

Emerging Change: a New Transactional Analysis Frame for Effective Dialogue at Work

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Abstract

This article presents a model called *emerging change*, which helps optimize the stroke economy in working and educational environments. It provides a global vision of human systems dynamics to develop optimum communication and learning conditions in a group in order to increase its performance. The model proposes three levels of contracts: the vision contract, the mission contract, and the cooperation contract. Each refers to a specific type of dialogue that occurs across the three organizational boundaries of a complex group: external, major internal, and minor boundaries. Working with these contracts helps position the group membership and the leadership in an OK/OK partnership. At a time when managers are striving to develop organizational performance and employees are seeking meaning in their work, the emerging change model fosters human relations, thereby leading to increased collective performance through increased cooperation, autonomy, and emotional comfort.

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Note: In this article, the word *team* refers to group members and the leadership together. The team without their leader is referred to as *membership*. The words *leader* and *manager* are used interchangeably.

1. Introduction

Many of Berne's successors developed models and tools for managers and consultants based on his work (Berne, 1963). These include Fox's chart (1975), Clarkson's group imago (1991), Krausz's organizational script (1993), Pellerin's quick diagnosis (1994), Moreau's performance and myths (2005, 2009), and van Poelje's contracts (1994), among others. These have inspired *the emerging change model* presented here.

Berne (1963) described in detail the way an organization is structured and proposed six diagrams for analysis and diagnosis of the internal psychodynamics of group functioning. More than 50 years later, the Emerging Change Methodology offers an intervention procedure mostly inspired by and derived from his work, one that adds a simple frame for OK/OK professional relationships. Developed over 20 years in large and small organizations, it is used also in academic and educational settings to guide groups toward OKness, effective cooperation, and collective performance.

In 2006, I presented the theoretical foundations of the emerging change model in an article published in the *Transactional Analysis Journal*. Later, I (Laugeri, 2015) published a book, *Les clés du dialogue hiérarchique* (The keys to the hierarchical dialogue), on the subject. In this article, I describe elements of the emerging change model with a focus on its practical aspects and examples of its application.

2. Elements and aspects of the Model

Emerging change is a systemic approach and an intervention procedure for analyzing and improving group dynamics, one that addresses the system globally (Kreyenberg, 2005) and is based on transactional analysis (TA). It can be described as "a process of relational attention that heals the disruptions in contact and leads to change" (van Beekum, 2006, p. 322). The name "emerging change" refers to the global human process that allows an organization to develop activities and products that are adjusted to the changing demands of the external world. This ensures the survival and promotion of the organization in its social environment (Laugeri, 2015). Emerging change is about formalizing dialogues to achieve that goal. The key elements in the model are the group structure and dynamics, the contracts, and rituals.

2.1. Group structure and dynamics

Three organizational boundaries, three different kinds of dialogue. Berne (1963) described three boundaries in the structure of an organization (see Figure 1):

- The external boundary, which separates the whole group from its external world
- The major internal boundary, which separates the leadership from the membership
- The minor boundary, which separates the members from each other and the different hierarchical layers between the major boundaries

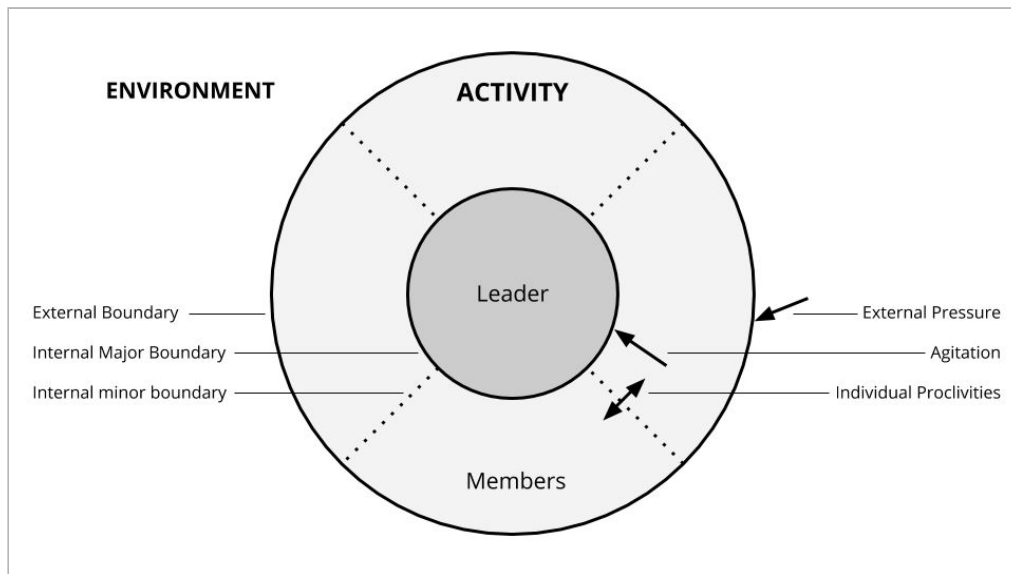


Fig. 1 Structure and dynamics diagram (adapted from Laugeri, 2006, p. 121)

