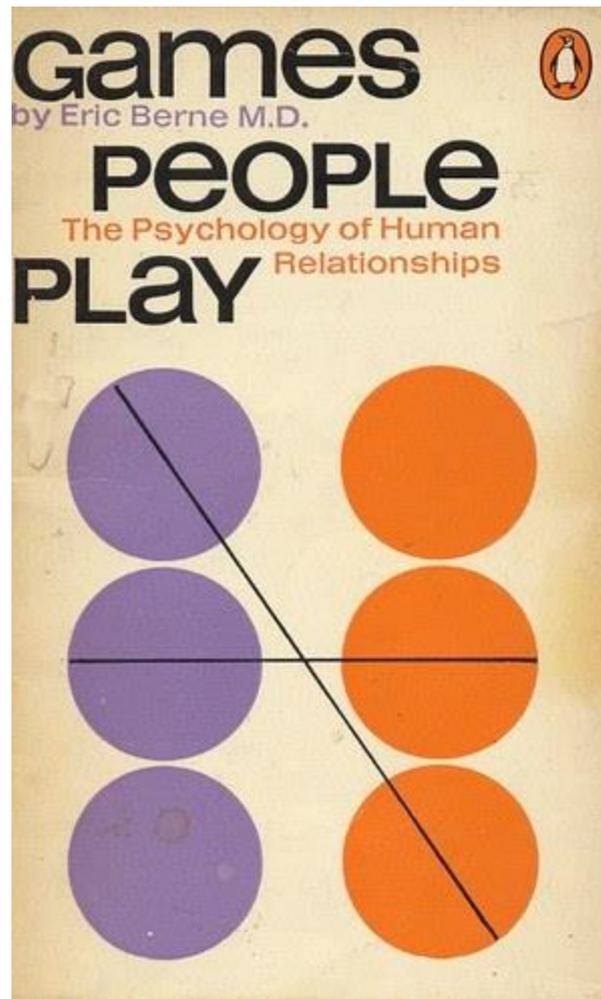


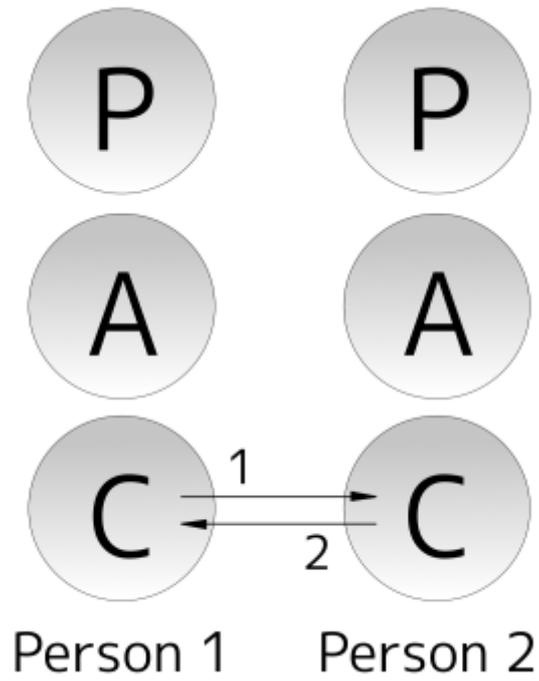
Conflict and ego states





PAC model comes from Psychiatrist Eric Berne's Transactional Analysis behavioural theory. Popularised in 1970s by the book 'Games People Play'.





3 ego states, or mental models that we adopt:

P = Parent

A = Adult

C = Child

Parent Ego state

-
- *Controlling or Critical Parent*
 - *Nurturing Parent*
-



Adult Ego state



Child Ego states

- *Free Child*
-

- *Adaptive Child*
-



Karpman Drama Triangle



The Drama Triangle.

*A framework that was created by Stephen Karpman to help us understand how we can end up falling into the trap of playing **the victim, the rescuer or the persecutor** in interactions within our personal and professional lives.*

*When it comes to intense conflicts and dramatic relationships, the drama triangle provides a **useful framework for understanding the toxic ways we may be relating with others.***



1 - <https://www.laurenkress.com>

Personal leadership in action

Active Speaking

- Think about your intention first, before speaking.
- Starting with 'I....' is better than starting with 'You...'
- Structure of your interventions is critical.

Try the following formula: I notice, I imagine, I feel

I notice that you often interrupt when your colleagues are speaking

I imagine that you are really keen to share your ideas and are excited by them

But I feel that this behaviour might be perceived as disrespectful, or that you are not listening.

Active Listening

- Listening is a skill that involves switching off our inner voice and paying 100% attention to another person
- Try listening without thinking what your next question will be, or for the next opportunity to interrupt
- Encourage the speaker to think for themselves, not say what you want to hear
- Be open to criticism and stay in 'Adult' ego state as much as possible

“Listening is
still
a radical act”

Nancy Kline

Defusing unhealthy tension and redirecting attention

- being self-aware
- using emotional intelligence to manage emotions
- aware of ego state
- are you being a victim, persecutor or rescuer?

Know your own values and positions on the situation

A common cause of conflict, is confusion between **personal preferences** and **moral positions**. Assuming good faith on the part of the person you disagree with, and actually engaging with the beliefs they claim to hold, is perhaps the best remedy for leaders inability to make progress on controversial issues, or where change is necessary.

- What good practice in personal leadership do you see in your institutions, where conflict is concerned?
- What do you do to typically deflect or diffuse conflict when it arises?
- On reflection, could you adapt your approach?

