

Metaphors for Organizations – Transactional Analysis and Sailship Success

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Abstract: A metaphor is a way of understanding and experiencing one kind of thing in terms of another. This has benefits in terms of prompting people to step outside their current perceptual limits and to 'see' things in new ways – enabling them to identify both problems and options that they may have been overlooking.

Keywords: Transactional analysis; Metaphor for organization; Sailship Success; Organizational dynamic; Organizational development

1. TRANSACTIONAL ANALYSIS

Nowadays, the rapid development of technology and transition to economy of sharing in which the rapid information transfer is essential for the organizational survive, it is completely necessary management sciences and tools for analyzing existing organizational environment to be developed. The need of rapid and qualitative method for giving the organization's real state diagnostic as well as providing an "X-ray" picture of deviations from the desired outcome, is a prerequisite for the development of the Transactional Analysis (TA).

TA was developed by Berne² (1957). It is both a theory of personality including theories of child development and psychopathology, which form the basis of a theory of psychotherapy, and also a theory of communication for understanding groups and organizations³. It is used primarily as a therapeutic tool though it also has relevance for facilitating a deeper understanding of behaviors, which affect relationships in a wide range of settings⁴. Theoretically, TA has roots in psychoanalysis but also cognitive behaviorist and humanist

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² Berne, E. (1957). ego states in psychotherapy. The American Journal of Psychotherapy, 11, pp293-309. In P. Clarkson & M. Gilbert (1988). Berne's original model of ego states: Some theoretical considerations. Transactional Analysis Journal, Vol. 18, No 1, January, pp 20-29.

³ Berne, E. (1963). The Structure and Dynamics of Organizations and Groups. New York. Grove Press.

⁴ Heyer, N.R. (1979). Development of a questionnaire to measure ego states with some applications to social and comparative psychiatry. Transactional Analysis Journal, Vol.9, No.1, January, pp 9- 18.

traditions, essentially combining some tenets of cognitive behaviorism and psychoanalytic insight "...within a Humanist value system"⁵.

In 1965 the International Association of Transactional Analysis (ITAA) was established. The definition developed by I.T.A.A. with regard to the Transactional Analysis is: "Transactional analysis is an explanatory theory of the personality and is a psychotherapeutic system devoted to development and personal change."

Eric Bern's contribution to business is significant. He says the moods of businessmen are the result of their spontaneous personality. Transaction analysis is a set of methods and techniques by which the personality of businessmen can be analyzed. This identification is based on analytical scales where the most important scale is the mood of the businessman. Transaction analysis is a practical approach that highlights people's capacity with respect to their communication skills. There are various questions about how Transactional Analysis finds answers, for example: why a particular user systematically chooses the same product and does not try to buy another one that is likely to satisfy his different needs - the answers are found in the analysis of their sentiments; or why sometimes, even if we find a solution to our everyday problems, we often face the ability to confront reality and to "intimidate." Transactional analysis can be used in a variety of areas (organizational, educational, and social) and finds answers to the questions of users who need to know what the consequences of their moods are. So, consumer decisions are the result of their ego-states. In accordance with this transaction theory, Ego-states (Parent - Adult - Child or "PAC model") represent an essential component of the human personality.

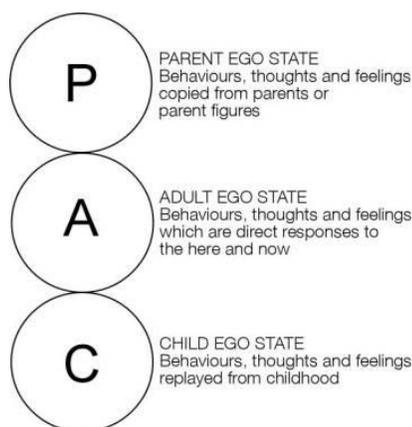


Fig. 1: PAC model⁶

⁵ Clarkson, P & Gilbert, M (1988). Berne's original model of ego states: Some theoretical considerations. Transactional Analysis Journal, Vol. 18, No 1, January, pp 20-29

⁶ <https://whitebartherapy.co.uk/want-to-improve-your-communication-with-others%3F/pac-model-in-ta/>

Eric Berne mentions that we should not invest energy in a state. They are related to the behavior of a person, not to his or her age. However, they are present in every person to varying degrees.

