

Individuality in Business Organization



**Psychodynamics & the Collective
Unconsciousness Beneath the Surface**



Individuality in Business Organization

Hans Blom (1948)

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Storyline along three main questions

1. What's going on beneath the surface of organizations?

2. How are individuals coping with the company?

3. What's the influence on individuals of the collective unconsciousness (if it exists)?



Reasoning along 4 Guidelines

- What we see and say is always true and false
- Organizations only exist in our mind, have no morality and are meaningful in itself
- Different people give a different meaning to the same material that is presented to them
- Mutual influence between individuals is an ongoing process that effects all we do



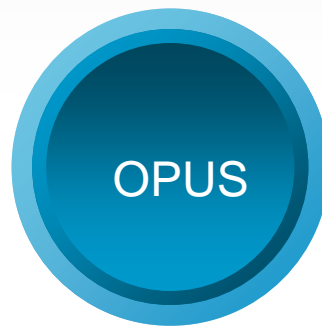
Three questions and their metaphors

- The Iceberg
- The Cameleon
- The World Wide Web



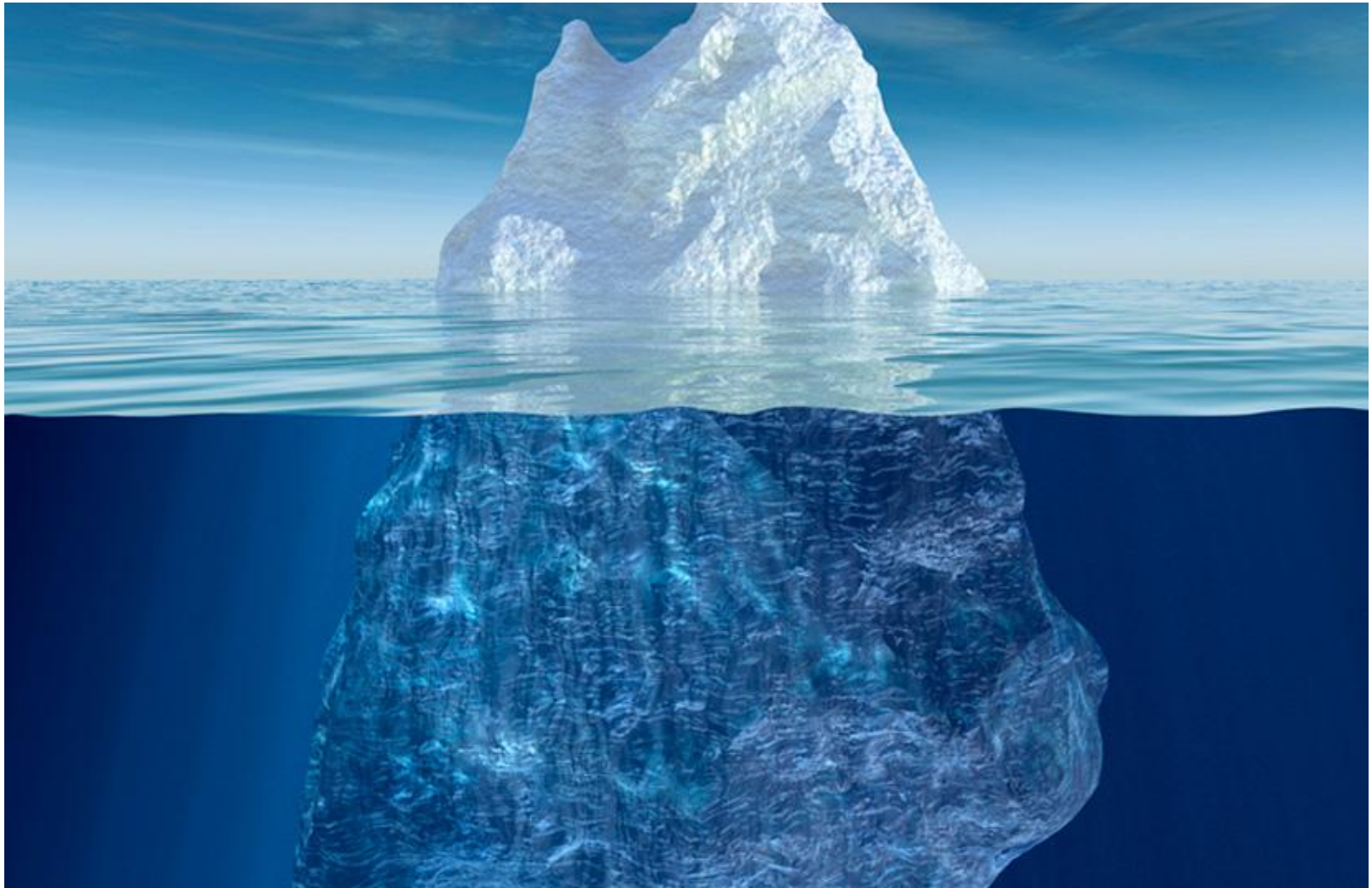


Inspiring Sources





Beneath the Surface in Organizations





Beneath the Surface in Organizations

Suppose:

The visible part belongs to the
management

And

The part beneath to the individual workers



The place to be in organizations

- What part do you personally like the most?
- What part do you know the best?
- In what part do you spend most of your energy?

**Let's make a little journey
through both parts**



The visible part of organizations

Leading elements for rationalizing Behaviour (1)

- structure, operational units & staff departments
- business model, strategy, levels of expertise
- type of division of responsibility & accountability



The visible part of organizations

Leading elements for rationalizing behaviour (2)

- functions, specializations, roles and tasks
- administration and financial report system
- boundaries between outside and inside
- appraisal and wage system
- quality, logistic and supervision protocols
- physical and material production tools



The **IN**visible part of organizations

Elements contributing to the irrational part of behaviour (1)

- narcissism of the leader and type of governance
- state owned or private / shareholder firm
