

TAO101 Introduction Transactional Analysis *in organizations*

A practical language to diagnose, understand and change the structure, dynamics and culture of groups and organizations.

WORKSHOP

TAO 101 • Introduction

Two days • English with translation • Utrecht or online

WORKSHOP LEADER

Drs Sari van Poelje

TSTA Organizational • MSc • EMCC Master Coach

Why this *workshop*

Purpose

In *The Structure and Dynamics of Organizations and Groups*, Eric Berne created a language to understand and change systems. In this workshop we teach the foundations of **organizational transactional analysis** and how to use them to redesign teams, departments and whole organizations.

Deliverable

At the end of the workshop participants will be able to **diagnose**, define the key issues and create an **action plan** to develop their groups and organizations.

THE THREE LEVELS OF STRUCTURE

PUBLIC • OBSERVABLE

Organizational structure

Boundaries, roles, manning table, schedule, leadership, membership, apparatus & canon.

PUBLIC • INDIVIDUAL

Individual structure

Personas, location, seating, the social contract, group dynamics & group law.

PRIVATE • UNCONSCIOUS

Psychodynamic structure

Group imago, personalities, transactions, culture & collective unconscious.

Four lenses on *organizational change*

We use Berne's systemic framework, combined with state-of-the-art organizational development theory, to work across four interlocking layers.

01

ORGANIZATIONAL STRUCTURE

The visible public structure — boundaries, roles and the canon. The setting in which leaders and members operate, providing safety and shaping the options they have.

02

INDIVIDUAL STRUCTURE

Leaders and members, their roles, dynamics and the law that governs the group process. This shapes cohesiveness and the cooperation contracts that drive performance.

03

PSYCHODYNAMIC STRUCTURE

The unconscious private arena of an organization — culture, group imago and the transactions in the group. Congruence between layers determines effectiveness.

04

CHANGING ORGANIZATIONS

We use this systemic framework to design interventions on structure, dynamics and culture, drawing on contemporary organizational development theory and live cases.

Your two *days* with us

A working day from 09:00 to 17:00, with two short breaks and a generous lunch — built around four session blocks per day, plus check-in and close.

DAY 1 • MORNING

Opening & first dive

- 09:00 Check-in & contracting
- 10:00 Session 1 • 75 min
- 11:15 Break • 15 min
- 11:30 Session 2 • 60 min
- 12:30 Lunch • 60 min

DAY 1 • AFTERNOON

Diagnosis & design

- 13:30 Session 3 • 75 min
- 14:45 Break • 15 min
- 15:00 Session 4 • 90 min

DAY 1 • CLOSE

Integration

- 16:30 Day 1 close & reflection
- 17:00 End of day

DAY 2 • MORNING

Going deeper

- 09:00 Check-in • 30 min
- 09:30 Session 1 • 75 min
- 11:15 Break • 15 min
- 11:30 Session 2 • 60 min
- 12:30 Lunch • 60 min

DAY 2 • AFTERNOON

Action planning

- 13:30 Session 3 • 75 min
- 14:45 Break • 15 min
- 15:00 Session 4 • 90 min

DAY 2 • CLOSE

Synthesis

- 16:30 Synthesis & close
- 17:00 End of workshop



SvP

WORKSHOP LEADER

Drs Sari van Poelje

Sari is an international executive team coach and an expert on agile business innovation, with **40 years of experience**. She directs Intact Academy, delivering EMCC level 7 accredited TA training to coaches and consultants in 10 countries.

She has served as a director at multinationals such as Shell, EMI Music, KLM and ASML for 23 years, and works today with multinationals, family businesses and start-ups — coaching leadership teams toward inspiring leadership, cooperative cultures and agile innovation.

TSTA Organizational

MSc Systemic Team Coach

MSc Supervisor

EMCC Master Coach

PCM Coach Trainer

34 articles • 5 books

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Reserve your *place*

DATES & VENUE

See [intactacademy.com/planning](https://www.intactacademy.com/planning) for upcoming dates — in Utrecht or online.

The workshop is given in English with local translation.

When registering for Intact Academy programmes you commit to adhering to the ITAA and ICF ethical codes and to the Intact Academy registration conditions.



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Selected *literature*

A starting library for organizational transactional analysis — foundational texts, key contemporary contributions, and works informing the workshop.

- **Berne, E.** (1963). *The Structure and Dynamics of Organizations and Groups*. Philadelphia: J.B. Lippincott.
- **Mountain, A. & Davidson, C.** (2011). *Working Together: Organizational Transactional Analysis and Business Performance*. Farnham: Gower.
- **Hay, J.** (1996). *Transactional Analysis for Trainers*. Hertford: Sherwood Publishing.
- **Schein, E.H.** (2010). *Organizational Culture and Leadership* (4th ed.). San Francisco: Jossey-Bass.
- **Van Poelje, S.** (2020). *Agile Business Innovation*. Utrecht: Intact Publishing.
- **Senge, P.M.** (2006). *The Fifth Discipline: The Art & Practice of the Learning Organization*. New York: Doubleday.
- **Berne, E.** (1966). *Principles of Group Treatment*. New York: Oxford University Press.
- **Krausz, R.** (1993). Power and leadership in organizations. *Transactional Analysis Journal*, 23(2), 58–66.
- **Mohr, G.** (2005). *Living Systems: Group Dynamics and Organizational Development*. Mainz: Iris Verlag.
- **Van Poelje, S. & Steinert, T.** (2011). *Prinzipien der Organisationsentwicklung mit Transaktionsanalyse*. Mainz: Iris.
- **Hawkins, P.** (2021). *Leadership Team Coaching* (4th ed.). London: Kogan Page.
- **Napper, R. & Newton, T.** (2014). *TACTICS: Transactional Analysis Concepts for All Trainers, Teachers and Tutors*. Ipswich: TA Resources.