1.1. Parent

This is our ingrained voice of authority, absorbed conditioning, learning and attitudes from when we were young. We were conditioned by our real parents, teachers, older people, next door neighbors, aunts and uncles, Father Christmas and Jack Frost. Our Parent is made up of a huge number of hidden and overt recorded playbacks. Typically embodied by phrases and attitudes starting with 'how to', 'under no circumstances', 'always' and 'never forget', 'don't lie, cheat, steal', etc. Our parent is formed by external events and influences upon us as we grow through early childhood. We can change it, but this is easier said than done.

1.2. Adult

Our 'Adult' is our ability to think and determine action for ourselves, based on received data. The adult in us begins to form at around ten months old, and is the means by which we keep our Parent and Child under control. If we are to change our Parent or Child we must do so through our adult.

1.3. Child

Our internal reaction and feelings to external events form the 'Child'. This is the seeing, hearing, feeling, and emotional body of data within each of us. When anger or despair dominates reason, the Child is in control. Like our Parent we can change it, but it is no easier.

In other words:

- Parent is our 'Taught' concept of life
- Adult is our 'Thought' concept of life
- Child is our 'Felt' concept of life

2. MODERN THEORY

Transactional Analysis is a social psychology and a method to improve communication. The theory outlines how we have developed and treat ourselves, how we relate and

communicate with others, and offers suggestions and interventions which will enable us to change and grow. Transactional Analysis is underpinned by the philosophy that:

- people can change
- we all have a right to be in the world and be accepted

Initially criticized by some as a simplistic model, Transactional Analysis is now gathering worldwide attention. It originally suffered much from the popularized writings in the 1960s. Also, summarized explanations, such as this, which can only touch on some of the concepts in Transactional Analysis, led their readers to believe that there was very little to it. Many did not appreciate the duration and complexity of the training.

Today there is greater understanding of Transactional Analysis. More and more people are taking the four to five-year part-time training courses to qualify, and increasingly universities are accrediting these courses for masters degrees. Those taking training include psychiatrists, organizational and management consultants, teachers, social workers, designers, engineers and the clergy.

Today Transactional Analysis is used in psychotherapy, organizations, educational and religious settings. Transactional Analysis is truly an international theory relating to a diverse range of cultures.

Theoretical concepts within the Transactional Analysis world are constantly being challenged and developed making it a rich dynamic process. Berne died in July 1970 at the age of 60. However, Transactional Analysis has not stood still and continues to develop and change, paralleling the processes we encourage in ourselves and others.

3. SAILSHIP SUCCESS – METAPHOR FOR ORGANIZATIONS

A criticism sometimes levelled at transactional analysts is that it is out of touch with the “real world” and pay attention only to the people and not the practicalities of organizations. In this order Julie Hay⁷, responded to this by developing a model she called Sailship Success, which uses the metaphor of a sailing ship to represent an organization.

A metaphor is a way of understanding and experiencing one kind of thing in terms of another. This has benefits in terms of prompting people to step outside their current perceptual limits and to 'see' things in new ways – enabling them to identify both problems and options that they may have been overlooking.

⁷ Hay, Julie. (2017) Sailship Success – an update, available on: https://www.academia.edu/35786443/Sailship_Success_-_an_update_2017

The Sailship Success metaphor contains elements of the ship and those who sail it, and of the sea and the weather, that can be taken to represent a wide range of aspects related to organizational cultures, structures, operations and personnel.

This particular metaphor, therefore, prompts leaders to consider the more strategic elements of their leadership role and not just the 'soft skills' associated with leading people. It also reflects reality in that a ship