- ratio male – female workers and total number
- culture, country, region, surrounding politics
- age division and the influence of seniors



The **IN**visible part in organizations

Elements contributing to the irrational part of behaviour (2)

- feelings of security about the future
- competences and influence of (external) experts
- expectations about professional & personal growth
- feelings of being contained at the emotional level



The **IN**visible part in organizations

Organizational culture is:

- an object for attribution and projection
- not changeable; it changes because of the ongoing group processes and psychodynamics in the company
- the hardest part of beneath the surface
- a psycho-social process, expressing interrelatedness





The **IN**visible part of organizations

- providing a sense of reality and sameness
- influenced by conscious and unconscious processes
- the expression of the uniqueness of the collective



The **IN**visible part of organizations

The group process and the individual (1)

- the individual is lost if not belonging to a group
- the greatest threat for the individual is the group
- a leader needs a group, but not all groups need leaders
- a group is a holding environment for the members



The **IN**visible part of organizations

The group process and the individual (2)

- a group provides the feeling of containment
- through a group the individual can identify with the company and express his new identity
- the group forces the individual to the primary task and -at the same time- is hindering its effectiveness



The **IN**visible part of organizations

The psychodynamics of groups and individuals (1)
3 dominant types

**Power and
Authority/
Leadership**

**Trust and Envy/
Competition**

**Splitting and
Unifying/
Joining**



The **IN**visible part of organizations

The psychodynamics of groups and individuals (2)

- Psychodynamics are inevitable, cause each other and every type of psychodynamic will always be present
- The individual cannot resist the present psychodynamic
- Any type of psychodynamic is not good or bad in itself
- The question is what type is dominant and leads to what outcome, desired or undesired (and by whom)?