Berne (1963) also mentions three forces applied on the three boundaries:

- External pressure: the pressure exerted on the organization by elements of the environment
- Agitation on the major internal boundary: the pressure exerted on leaders by the members
- Individual frictions on the minor boundaries: the pressure by group members on each other

2.2. Contracts

Based on Berne's assumption, three types of dialogue take place across the organizational boundaries of any complex group (Laugeri, 2015). The emerging change model describes these as:

1. The vision contract, which helps the leader deal with pressure from the environment
2. The mission contract, which helps the leader (part A) and the membership (part B) deal with agitation
3. The cooperation contract, which helps members deal with their individual proclivities (frictions)

I call these dialogues *contracts* or *process contracts* because contracts refer not only to social interactions but also to the corresponding underlying unconscious processes. My hypothesis is that, on each side of the boundaries, each group has agreements on beliefs and expected behaviors that can be conscious or not, formalized or not, exploited or not.

Thus, while a contract was defined by Berne (1966, p. 362) as "an explicit bilateral commitment to a well-defined course of action" and is often referred to as a commitment or a document, it is more the relational space and the process around this agreement or document that I am reflecting on here, especially in its psychological aspects (van Poelje, 1994). Talking about contracts empowers clients because contracts can evolve in the relationship and become tools for progress.

Observing the three contracts helps to identify processes reflecting the shared (or not) beliefs, expectations, and needs as well as the level of awareness and autonomy in the involvements and commitments on each side of the boundaries separating individuals or groups of individuals. The nature and quality of the contracts play an important role in the team's and the individuals' quality of work life and on the organizational results (van Poelje, 1994), whether the existence of boundaries

is consciously formalized or not even recognized within the system. Contracts create bridges across the boundaries and allow teams to harmonize the different forces exerted on the organizational boundaries.

2.3. Rituals

The use of contracts by teams is most useful when it occurs on a regular basis and in conditions resembling a celebration. Just as families may celebrate birthdays and holidays, teams can use contract meetings as moments of sharing. The voluntary, formal, and ritual aspects of contracting make those moments secure and protected because they unfold according to the same agenda until the team decides differently. The rituals are an important stage of imago differentiation (Berne, 1963; Clarkson, 1991). Because they occur within a space in which team members consciously and purposely fulfill their hungers for stimuli, recognition, and time structure (Berne, 1963), contracts can help regulate the stroke economy within human systems away from scarcity and toward abundance (Steiner, 1971) (see Figure 2).

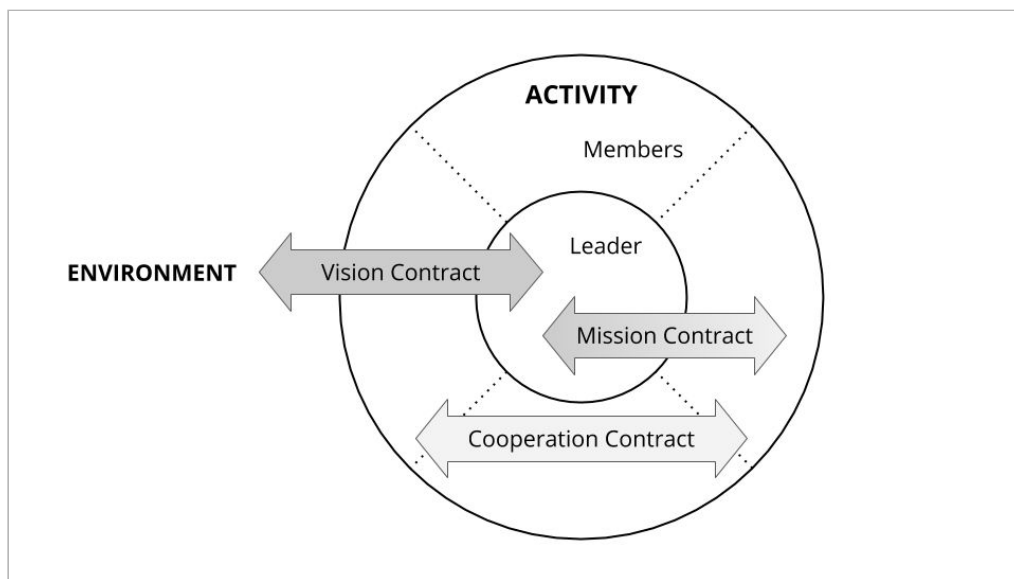


Fig. 2 Structural diagram with the Emerging Change Contracts (adapted from Laugeri, 2006)

