive, helpful, nurturing, comforting. Laissez Faire Leadership style works from natural parent, Adult and Natural Child Ego state where they leave the decision making and setting of their short term goals and tasks to the employees. They take the rationalistic point of view when

they take a back step and allow the employees to decide for themselves without intervening or wanting them to function according to strict rules and policies. The effective ego states follows complementary transactions that are more applicable on Democratic and Laissez Faire Leadership style on the other hand ineffective ego states follow crossed or ulterior transactions that are more relevant for authoritarian leadership style.

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