The INvisible part of organizations

The psychodynamics of groups and individuals (3)

The one type of sources of psychodynamics are individual and collective defense mechanisms against anxieties and pains from unbearable thoughts and irresistible, threatening external constraints:

- denial: a more or less futile attempt to deny the obvious reality
- sublimation: find the next best where anxiety is less
- regression: turn into a less mature level of behaviour
- identification: the take-over of fruitful behaviour
- identification with the agressor



The INvisible part of organizations

The psychodynamics of groups and individuals (4)

The other type of sources of psychodynamics are individual and collective, positively labeled strivings, ambitions, passions, business goals and societal appreciated developments leading to:

- acceptance: internalization of positive norms & values
- propagation: trying to convince other members
- testing: auditing if others comply to the higher norms
- sect formation: forming a group of co-productive defenders of the new norms and values



The **IN**visible part of organizations

The invisible part of the organization easily turns into **the dark side** of the company with great restraints on effectiveness, social climate and profitability

- Issues too hot to handle
- Taboos on influential personal matters
- Personal interest > company interest
- Whistleblowers are expelled
- People can't believe it is that worse
- Colleagues close the rows
- Diversity is experienced as threatening



The INvisible part of organizations

All workers of a company are 'participant-observers' of the dark side of their own organization, victims and offenders, witnesses and judges, all at the same time

They know more than every non-member and very much more than about what they speak in the formal part of the company

There is a collusion in the company that the playfield beneath the surface has existential meaning for the individual member

Any change in this playfield disturbs the balance in the system and is experienced as threatening for the whole of the company



Coping behaviour in Organizations





The individual in organizations

How are individuals coping with the company and its psychodynamics?

Themes to elaborate

- Characteristics of personality
- The concept of 'boundaries'
- Psychic imprisonment
- Coping strategies of the individuals



The individual in organizations

Characteristics of personality (1)

- The individual is a building block in every human activity, also in the economic process
- The individual is constantly under influence of the private and company's economic restraints and their cumulating effects
- The personality of the individual determinates the effectivity of coping behaviour in the company
- Personality is not static and an individual state of mind: feelings, emotions and drivers for continuity



The individual in organizations

Characteristics of personality (2)

- The unique state of mind is always 'work in progress'
- Personality is known from the behaviors and sayings
- Sameness and individuality are in a constant conflict
- The development of personality is +/- influenced by conscious and unconscious processes
- The current state of personality produces forms of behavior which will be psychologically advantageous for the individual within the conditions of the environment



The individual in organizations

Characteristics of personality (3)

- The maturity of the personality determines how effective the individual can cope with the psychodynamics in the dark side of the company
- The personality places the individual in between 'me and the other' (also: 'the other in me')
- The maturity of the personalities and the way 'the other' behaves lead to a more or less unconscious choice in the mutual type of reaction (TA) on constraints:
(1) childish **(2) parental** **(3) adult**



The individual in organizations

The concepts of boundaries (1)

Lionel F. Stapeley (OPUS):

- The boundary is at the location of a relationship where the relationship both separates and connects
- The individual is picking up a role in the company from which there is impact on the behavior of others
- As soon as we take on a role, we draw a boundary around that role, which is regarded as 'me'



The individual in organizations

The concepts of boundaries (2)

How to deal as an individual with the boundaries of the role?

- With awareness on where the boundary is situated the individual beholder of the role can mobilize the environment to be contracted to need a meet
- Reflect periodically on the idiosyncratic process of role-identification and remove ineffective elements
- Prevent the contamination of roles and reveal confusion
- Recognize the boundaries to the external environment, which attributes also a role to the company as a whole
- Be aware that his attribution influences the own effectiveness in that environment



The individual in organizations

Psychic imprisonment within organizations and working relationships (Gilles Armado, 2008)

“The tendency to create psychic imprisonment is present in every one of us”.

This tendency is to reduce all otherness, all differences, to abolish all specific characteristics with the aim to reduce the other to the function and status of an object that can be completely assimilated.



The individual in organizations

Psychic imprisonment (2)

Psychic imprisonment of the individual worker is one of the greatest threats for the profitable continuity of modern companies, f.e. network organizations:

- it stops creativity of the autonomous working experts
- the boundaries are closed for external influences
- personal and professional development is seen as costs instead of investments
- it stimulates gaining a personal win at cost of the firm



The individual in organizations

Psychic imprisonment (3)

- The imperative message is 'be and stay one of us'
- The psychodynamics at work are authority and dependency, both declining individual autonomy
- The space is limited to put one's own personal mark on the principles and processes that influence one's own work
- The tendency from a system approach of organizations to define general competences, is a threat for the professional expertise in a company and the positive feelings of acknowledgement of the individual



