Transactional analysis, as developed by Dr. Eric Bernie, explains human behaviour in terms of the 'ego-states'. These are: the child ego-state, the parent ego-state and the adult ego-state. These states influence the process of thinking by a decision-maker. Though these stages are segregated because they are different and sometimes inconsistent with each other. In each personality there is a queer blending of all the three states. At a particular time one state may dominate the personality and behaviour. If the decision-maker is in the child ego state his behavioural pattern will be influenced by say childlike innocence and other child facets. But not by any 'Childish' element. In case he is in the parent ego state he may be led by such values as compassion, generosity, attitude to condone, capacity to adjust and tolerate.

In the case of a decision-maker being in adult stage

* His Book - "Games People Play" - Eric Berne

The Psychology of Human Relationships
Published by Penguin Books Ltd. England - 1964
the action is governed by maturity, experience and
the enthusiasm, vigour, dash, smartness, anger and
activity because everyone carries a little boy or a
girl around inside of him and everyone has an adult.
Child part of a manager's personality (or Child ego
state) is the most valuable part of his personality
and contributes to his life what an actual child can
calculate to family life: thus he can contribute
charm, pleasure and creativity and healthy approach to
"organisation". Parent ego is exhibited in two forms
direct and indirect as an active ego state and as an
influence e.g. a boss may ask his subordinate "Do as I
do" and as an expression of indirect influence of
parent ego he would say 'Do not do as I do, do as I say'.
The child ego is exhibited in two forms the 'adapted'
child which modifies his behaviour under parental
influence e.g. a child behaves as his father or mother
wanted him to behave: complaintlty or precociously or
the child adapts himself by withdrawing or whining.
Thus, in this child ego state a manager may grumble that
authority is not sufficient for him to take decision or
that his feelings are suppressed by the top management
people or his subordinates are not implementing his
decision with the desired seriousness. When he behaves
like a natural child his 'natural' child ego state is exhibited in his rebellion ways or creativity.

Each type of ego state has its own vital value for human organism. Ego states are normal psychological phenomena. The human brain is the organ or organiser of psychic life and its products are organised and stored in the form of ego states.

In the child reside intuition, creativity and spontaneous drive and enjoyment.

The adult is necessary for survival. It processes data and computes probabilities which are essential for dealing effectively with the outside world. It also experiences its own kinds of set backs and gratifications. The adult ego regulates the activities of the parent and the child and to meditate objectively between them.

The parent ego performs two main functions

(i) it enables an individual to act effectively as parents of actual children, thus, promoting the survival of the human race. (It expresses itself in a saintly behaviour of a decision-maker the behaviour full of compassion and forgiveness. A manager in a parent ego
state may thus adopts a policy of 'Let us forgive and forget' in respect of his subordinates.

(ii) It makes many responses automatic which conserve a great deal of time and energy. Many things are done because 'That's the way its done'. This frees the 'Adult' from the necessity of making innumerable trivial decisions, so that it can devote itself to more important issues leaving routine matters to parent'.

Thus, all three aspects of personality have a high survival and living value. Each of them has a legitimate place in a full and productive life. Therefore, the implications of the different blendings in the personalities of managers (decision-makers) are important for the purpose of analysing the different decision-making styles and strategies adopted by executives.

Ultimately, the temperamental characteristics of a decision-maker or makers have tremendous impact on the way decisions are taken. At each moment of decision-making process the dominant ego state considerably influences the type of decision. In the context of the ego state dominating therefore, there cannot be anything like what we describe as 'rational' 'irrational' 'logical'
'illogical' 'good' or 'bad' or 'ideal' type of decisions. Decisions, particularly in the field of human relations (where the decision-maker is a human being and the person about whom a decision is taken is also a human being) the ego-dominance introduces many abnormalities in the human behaviour and a particular emotion or a passion which expresses the ego dominance, affects the nature of decision. For e.g. when a person is in a child ego state the childlike innocence will induce a particular type of decision. Perhaps it may be reflected in a childlike behaviour. When a decision-maker is dominated by parent ego state decisions taken shall always aim at survival of and protection and patronage to the handicapped or helpless. The dominance of Adult ego in the behaviour pattern of a decision-maker is characterized by patience, pause and precaution. It is also characterised by elderly, feelings and advice.

On the basis of the above 'ego state' psychological analysis we can give a new clarification of the decisions taken by executives in the different areas of decision-making.
Note: When the human behaviour (whether in the area of decision making or in any other area) is thus dominated by above and other innumerable instincts, there cannot be anything like a 'Set pattern' of predictable behaviour having the universal logic. Each one has logic of its own if one tries to investigate into the existence of any 'logic behind'. Just as there is a queer blending of different ego-states in the personality of a decision maker there is a blending - always existent of both inductive and deductive methods of reasoning behind any decision.