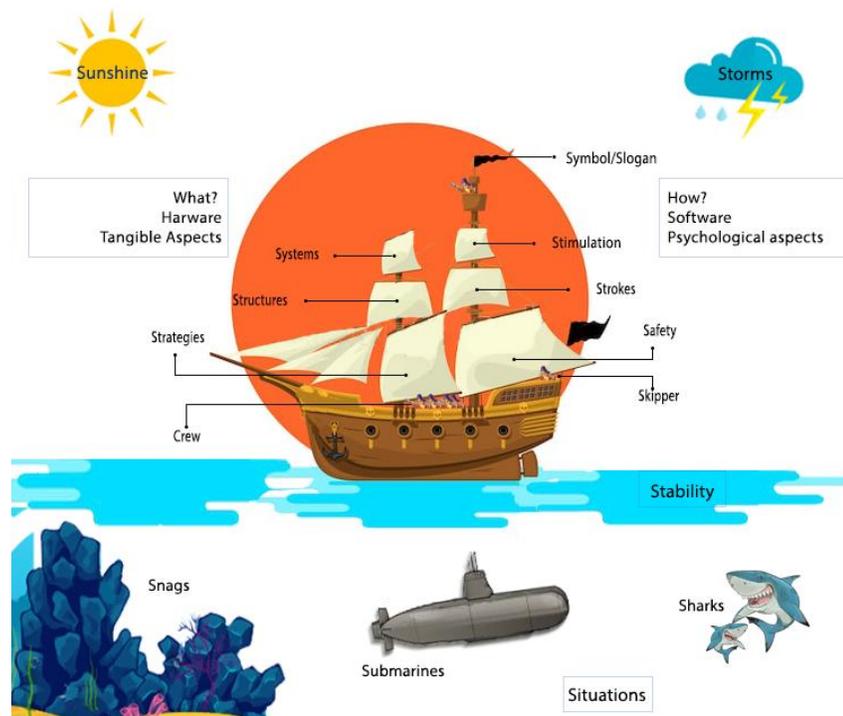


Fig. 2: Ship's elements⁸

must make its way on an unpredictable ocean, just as leaders can never predict with total certainty what aspects of the environment might impact next on their organization. Leaders, and groups of leaders, can be invited to consider each part of the metaphor in turn, in terms of what they have now, what might happen in the future (positive and negative scenarios), what they are able to change or at least influence, and what they need to do about any of this.

⁸ Author's resource

4. ELEMENTS OF THE SHIP

There are many different kinds and sizes of ships. Even independent practitioners and contractors can be thought of as small boats, and maybe even canoes. Partnerships might be catamarans. In such cases, you might consider the nature of the larger ships you are sailing alongside, and what it is like when you tie up alongside or when you spend time aboard the larger ship that may be your client organization.

- **External environment** – Weather, Situations, Submarines, Sharks
- **The three sails on the left** – strategies, structures and systems; They are the “hardware” of the organization; Answer the question “**what?**”
- **The three sails on the right** – safety, stroking and stimulation; They are the “software”; Answer the question “**how?**”
- **The Crew** – people inside the organization
- **The Flag** – logo

The 'hardware' sails are the tangible, practical elements of the organization and the 'software' sails are the more psychological aspects.

4.1. External environment

4.1.1. *Weather*

Note that the situation may be good or bad. There may be storms (or hopefully just squalls) approaching, we may be sailing into smog or the sun may be shining. There may be pressure groups that are trying to affect the organization - perhaps the product is one that adversely affects the environment or that causes side effects to which people object. The situation may be unclear and difficult to predict or we may be experiencing a fortuitous period, when all seems set fair for our organization to succeed. The point of labelling some of this serendipity is to emphasize that there are many things within the situation surrounding an organization which cannot be controlled by the management within the organization

- the organization may appear to be lucky or unlucky depending on the 'weather'.

4.1.2. *Situations*

Next, we can review the situation. This is not under the control of the organization, although it may well have been influenced by it. Senior management may have spent many hours with politicians, financiers, lawyers, and so on, in order to safeguard the future of the

company. However, the situation can change through no fault of our leaders: products or services that were once widely acceptable may no longer be so; a government (or several) may change legislation so that working practices must be changed; consumer groups may be formed that buy shares in a company so they can influence policy.

4.1.3. *Snags*

The snags may be a significant part of the situation. These are specific problems, such as competitors who can be likened to submarines lurking unseen but capable of inflicting serious damage unless we can torpedo them first. Or there may be sharks swimming around and waiting to seize unsuspecting employees who operate at the organizational boundaries or who need to visit other parts of the fleet. Again, it may not be possible to control these elements from within the ship - often the only thing that can be done is to keep a good lookout - monitoring the environment so there is plenty of warning given about potential hazards. When we come to the sails, the metaphorical meaning is that the ship will not sail where we want to go unless the sails are set appropriately.

4.2. **The three sails on the left**

4.2.1. *Strategies*

The strategies sail encompasses the overall strategic direction of the organization, so that there is a clear vision of the desired future translated into some kind of mission statement that:

- has a limited number of key principles
- is written in language that all can understand, and
- has been developed into objectives through a process that involves as many people as possible.

