

ABSTRACT

Transference phenomena have been well researched and are an integral part of the therapeutic relationship within Gestalt psychotherapy. This research has explored the occurrence and impact of transference phenomena within organisations, specifically focussing on the relationship between employee and manager. A qualitative heuristic methodology has been used to explore the experiences of employees within the work place.

The study suggests that transference does occur within the manager/employee relationship. Although transference can be both positive and negative, this research has demonstrated that negative transference is most influential. The research has shown that transference phenomena contribute to repetitive, negative ways of relating between employees and managers and that there is limited awareness of this within organisations. It is suggested that greater awareness of transference phenomena can lead to a change in fixed patterns of relating and this in turn has a positive impact on the relationship between manager and employee. Power, knowledge and authority are seen to contribute to the occurrence of transference with a manager and gender may also be significant.