Peter's case 1

Peter had worked as an engineer in an international coffee industry for 7 years and had demonstrated outstanding technical and relational skills. He had held several positions in factories as head of quality, head of supply chain, and other managing positions. His individual contribution had been recognized by his leaders, and he had just been promoted to the new factory manager position in Dreambeach Factory. He had 10 direct reports and responsibility for about 200 employees. His main concern was to maintain and increase the team's performance at the factory while developing trust and a strong alliance with the membership, who were still missing their previous leader. After a few months in the job, Peter requested my help as a consultant, which began a long series of successive interventions through which both of us improved considerably our managing and consulting skills.

In this article, I present, through episodes of the Dreambeach factory life, how the emerging change model helped Peter avoid the usual trap of taking an authoritarian or a passive attitude

and had allowed him to create a trusting relationship with his membership while handling the paradox of being visible by his hierarchy without competing aggressively with his peers (factory managers both locally and in other countries).

In Dreambeach factory, the contracts existed as follows: Peter's hierarchical dialogue process with the membership was covered by the mission contract; the dialogue among his subordinates without him was the cooperation contract; and the dialogue he had outside his own system—with his leader, peers, and colleagues to ensure the viability of the factory—was the vision contract.

3. Description of the Contracts

3.1. Vision Contract: The Leader's Privilege

In the vision contract, the manager collects information in order to decide on the strategic (versus nonstrategic) elements of the environment. The vision contract is the human process that allows the leader to:

- Identify and prioritize the environment strategic elements
- Develop the vision and objectives
- Spread them in the external and internal environment across the hierarchical layers
- Position the organization socially to ensure appropriate visibility and success in dealing with the external world (e.g., the legal system, suppliers, competition, the economical and social situation), that is, all the external parameters that influence the survival of the organization in its environment

The vision contract is the leader's responsibility. It involves two steps:

- Identifying and consulting the strategic persons in the external and internal environments who can provide vision, information, resources, requests, and recommendations around key situations in order to formalize the team's objectives and describe them in a document
- Organizing a special meeting (sometimes called a "kick off") during which the document is presented describing the leader's vision and questions are addressed

Figure 3 shows the relationship between the three kinds of contracts.

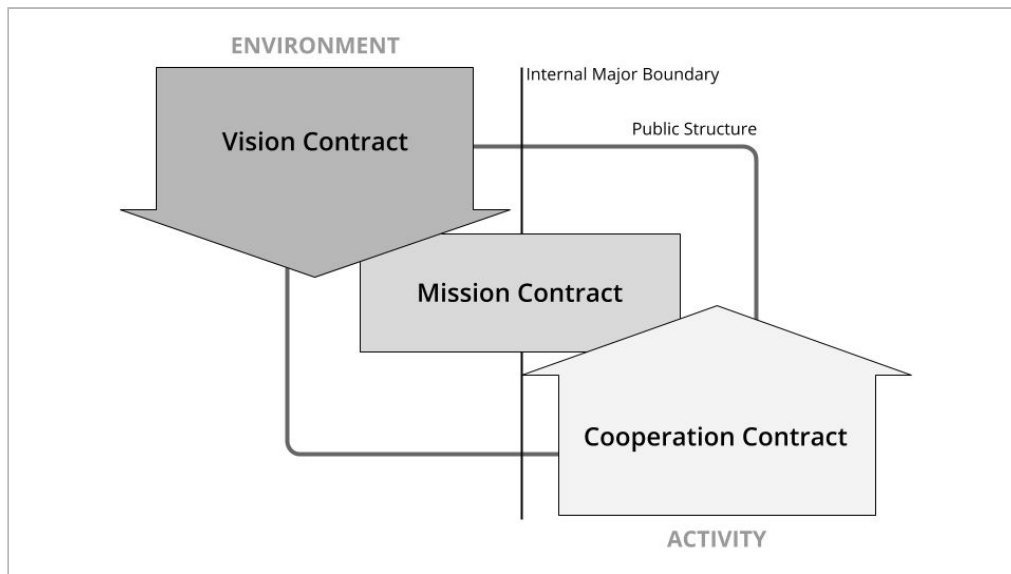


Fig. 3 Emerging Change Contracts (adapted from Laugeri, 2006)

Peter's Case 2

For Peter, who worked for a large international organization, the vision contract was based on information and discussions that took place mainly at the organization's headquarters, where he met with his peers to hear about the bosses' vision contract. That was the dedicated space in which he gathered the information that allowed him to understand what was presently and what would become the demand on the factories in the next months, how much and what must be produced by what deadlines, and what resources would be available to accomplish those goals. Through dialogue with the people in his environment, Peter was empowered to develop his own vision contract, optimizing and adjusting the message at his own level, and then to present it to his membership back at Dreambeach. In turn, the membership who reported directly to him—the factory heads of human resources, supply chain, finance, production manager, and so on—developed their own vision contracts, which they then continued cascading to their own team and down to the supervisors in the factory workshops. That way, everyone had an understanding of the objectives and expectations at their own level (see Figure 4).