The individual in organizations

Psychic imprisonment (4)

Amado defines traps creating psychic imprisonment

1. A collaborationist form of participation
2. The attack on the identity of professionals/experts
3. The hypomania for individualized assessments
4. The ideological alibis (heroes) being internalized
5. Stimulation of the ego ideal: personal championship
6. The elimination of conflict, introduction of privileges
7. Editing stories of heroic behavior in the organization



The individual in organizations

Coping strategies giving release for the individuals (1)

- replace in your own state of mind structure for process
- organize your own (external) coach and supervision
- invest in personal relationships, i.e. on the boundaries
- create in your department an own transformational space for new types of reflection and deliberation



The individual in organizations

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The individual in organizations

Coping strategies giving release for the individuals (2)

- put in front 'outcome' and the concept of 'adding worth' instead of throughput & output and wins & losses
- define and discuss in your own department T-profiles
- invite the CEO for open 'meet & eat' encounters
- start story-telling about successes and failures



The Collective Unconsciousness





The Collective Unconsciousness

What is the influence of the collective unconsciousness (if it existst)?

Themes to elaborate

- The Leadership Challenge
- The Transformational Space
- The concept of Synchronicity
- The Collective Unconsciousness



The Collective Unconsciousness

The leadership Challenge (1)

Hannah Piterman:

“The idealisation of the market economy has perverted the spirit of competition, rendering it uncontained, without boundary and devoid of superego.

Aggressive and exclusionary dynamics have seen the repudiation of the feminine, with the resulting loss of capacity for reason, moderation and boundary”.



The Collective Unconsciousness

The leadership Challenge (2)

Dominant **negative** forces and management drivers:

- Greater share holder value reclaimed by hedge funds
- Bonus on bigger profits gained by hard competition
- Cost-cutting and forming large scale companies
- The growing space for omnipotence and narcissistic needs
- Stepping outside the container of morality and ethics
- Sustainability disappears behind the curtains



The Collective Unconsciousness

The Leadership Challenge (3)

Dominant **positive** forces and management drivers:

- Put sustainability in the policy of 'people-profit-planet'
- Simplify the complexity into understandable parts
- Equalize the number of men and women at the top
- Introduce the concept of the 'servant leadership' (Greenleaf)
- It is time for 'reason wit a heart' and collective reflection





The Collective Unconsciousness

The Transformational Space (1)

Helpful is **Winnicott's** notion of *potential space of illusion*, which eventually takes physical form as the transitional, illusionary object over which the child assumes 'rights'.

Rights refer to authority, but for Winnicott it is an authority to play. This is the type of authority we need in the playfield beneath the surface of the company: the transformational space. But in the adult company it is a serious play.



The Collective Unconsciousness

The Transformational Space (2)

It is the space for the interplay of personal psychic reality and the control of the individual worker of actual objects, processes and ethics in the company.

The less transformational space, the less is the control of the individual workers over the essential factors that define the quality and changeability of the playfield beneath the surface of the company.



The Collective Unconsciousness

The Transformational Space (3)

The management often executes the omnipotent and narcissistic control over the transformational space and prevents or destroys its positive influences on the company.



Companies without a transformational space are less successful in innovation. Innovation is more fruitful if there is a free interaction without any restraint from formal hierarchy.



The Collective Unconsciousness

The concept of Synchronicity (1)

- **Carl Jung:** a collaboration between persons and events that seems to enlist the cooperation of fate
- **Joseph Jaworski:** the right state of mind will make you the kind of person who can enlist the cooperation of fate and take advantage of synchronicity, creating the conditions for 'predictable miracles'.



The Collective Unconsciousness

The concept of Synchronicity (2)

It is as if an invisible hand is steering the co-productive events and processes that give the individuals in the company the feeling interdependently playing in the same scenario without a director.

