

TA Qualifications for Managers

Ethical Considerations

TA Codes of Ethics include requirements that we avoid dual relationships when that might prevent us from providing a professional service. This is usually taken to mean that we do not provide our professional service to our own families, to our friends, and to those with whom we have business relationships when the requirements of those relationships might conflict with the requirements of being a TA practitioner.

At the same time, it is obviously beneficial if people apply their TA learning to their relationships with their families, friends, colleagues – and with anyone else with whom they come into contact. This is encouraged with the constraint that it should not be presented as a professional TA service.

When it comes to management, this is because the responsibilities of a manager are to the organisation, and include ensuring that employees are working in a satisfactory manner in line with what the organisation is paying those employees to do. This often includes developing employees to be able perform better but it also may include identifying and taking action when an employee is failing to meet the terms of their employment.

In TA terminology, this means that the three-cornered contract between an organisation, a manager and an employee is not equilateral at the psychological level – even in the most healthily run organisations, there is pressure on the manager to ensure that the employee is being productive in the way the organisation requires. We must also take into account the concept of hierarchical symbiosis; it is common for managers to be perceived by employees as if they are Parent ego states, and for subordinates to be perceived by managers as if they are Child ego states. A similar dynamic often occurs with TA practitioners, who contract to ensure that the clients are not unconsciously expecting to have their problems solved by the practitioner. This is much harder to do in a situation where the manager has the responsibility for ensuring that employees' problems are resolved.

These issues mean that we cannot award TA Practitioner status to those who are applying TA within their role as a manager. It can be attained by those who work with peers and more senior colleagues; the significant factor is whether the individuals are able to enter into a contract of their own free will, rather than feeling unable to decline because of their status within an organisation. It is not enough for a manager tells a subordinate that they have a free choice. Just as a parent might tell a child that, the reality is that the manager (and the parent) have power over the subordinate – they are the ones who are evaluating performance and often they are also determining rewards or punishments.

TA Management Accreditation

ICTAQ offers an alternative way for managers to gain recognition of their competence in applying TA. This operates alongside the Certificate, Diploma and Advanced Diploma that are available for TA practitioners. Candidates who complete the same requirements, but are using their TA with employees report to them as a manager, or who report to other managers in the organisation, can obtain a TA in Management Certificate, Diploma and Advanced Diploma, and can use the titles of TA Manager, TA Advanced Manager and TA Master Manager.

The requirements for hours of advanced TA training, professional application and supervision are the same. The requirements for submissions of portfolios, including a Learning Journal, are the same. The competencies against which candidates are assessed are also the same.

Please see the ICTAQ/ICDTA Handbook for these details. Please note that wherever it refers to client, for managers it will mean with whomever they are applying TA – these may be their subordinates, their team members, or other employees who may report to other managers but who are still potentially unable to decline a contract because of their relative status within the organisation.