The key question here is: where is the ship sailing to and what subsidiary strategies are needed to make sure it gets there?

4.2.2. *Structures*

Structures need to be designed to allow people to show initiative and make decisions that will enable the organization to implement its strategies. Sometimes an organizational structure fails to match the strategies. This may happen when a new strategic direction is defined but the old organizational structure remains intact. For example, the mission of an organization may be developed to include innovation but the structure may be left strictly

hierarchical. By the time all levels have considered a new idea, it is no longer innovative because a competitor has done it first.

4.2.3. *Systems*

Systems need to be designed to reinforce both the strategies and the structures. Again, systems are often left untouched when other changes are being made. An instance of this was the multi-national corporation that changed to flatter management structures in order to empower people, but then left the system in operation that allowed only managers at a certain level to sign for any expenditure. Junior employees were expected to show more responsibility but were not given the corresponding authority.

4.3. **The three sails on the right**

4.3.1. *Safety*

When we come to the 'soft' sails, the major sail is safety. Safety in this metaphor refers to psychological safety, which may be considered within a transactional analysis framework as a culture of I'm OK, You're OK, and encouragement of autonomy for all individuals. Physical safety may be a component but it is possible to have a well-functioning organization with high morale without a guarantee of physical safety - such as an army, or those engaged in humanitarian work. The key to psychological safety is that employees feel able to:

- be open about their concerns
- admit to their problems and weaknesses without being afraid that the organization will punish them
- feel able to challenge those further up the organizational hierarchy

It also requires that they trust the organization to be honest with them and to tell them if the organization has problems. Psychological safety does not imply job security but it does encompass an atmosphere in which such matters are openly discussed. If people are afraid, they are going to be thrown overboard to the sharks, they may decide to leave the ship while they can still get a seat in a lifeboat.

4.3.2. *Strokes*

Referring directly to Transactional Analysis (TA), the stroking sail refers to the organizational stroking, or recognition, patterns. Organizations create their own unique stroking patterns which consist of the ways people are recognized for doing what the organization wants

- or negatively stroked for failing to perform. An analysis of the stroking patterns within an organization will show how the culture is reinforced all the time. The stroking pattern determines motivation because people will tend to do what gets stroked rather than what they are told to do. The stroking pattern will often be heavily biased towards the leadership and motivational style of the leader; this can mean that competent workers are overlooked because they don't do the job in quite the same way as the leader would.

4.3.3. *Stimulation*

The final 'soft' sail, stimulation, relates to the TA concept of physis (Berne 1968) and refers to the variety of ways in which growth is encouraged, creativity is fostered and initiative is valued. It encompasses the arrangements made for ongoing development of people. And most important of all, it includes celebration - events, activities, rituals that reinforce both small and large successes - including initiatives that turn out to be mistakes and which are celebrated as learning opportunities!

4.4. **Crew**

Standing on the deck are the people who must raise the sails and crew the ship with their range of skills, strengths and shortcomings. Much of the stability of the ship will depend on the ways in which crew members do their jobs. How well can they set the sails to cope within the situation? Are the sails of strategy, for instance, set up to cope promptly with any sudden change in the wind direction? Leaders need to ensure that they choose and train employees to have the appropriate range of skills for sailing the specific ship to its chosen destination.

4.5. **The Flag**

One final element is that flying from the mast is the flag, which hopefully contains a slogan and possibly a symbol. Slogans are an important part of mission statements, as they capture the principle in a way that is a constant reminder. Getting them wrong can have a significant negative impact, as when British Rail adopted 'We're getting there' at a time when their trains were frequently late or cancelled.

Symbols likewise have a powerful impact, seeming to 'speak' metaphorically to the mind in a way that words cannot match. Some years ago, UK Prime Minister Margaret Thatcher put her handkerchief over the tail of a model aeroplane at an exhibition; this was a powerful, and unfortunately public, indicator that British Airways' change of corporate design was not as well received as it had hoped.

5. MEANING OF THE ELEMENTS

The situation becomes the sea; snags (or obstacles) are shallows, sharks or even submarines (containing spying competitors); we need stability to cope with the waves of change; and serendipity refers to the weather, which may be storms or sunshine because luck does seem to be a factor in the success or failure of some organizations; we cannot always forecast or control events. The people on board have the skills, strengths and shortcomings, and on the mast, there may be a slogan and a symbol.