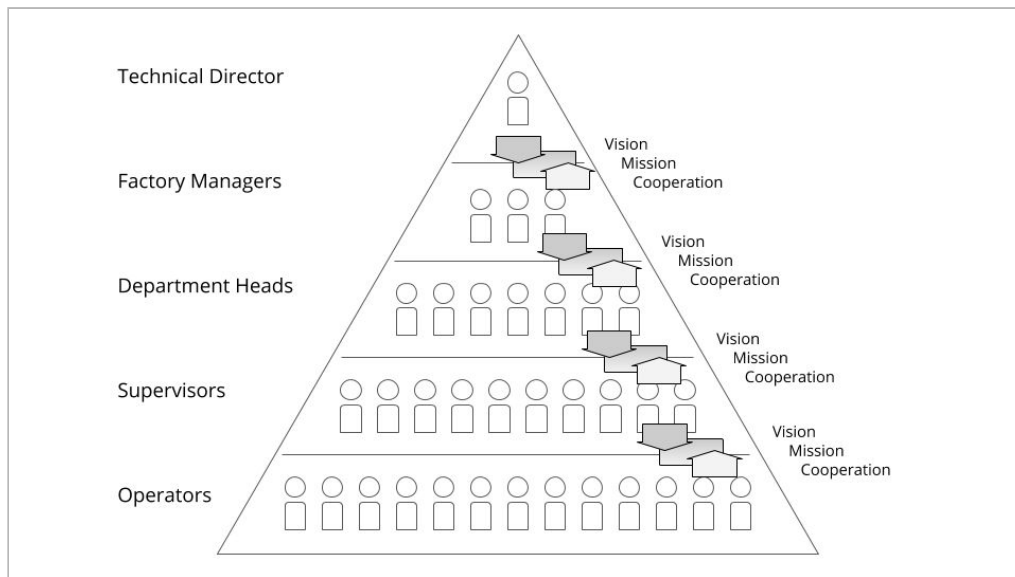


Fig. 4 Diagram of contracts at all organizational levels (adapted from Laugeri, 2006)

In this process, the factory activity on Dreambeach shop floors will be systematically aligned to the requests from the environment. This means succeeding in producing exactly the type and quantity of product requested by the market while respecting the market's deadlines with a minimum amount of waste and costs.

For Peter, when there is enough right information shared about the needs and constraints of the headquarters and the needs and constraints inside the factory workshops, the factory chart and resources dedicated can be appropriately adjusted. In this situation, his headcount is optimized, his costs are minimized, and profit is maximized.

During the years that I worked with Peter, there were three major strategic elements of the environment that he had to deal with in order to maintain motivation and performance in the factory:

- 1. For a while, headquarters considered closing the factory and relocating production to a factory in a cheaper neighboring country.*
- 2. Later, a major new product (coffee capsules) was developed. Peter's shop floor had to welcome the prototype machines and staff during the initial testing production period until a large factory was built close by. The psychological implications were important: Adjusting to the reality of a future equally famous, similar, and popular product fostered fear, self-doubt, and discouragement both in Peter, and in others inside and outside the factory !*
- 3. The relationship with Conrad, the leader of the future capsules factory, soon became difficult because the whole process of his presence with his staff and machines in Peter's factory was imposed by headquarters, and support was demanded with no extra resources or recognition. Tensions worsened with the growing influence of the new factory next door.*

3.2. Mission Contract Structure

The mission contract is the human process that clarifies the modalities of the ongoing dialogue between the membership and their leader. Its purpose is recognition and metacommunication (Bateson, 1935). It has two parts: A and B.

Mission Contract (Part A) is the human process used by the leader to:

- Propose and maintain partnership with his or her membership
- Thank the membership and share what is appreciated
- Inform the membership of what his or her needs are for the dialogue content/process and make requests
- Decide the implementation strategy and task distribution proposed by the membership

This last point is the culmination of the emerging change process, when the membership finally “emerges” consistently with relevant proposals showing that members are empowered to control the global achievement of the tasks and fully play their partner role.