It is as if there develops a reciprocal network of brain connections what is growing in strength if the individuals are working more intens, open and longer together



The Collective Unconsciousness

The concept of Synchronicity (3)

Enhancing the power of synchronicity:

- Explore periodically also the quality of the state of mind of the individuals and groups in the company
- Create your own positive circumstances on the boundaries within the company and to the environment
- Introduce slow management on the human processes
- Promote the horizontal and vertical interaction and dialogue about vision, mission statement and ethics



The Collective Unconsciousness

The collective unconscious (1)

The phenomena of synchronicity reveals that our brains have the capacity to connect us to other people without a direct physical cord or wire.

We are wireless in contact.

The 'wifi capacity' of our brains is restricted to the people with whom we form a social construct and share a common goal. This hidden process is the pathway for the working of the collective unconsciousness.



The Collective Unconsciousness

The collective unconscious (2)

The collective unconsciousness is responsible for the synchronicity between our thoughts and actions and is the invisible director of the 'predictable miracles'.

The drive to expand the world wide web stems from the unconscious wish to have an unlimited access to a transitional space and the hidden connections between all brains in the world



The Collective Unconsciousness

The collective unconscious (3)

The hidden connections between the brains of the individual workers in a company are part of the playfield beneath the surface of the firm. It represents the collective unconscious.

The collective unconsciousness is working in the formal and the informal parts of the firm. It allows the individual worker and the groups of workers to do business as usual and overthrows all systems and controls if the anxiety has become too high



Individuality in Organizations

Epilogue (1)

- The more positive the temperature feels for the individual workers of the company beneath the surface, the better are the results of the firm as a whole
- Temporarily behaving as a chameleon in threatening situations inside or outside the company is an effective form of individual regression for the best of the whole



Individuality in Organizations

Epilogue (2)

- The strengths of the world wide web is that it is continuously influenced by conscious and unconscious processes and that there are no boundaries; can you imagine a company without boundaries?
- My hypothesis is that the collective unconscious is the transitional object which we need to be able to play beneath the surface of the company for the sake of it's sustainable future



Individuality in Organizations

Concluding Advise to CEO's

- Organizations need more 'predictable miracles'
- Adopt the leadership style of the 'servant leader'
- Be an inspiring coworker on the triangle of (1) people, (2) processes and (3) organization
- Benchmark also periodically the quality of the space beneath the surface
- Deliver positive contributions to the collective unconscious network of your firm.



Masterclass consultancy (1)

Global design Masterclass

- We start on defining the question what change you would like to realize to get better education and a good professional profile as new generation of business consultants in Russia.
- Next step is to formulate the smart outcome(s) of the change project
- After that we start with the analysis of the gap between current situation and preferred outcome
- Next we define the different objects of change and their relation



Masterclass consultancy (2)

Global design Masterclass

- Now we come to the design of the change process and the scheduling of the implementation of that plan. We need to convince the CEO of the university of our approach and its estimated success
- After acceptance of the design of the change process we have to introduce it in the whole university. We make up a communication plan to inform everyone who will be involved about **what** we will do and **when** with **whom** or what groups/departments