If we are using this model as a practitioner, we might introduce more fun into the group we are working with by suggesting that they think about who is the skipper or ship's captain, whether there is a ship's cat or mascot, and the quality of the ship's biscuits or supplies. An example of the latter might be the large organization in the midst of a culture change where senior management decided to signal how serious the company's financial problems were by discontinuing the provision of biscuits at meetings; this had the unintended consequence of leading employees to decide that they might as well give up and leave the organization now if things were so bad.

In addition to the elements shown in the figure as part of the ship, we can pay attention to whether our organization is a solitary ship or part of a fleet. Do we belong to a multi-national, where we have many ships that are scattered widely around the globe? Are we part of a more localized fleet? How large is our ship compared to others in the fleet? Are we safely in the center with others around to protect us or are we on the fringes where we may be one of the early casualties if the organization decides to divest itself of us or we may be boarded by pirates who are mounting a take-over bid?

If we are part of larger fleet, we can also think about how supplies and resources get into the fleet and then get transferred around. Is there a headquarters ship that sits safely in the center and expects to receive the profits from the outlying ships? Or does HQ provide the money and other resources to enable the other ships to function? What processes are set up to communicate between members of the fleet, and how are supplies shipped from ship to ship? Are the supply lines at risk from sharks or submarines? And if we are a solitary ship, how do we communicate and obtain supplies from land and vice versa? Or, if we are canoes, as mentioned above, how do we interact with the fleet?

Within an organization, it is essential that the sails are set appropriately. The way the sails have been drawn in varying sizes represents their relative significance. If either of the largest sails is not properly set, the one above cannot function; likewise, the topsail if the middle

sail is wrongly set. Thus, we need clear strategies before we can determine the best structure for our organization, and we need to sort out our structures before we design the systems we require. We need emotional and psychological safety before employees will feel able to give and accept positive strokes, and we need a healthy stroking climate before they can be stimulated to grow, develop and be creative.

The impact of metaphor is why the Sailship Success is so useful in prompting leaders to consider the various factors that will influence whether their organization will achieve its aims. Using a metaphor adds additional insights that tend to be overlooked when a more rational planning approach is used. Using a metaphor also seems to tap into the creative parts of a leader's personality, so that innovative ideas are more likely to emerge. Each element identified can, of course, be explored further using additional, more familiar, frameworks as a precaution before any action is taken - but the metaphor itself is what stimulates new perspectives.

6. ABOUT THE STUDY

Main purpose of the present study is to show how Transactional Analysis and particularly the Sailship Success take a part in the real organization. The study was carried out in 2018 in innovative company which has been transited from startup to developed company stage.

The company is a relatively new and young organization in the fintech market. It originates as a product of a large, established Swiss financial institution that used inter-company Hackathon in 2016 to find out the next promising product with big potential. The hackathon has been won by a team of three people who received not only funding for their idea, but also support from the mother-company in the form of know-how, financial and material resources. The product is an integrated financial solution for companies as the essence of the business lies in the B2B2C allowing customers to use banking services without having traditional banking.

For a short time the new product revealed tremendous growth potential, thus at the end of 2017 senior management decided to take action of spin off from the mother company. Before the spin off to took place, one of the founders left the startup due to a disagreement with the future vision of the product.

At the moment the organization is a separate entity, with two founders, who are also executive directors but still part of its processes depends on the parent company.

Using Sailship Success metaphor in the following study aims to show us "X-ray" picture of the organization as well as hidden informal structure if it's relevant to the formal one in the

organization. That will give us an explanation how organizational processes are driven, are they optimized or is there a lack of an effective work. The root the last could be caused by:

- inadequately built processes and systems,
- poor quality of communication between staff,
- lack of cooperation,
- vague roles and responsibilities,
- inefficient planning,
- not an opportunity to solve conflicts and problems,
- poor planning of people and resources,
- annoying atmosphere,
- frequent change of staff, etc.

In addition, all of this could lead to:

- duplication of activities and efforts,
- multiple errors,
- unnecessary work,
- delays,
- poor quality of services,
- misunderstandings,
- conflicts,
- confusion,
- chaos,
- FEAR.