Mission Contract (Part B) is the human process used by the membership to:

- Thank the leader and share what is appreciated
- Inform the leader of what the membership’s needs are in the dialogue content/process with the leader and make requests
- Propose an implementation strategy and task distribution

Mission Contract meeting

The mission contract is shared in a dedicated meeting that occurs several times a year on set dates or on the request of one of the parties according to the team needs. It unfolds in a special, ritualized way. The leader and the membership will, in turn, exchange mission A and mission B each in turn addressing the above items in the following form:

- What I/we appreciate, model and thank you for
- What strikes me/us
- My/our request.

A one page document listing each of these items: can be given out after the session with mission A on one side and mission B on the other so they can be remembered and rediscussed at the next session. Thanks and brief positive comments about the process are expected at the end of the mission contract session from both the leader and the membership. There is no discussion around the contents at that point.

Many subjects and topics other than human process are discussed and negotiated in the relationship between a leader and his or her team (e.g., individual contracting, evaluation, etc.). However, the mission contract is reserved primarily for metacommunication between the leader and the team. All technical and business matters need to be addressed in other meetings in order to preserve the ritual aspect of the dedicated meeting.

Peter’s case 3

Originally, Peter knew that the process of installing contracts might take time and slow down the usual top-down dialogue. At the same time, he was aware that the factory culture needed to

change for the performance to rise durably in the coming years. So, he was stuck between the need to go on with the top-down process that led to quick results and the need to develop group cohesion, that is, giving the teams time to federate and “emerge” for a deeper and more effective result in the longer term.

Peter opted for using the three contracts because it allowed him to combine both strategies appropriately in agreement with the team: the mission contract clarified when and where the leader’s help was needed and where and when he should respect the membership’s autonomy while achieving the team goals. Both parties agreed on the times when he could decide directly and the times when he would ask the team to provide options.

3.3. Preparing Peter’s Mission A

Peter’s case 4

Working with Peter on his mission contract (part A), I started by helping him prepare a formal request to the team for accepting the use of the emerging change contracts to support their interactions in daily life. He also prepared to ask the team to work outside his presence to develop a cooperation contract.

I helped him list all the good qualities and positive behaviors that he had observed and appreciated in the membership since he had come to the company as well as what struck him as being uncomfortable or that did not help the relationship.

Then I helped him prepare a maximum of three requests relating to attitudes and behaviors based on the values on the vision contract that he wanted the membership to implement and that would be discussed at the next mission contract meeting. All the items were listed in the mission contract part A document.

Finally, Peter selected optional dates for the next mission contracts meeting so that the team could choose one.

3.4. Cooperation Contract: The Membership’s Privilege

The mission contract (part B)—the membership’s message to the leader—is the result of preliminary work done in the membership space. This is why the cooperation contract is described further here before the mission contract (part B). The cooperation contract is the human process that guarantees the members an adequate and regular sharing about each segment of the team’s global activity. Its purpose is to nurture members emotionally and to optimize the team autonomy to allow for a consensual identification and prioritization of relevant strategic elements of the activity. The cooperation contract is used by the membership without the leader present to:

- Greet and thank each other and share their state of mind in the Meteo, a form of imago adjustment a ritual way of individually sharing present condition and state of mind at the opening of a meeting as a gathering process
- Share what is appreciated in the professional interactions with peers and give thanks

- Inform each other of what goes well and what is difficult for each team member in dealing with his or her own segment of the team's activity and share needs and requests for support
- Prioritize and process this information confidentially, with the objective of dealing with part of the subjects themselves and being prepared to raise consensual remarks, proposals, and requests to the leader in the mission contract (part B).

The cooperation contract implies that team members consider their feelings and what is going on in their work life as strategic information and that relationships with peers are a priority, even over their own subordinate team. Team members come to share, beyond hats and titles, successes and vulnerabilities with one another. On the leader's request, at an advanced stage of the process and as a result of their cooperation, the membership prepare a mission contract (part B) that includes an implementation strategy for the team's objectives and a task distribution.

Question: Can tactical factors be called "strategic" elements of the activity (Laugeri, 2006)?

Just as there are strategic elements of the environment, as described earlier, and the responsibility of the leader, in the same way, in the emerging change model there are strategic elements of the activity of a very different nature, that is, those that are the responsibility of the membership. Fox's (1975) chart showed that Berne's individual and private structures are placed in the members' column.

The strategic elements of the activity are in the here and now: the external and internal circumstances within the department, the events (absences, diseases, conflicts, level of competence, breakdowns of machines, non delivery of supplies, and also the geographic, historical situation of the team or the activity), and all the tactical factors that condition the success of the task from day to day.

I refer to tactical factors as the strategic elements of the activity to emphasize their importance and empower the membership to own them. Just as individuals sometimes do not feel responsible for what is going on in their life and impute things to chance, so some teams do not know who they are and do not seem aware of what is strategic in their contribution as a team to the success of the organization. They are not empowered to deal with their daily issues by themselves and place unrealistic expectations on their leader to proactively prevent or solve them.