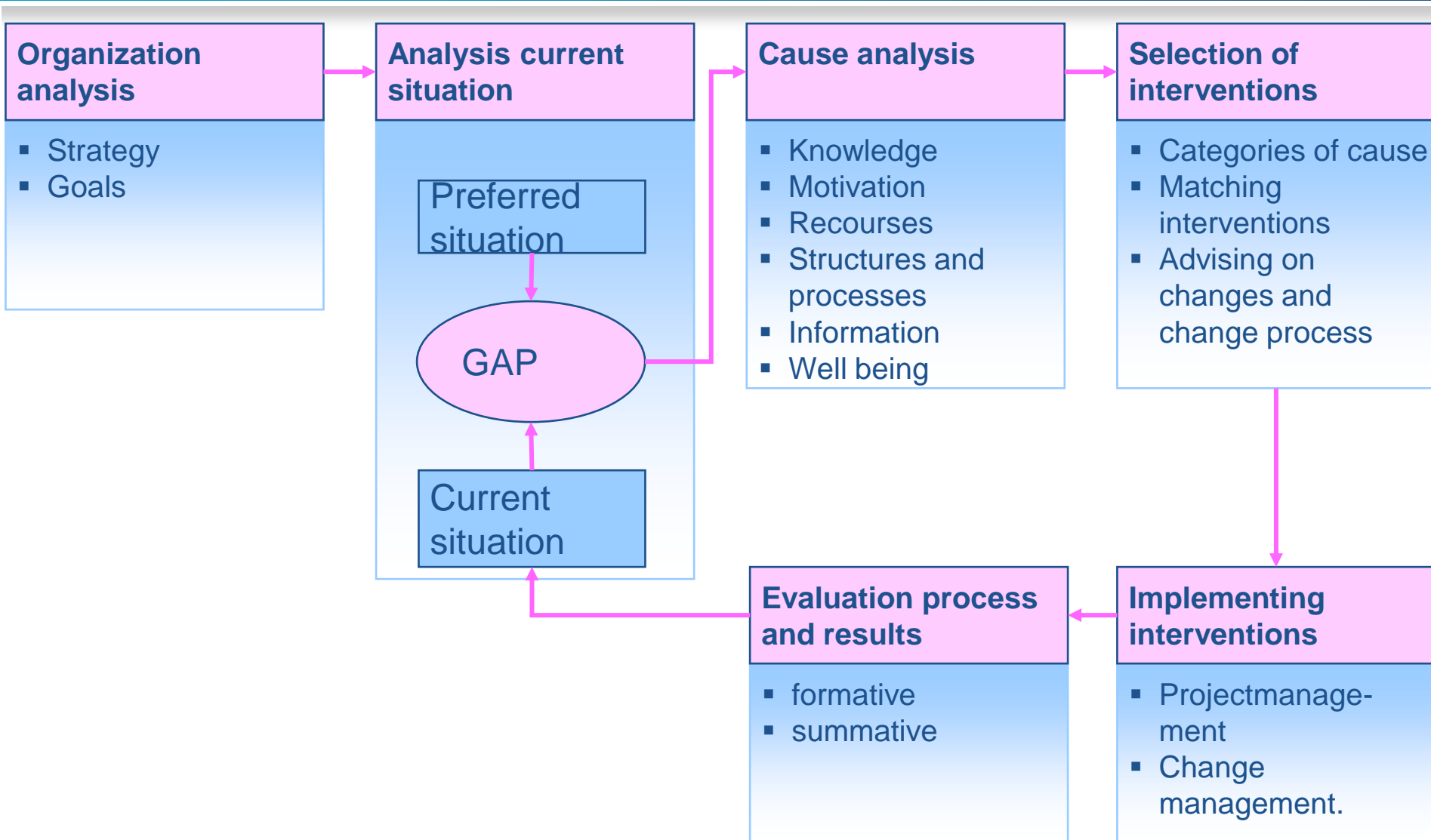
Masterclass consultancy (3)

Global design Masterclass

- The approaches we will use, the instruments we need and the checks and balances we will perform during the change process are developed or adjusted for this type of project
- The real work starts: the working with the different departments of the university that are involved in the change process; we define the needed competences and expertise and compose the consultancy teams that step into the world of the university