7. THE INTERVIEWS

During the study, all levels of management were interviewed and asked the following question: Could you imagine and describe the organization as a Ship? The aim was extracting information about the organization from subconscious mind of the interviewee. After reviewing the managerial interview data we can summarize the following:

7.1. The Ship

Although the organization is located in Switzerland, it is also rapidly developing in other European countries. An interesting fact is that all managers questioned how they imagine the

organization as a ship respond that they see the ship "alone" in the sea. During survey conducted in the organization, it was found that the organization works in a group, together with a few other organizations, and part of the functions are taken over by external companies (or mother-company). Keeping that in mind the ship should have been presented by the management as a fleet, however the interviews showed that was not the case.

For the senior management the ship is considered as a big business-oriented cruise. Moreover, they perceive the company's products as engines which give strength and power to the ship.

On the other hand, this is not the case for the operational management. According to their expressions, the ship looks more like a Battleship, fully loaded and ready for combat. It rather looks like a Greek Trier (a ship with oars). In addition to the ship's description can be added, it is a big but also rusty and battered. There are punctures from which the ship sinks, but for the moment remains on the surface.

7.2. The Skipper

All managers are unanimous that there is only one captain on the ship, and that's Gabriel Burgy⁹ (one of the two executive directors and co-founder of the company) who gives direction and rhythm. The captain knows all the information, he is in uniform, raw, "tanned" by experience. The Co-founder and CEO, Luca Keller, is actually his partner, however his presence is not noticeable. Due to a lack of proper and effective communication between both there is a huge gap between. This is the reason why they cannot see what is happening on the deck.

The captain gives a rhythm with a drum, everybody has caught the oar trying to rake under the drum sounds with no way to escape. However, according to the crew, synchronicity is missing and everybody paddles for himself. For this reason, the ship does not move directly straight but makes chaotic (zig-zag) movements.

The explanation above indicates there are some inadequate processes within the organization which negatively reflect staff. The crew required to follow certain pattern, which does not always coincide with their views and believes. This in turn leads to limitations in productivity as well as lack of initiative.

⁹ For privacy the real names are replaced



Fig.3: Greek trier as explanation for the organization

7.3. The Crew

An interesting fact is that senior management considers that ship crew represents company's customers, while the operational management, crew is the organization staff. That shows drastic discrepancies in both views. The crew is built by young sailors who still have to learn further in order to take more serious responsibilities. They generally have a desire to develop, but they have lack of experience. "They are dressed in bright clothes, doing mind exercises, traveling together still developing personal and community skills". Some sailors drink and smoke while others try to "save" the ship. Definitely, everyone is looking after their own business. The captain encourages sailors to tell everything directly to him. However, this is not considered a good practice as it leads to bypassing a communication link. with In such case the "Assistant Captain" who is not aware what has happened.

7.4. Weather

The weather for most managers is variable. They alternate sunny with surprising storms and sun again. When the storms come it is unclear for managers where they are. Nights are cold. What most managers worry about is that there is a proper wind, but it can be missed due to unclear crew functions.

7.5. The Sea

General opinion is that the sea is turbulent, alternated calm with storms – it depends on weather. Even though, it is important to be known that sharks submarines and underwater rocks are not mentioned by the management, which means it is not recognizable for the management, who are the potential threats

7.6. The Aim

According to some senior managers, there is no vision of the ship's direction. For operational managers the ship is heading to the "Promised land" but the way is not clear, the way back too. There is a fear of coming back home with empty hands. At the same time there are islands from which resources are drawn.

8. EXPLANATION

From what has been said so far, we can get conclusion that the organization's management is not clear where and how the company is positioned among the rest of the companies they are working with in the group. This is clearly illustrated by the fact that all managers describe the ship as an independent unit, rather than representing it in a fleet (the other companies which they correspond).

For all managers, however, it is clear who leads the company. This is one of the founders who gives guidance on what's going to happen. He has, a partner, formally CEO but overall, he remains in his shadow. There is also no effective communication between the CEOs themselves. Part of the information that passes through one does not reach the other and vice versa.

According to the survey and metaphors presented by all managers, we can conclude they are divided into two groups - senior management and operational management. From the metaphors shown, top management sees the organization in excellent condition, turned into the client's needs. For operational management, however, that is not the case. They say they are in a military conflict, but they do not know who they are fighting with. They believe a good atmosphere needs to be built from within, creating a comfort zone, clear working rules, trust, respect and appreciation of the work and efforts. Both levels of management definitely do not speak a same language and differ in their way of communication, which is a prerequisite for creating organizational burdens.