The more those in the membership metacommunicate about their strategic elements of the activity, the more they are informed about each other, their professional fields and history, and their personalities, and the better they will manage these elements. Yet, because some of these elements are often not visible to the manager, their importance tends to be discounted by the team members.

Peter's case 5

At some stage, there was a serious conflict between the product planning and the engineering managers. This created a cascade of parallel processes of conflicts, delays, breakdowns, absences, and all kinds of discrepancies everywhere in the system. The team members suffered and felt helpless because they did not consider it to be a situation they could influence.

Question: Can individuals and team both develop in a compatible way?

Through the cooperation contract, by each sharing the strategic elements of his or her own segment of the team activity, the members personally develop self-acceptance, tolerance, a sense of responsibility for handling the issues, and pride in belonging. At the individual level, the cooperation contract requires a high level of personal autonomy, that is, the ability to trust, confidence in one's own competence and pride in the competence of one's peers, the willingness to share vulnerabilities, and the pleasure of sharing the common activity and doing quality work together. Thus, in this process individuals and teams develop their autonomy as their members grow in parallel and in a compatible way

When a team works this way, they solve by themselves the difficulties that can be solved at their level, and only relevant authentic information reaches their leader. There is no longer the possibility of the leader being manipulated into making decisions or being torn between different opinions proposed by competing members. He or she gets accurate information about the structure potential in the here and now and is informed of only what he or she needs to know about the strategic elements of the activity.

Peter's case 6: Facilitating a Cooperation Contract

At Dreambeach Factory, there was little individual stroking (Berne, 1963) and hardly any team recognition either by the previous leaders or by the membership themselves. The previous leaders had not seen the management team as a living entity with a history, experience, competence, and needs of its own and as a potential partner. People were managed individually and by objectives (Drucker, 1954). The team had been under a good deal of pressure with "Be strong" and "Be perfect" drivers (Kahler, 1975), and there was no formal space in which they could talk about their successes or difficulties and give each other support. They were not used to talking to each other about subjects other than technical ones.

At the beginning, the idea of a partnership with the leader sounded unrealistic, like just one more of those consultant's tricks that they had to go through every year. However, they quickly realized that it was possible to give it a try because they had a clear request from Peter. And Peter was actively using the concept terminology as often as he could.

Discussing Peter's good and bad qualities would not have been a problem, but their image of the membership as a whole was poor and low, so at the beginning they did not see the point of meetings on their own. They wanted their leader to be present all the time. They wanted to be psychologically fed where most teams feed: in contact with the leader at the major internal boundary.

I had preliminary interviews with each of them to develop an alliance and to ensure that no strategic element, whether in the environment or the activity, could make cooperation impossible with each other or with the leader. I also briefly presented the model.

Then we had four sessions each of which was a half day. In the first session, there was training about the emerging change model, and I proposed that we use the three contracts between them and me to experiment with the method in our activity. They were encouraged to propose a tentative strategy for our time together, which I gratefully accepted. When I start working with a team and even in later sessions, I generally write a message to the membership 2 weeks before the

meeting to ask them to propose an agenda for our time together and to invite them to choose between different adjustment exercises. From among a number of proposed activities, they chose a “mirror chair” (Laugeri, 2015, p. 182) during which members sitting in circles are invited to share individually about their job description, what goes well in their work, what is difficult, and what their request was for the team.

Later, they agreed to do a “hot chair” exercise (Laugeri, 2015, p. 183) in which the members sit in a circle and give each other constructive strokes by answering three questions:

- *What do I appreciate in you, that I model and thank you for?*
- *What strikes me?*
- *What is my request or my wish for you?*

I am clear in my instructions that the purpose of the exercise is not to suggest any kind of improvement in persons or situations. This can only be a side effect. The purpose of the exercise is to address the stroke scarcity in the system by feeding individuals with personal and authentic recognition of who they are and what professional and personal skills they have.

This is the step that most creates or develops a team’s identity and pride in belonging. Even if the team is in a difficult situation, it modifies the human process in an irreversible way and has a positive effect on the stroke economy. The atmosphere becomes lighter, respectful, and warm, even when some less complimentary strokes are exchanged. The team spirit reappears, often generating gratitude and the expression of many emotions, and facilitating this process is often quite moving. After the discussion and to conclude the session, a few key words are selected by the team to keep in mind until the next cooperation contract. Each team proceeds differently according to its culture. Some develop a real cooperation contract document, others do not. Some teams share their cooperation contract with their leader, and it may then become a team’s charter.