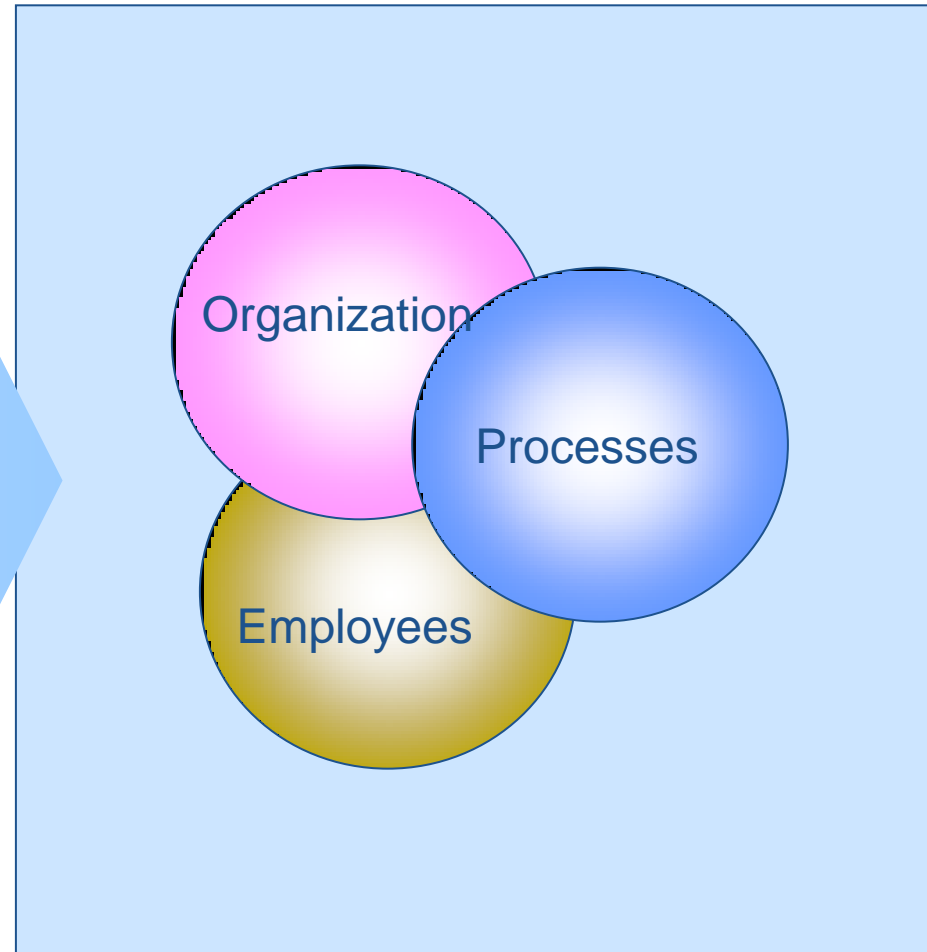
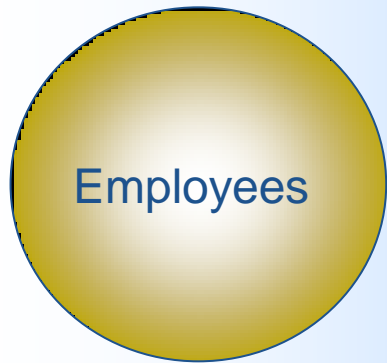
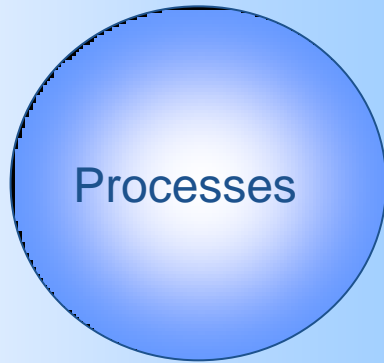
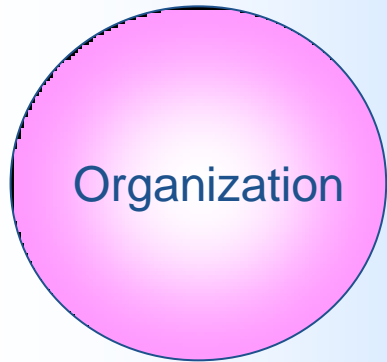


Masterclass consultancy (4)





Masterclass consultancy (4)





Masterclass consultancy (5)

Performance Levels

Organization level

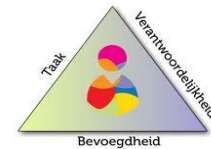
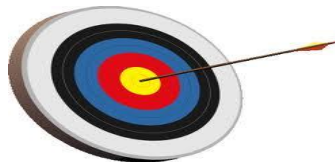
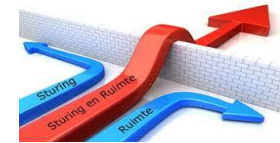
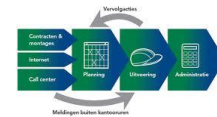
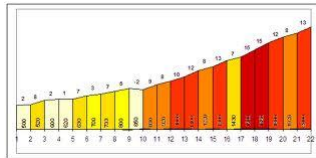
Process level