General opinion of the operational management is that top management does not interfere adequately in certain situations. General management needs to have a thorough understanding about the mission and vision. Those should be brought to the operational management attention. In case of missed results from their team, operational management has to take a responsibility on front of the upper management. On other hand, top management must be able to "protect" and "maintain the health of their management team". In addition they have to be aware of everything what happens in the organization. If there is a new project on the way expected to significantly change the team schedule, the following variables have to be estimated – risk assessment, value proposition, resources, possibilities for execution, time of setting up and execution etc.

The operational management is respectful but also fearful of one of the main executive directors. For this reason many people do not want to take a self-initiative because, depending

on outcome, they may be sanctioned and have to bear consequences. There is also a general opinion in the organization that there is no positive feedback. Even if a task is done (with great efforts), top management will be focused on what has not been done, rather than the final results.

There is an observation of change in the information flow between the different hierarchical units. Many tasks come to the operational management from different places, making the work process difficult. They are given (tasks) by both CEOs. Most tasks that come directly from the CEO are assigned as "urgent", which adds to the extra working stress and strain – the storms in managers metaphors. This is due to the lack of effective bilateral communication i.e. the task to be conveyed so that the performer can understand what to do and the assignor is confident that the person has understood correctly.

There is a lack of clearly defined work and process rules that make people confused. Due to unidentified responsible person some could "hide" among staff. As a result, when the Executive Director assigns a specific task he is unable to follow the task progress. In order to do the last, the CEO directly approaches person initiated the task demanding personal responsibility from him skipping his direct manager. There is a high stress levels within the staff, even some are leaving. Bypassing hierarchical levels and lack of knowledge among operational managers about what is happening in their department brings uncertainty and stress to that management level. They define it in the interviews as "lack of staff appreciation".

The question that arises is why in case of project delay the result is being evaluated, not the root cause. It could be a lack of effective communication. Definitely the problem is lack of monitoring of the execution stage. Once the task has been assigned, it is necessary its execution to be monitored, thus if a deviation from the expected outcome has been noted to be timely corrected. Currently however, this does not happen. Once the task is set up, it is revised after a period of time when it is too late. In this case the task should either be reset from the beginning or replaced with another one as often happens. All this leads to operational inefficiency - lost, time and resources.

Operational management is totally involved in every detail in the processes within the organization and it does not see the overall picture. There are dangers - underwater rocks (specific problems), sharks (competitors who steal cadres) or submarines (direct competition) not being noticed. Definitely can be said, business processes are turned "inward" into the organization, but not "out" of it. The model of government is authoritarian and totalitarian.

9. CONCLUSION

As we can see, the Sailship Success is powerful tool which can be not only used alone, but combined with other traditional tools (for instance – expert observation, interviews etc.) This tool gives “X-ray” picture of the following organizational situation as well as suggestions how management can proceed further.

It explores not only the formal structure and processes, but also reveals information about informal one. It describes all internal transactions and gives a clearness of the organizational system. As we can see in the example, there are two CEOs, but one of them is more active and aggressive than the other. People recognize him as a Captain, who gives commands and has the right to rule. Also, there is a misunderstanding and miss communication between both CEOs, which additionally confuse the crew (operational management and staff). Due to multiple task setting the process flow is inefficient. Mission and vision are not clear. They must be supported by appropriate procedures. The big mount of different “tasks” (not supporting the mission and vision) flooding the crew, make them inefficient. People get confused. Tension has felt between them.

After exploring formal organizational structures, it was found out that it is not relevant with the organizational processes.

In this world of fast sharing information and new technologies it is very important for management to dispose tools for quick analyze.

Sailship Success is a fast diagnostic method which can help top management to see the “organizational health” in fast growing organizational competition. It could give more understanding of informal structure (transactions and relations), based on which can be build a new organizational structure. In addition, this tool explore people’s needs properly and give a right information what mangers to do.

Receiving fast diagnostic about organizational health during metaphor for organization can allow management to take an action and reduce all possible weaknesses, that is really important for organizations today. If they want to survive, they need to go change fast, but not only that, they need to do it right.

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