3.5. Mission Contract (Part B): The Heart of the Matter

Mission contract (part B) is the human process used by the membership to:

- Thank the leader and share what is appreciated in the relationship with him or her
- Inform the leader of what the membership needs are in the dialogue content/process with the leader
- Propose an implementation strategy for the team’s objectives as well as a distribution of tasks

The final purpose is to develop a mission contract (part B) document as the counterpart of mission contract (part A). This part concerns the interaction modalities with the leader and proposals based on a consensual decision between the members. The needs in the hierarchical relationship from the subordinates’ points of view and suggestions are expressed here. It is through this contract that the membership is empowered to establish an OK/OK relationship with their manager.

The mission contract (part B) fosters the development of an organizational structure that takes into account the right number of people and the right number of resources with the right person at the right place because the information provided from the leader and the membership is reliable at the time it is given. As van Beekum (2006) wrote, “Once an organization is in full contact with internal

and external process there is no need to chase change because it simply occurs... This full contact is eventually what created autonomy” (p. 322).

Peter’s case 7: Facilitating a Mission B Contract Preparation

After the cooperation contract was developed, I asked the membership to give consensual opinions on the following subjects:

- *List all the good qualities and positive behaviors manifested by the leader that were appreciated and copied by the members.*
- *List what struck them as being uncomfortable or inappropriate behaviors or attitudes*
- *Prepare a maximum of three requests that they would like the leader to implement and that would be assessed at the next mission contract meeting. For example, the team asked Peter to be careful not to discount or let others discount employees in front of the CEO. At the next mission contract meeting, Peter received a positive stroke related to the efforts he made to avoid doing that.*

If appropriate, the members were then asked to select dates for the next mission contract meeting to be negotiated with the leader.

3.6. Mission Contract Meeting

The first mission contract meeting takes place at the end of the emerging change consultations of the leader in his or her environment and the team in their activity. It is a ritual, much like a ceremony, at least at first when we install it into a team. Later on, the team will adapt it to their own needs and convenience, but originally it is good to practice it as described.

The mission contract is not a forum for discussion and should last about 30 minutes. It takes place in a welcoming and comfortable room, preferably outside of the company premises. The membership will negotiate who speaks first:

- The leader, if he or she proposes to start, reads his or her own text listing the different mission contract positive, constructive elements and requests as described earlier. The membership thanks the leader and takes time to ask comprehension question only.
- Then the membership does the same, each member in turn reading one item of the prepared consensual list. The leader thanks them and takes time for comprehension questions.

There is little space for comments at this stage. No one has to formally commit to anything. The team then finds a date for the next mission contract.

Someone combines both the leader’s and the membership’s text to form one document with one text on recto and the other on verso and makes copies for each team member. Sometimes the team will put it up on the meeting room wall.

The event concludes with a roundtable during which each participant shares how the mission contract touches him or her. Often people take this opportunity to share also how they felt through the whole process, including the cooperation contract.

It is useful if a drink or a meal is organized after that.

4. Various Considerations About the Contracts

4.1 Making Team Building Work Stick With the Emerging Change Contracts

Only the membership can decide to maintain team building work through the ritual meetings, with a process that is quite strict at the start but that the team will adapt with time. It is helpful when the leader walks the talk, and the contracts are applied at his or her leadership level.

With or without a consultant, emerging change meetings are conducted with the following rules: a time keeper, a subject keeper, a “fridge keeper” (for subjects to be addressed elsewhere), and an OKness keeper are designated at the beginning of each session. Because the clearly defined purpose of these meetings is not to improve anyone or anything but simply to be close as human beings, the frame is clear, the process is known, the sessions unfold in a predictable way, and the teams find benefit in using them. It is the simplicity and the ritual aspect of these meetings that help build the team in a continuous way, and with time, the team members either stick to this process or create their own.

Peter’s case 8

At Dreambeach Factory there were a great number of technical meetings—planned and improvised—during which no space was given for personal experience. Psychological games (Berne, 1964) were often played in these meetings. At first it was difficult to install one more ritual meeting, especially one dedicated to sharing within the team, but with time they realized that this meeting saved a good deal of time wasted in other places. They finally rearranged their entire human process and dedicated much less time globally to other meetings. They kept strictly applying the three contracts methodology, adapting it to their own specific needs related to the condition of the team and its activity.

The rituals are best conducted with all team members present, but it can also happen that only part of the membership can come. It is important not to postpone a meeting because a small minority of members is absent while still not discounting the significance and impact of their absence because it may take time for everyone to realize the importance of these meetings. In this case, the issue can be addressed and discussed during a next session of the cooperation contract.

4.2. When to Use and Not Use the Three Contracts

The contracts are adequately used in many situations in organizational life. They are particularly useful:

- In general when using Berne’s diagrams is useful
- When no leader can be identified to help the team structure a vision and cooperation dialogue
- After a structure change, such as the departure or arrival of a leader or team member, to help people become acquainted and to clarify the needs and requests at all levels
- When a crisis is anticipated in order to ensure maximum trust and mutual support by sharing feelings and clarifying contributions

- To help solve conflicts in a sustainable way by enriching the stroke economy at the team level and allowing people to address the conflicts with the support of the whole team
- In helping the membership regulate their workload and contain their costs in order to avoid harmful restructuring (Fig. 5)

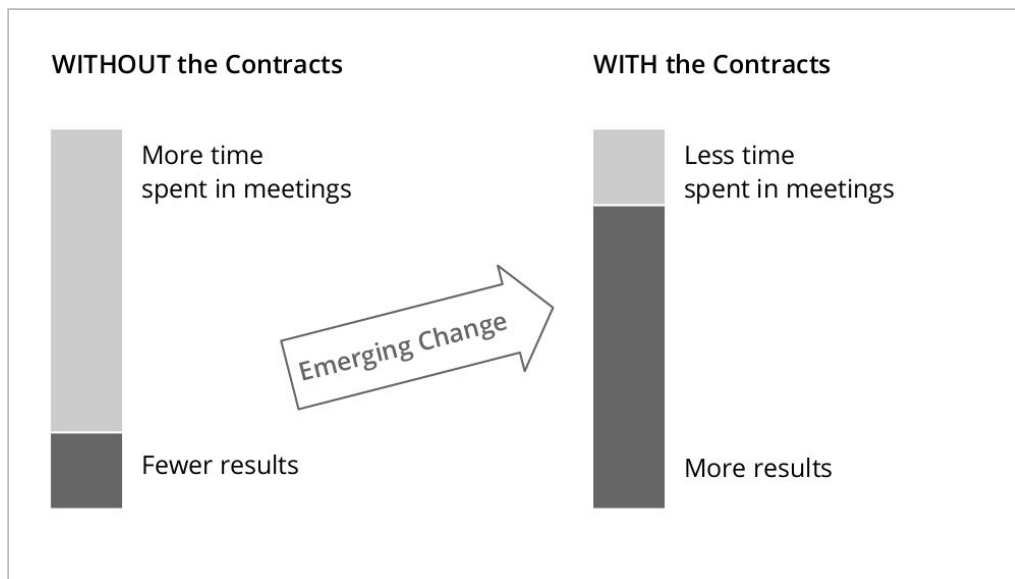


Fig. 5 Use of the Emerging Change (adapted from Blattner, 2019)

I see two contraindications to the use of the contracts:

- In emergency or crisis situations when the leader needs to make quick decisions based on external pressure and environmental considerations only. Even in this type of work environment—like fire brigades, where the contracts cannot be used during the activity, for example—they can still be used as a good debriefing and evaluation tool.
- When the team structure is about to change with team members or the leader leaving or joining the team, it is not appropriate to start using the contracts before the situation is clear.

4.3. The Emerging Change Consultant

The following values apply in the use of the three contracts when coaching teams:

- “Namaste” to the team as a living whole entity, respecting whatever they experience, trusting that the solutions are theirs, and contacting the positive intention underlying the human behavior
- Protection and permission while supporting the leadership position
- Having no agenda or project for the team. The emerging change consultant does not have a personal issue for the team to achieve other than increasing their awareness and autonomy in the frame of a clear professional contract with the client.
- TA ethical principles: “Primum non nocere” (do no harm), “Vix medicatrix naturae” (the client has a built-in drive toward health), and “Je le pansai Dieu le guarit” (I provide the treatment but God heals) (Berne, 1966, pp. 62–63).
- Teaching and modeling the OKness principles and providing a consistent TA frame of reference; avoiding directiveness (Krausz, 2005)
- Obtaining supervision to acknowledge script issues and avoid manipulation

5. Conclusion

To follow up on my first article (Laugeri, 2006), my intention in writing this one is to give practical ideas about how to implement the three emerging change contracts in daily organizational life. It takes a long, detailed iteration to describe immediate and simple human experiences. The emerging change contracts need to be experienced rather than described. For space reasons, I was not able to describe the philosophy and references related to the model; they will be discussed later.

The objective of my work is to develop a model that valorizes membership identity and visibility, one that is accessible so that leaders, team members, trainers, and consultants can take ownership of it and apply it easily.

With the three contracts, I propose a management tool that I hope will eventually be recognized as a transactional analysis model aligned with Berne's thinking and values.

For years, I have seen teams bloom and individuals transform thanks to the three contracts method, with high added value for their organizations. I hope that the work I have described here will be useful to readers in the daily management of their professional activity.

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