Performer level

Goals

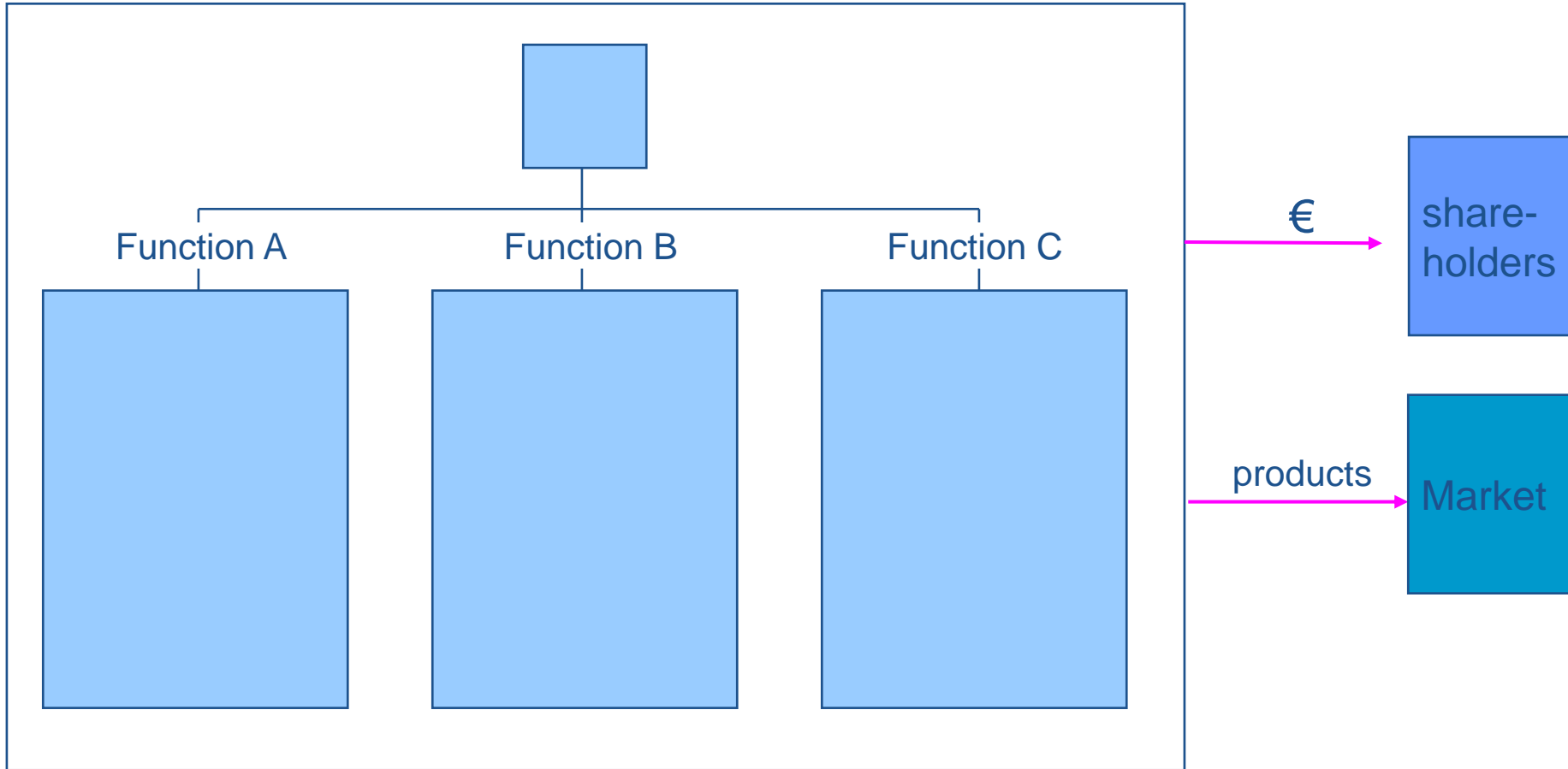
Design

Management



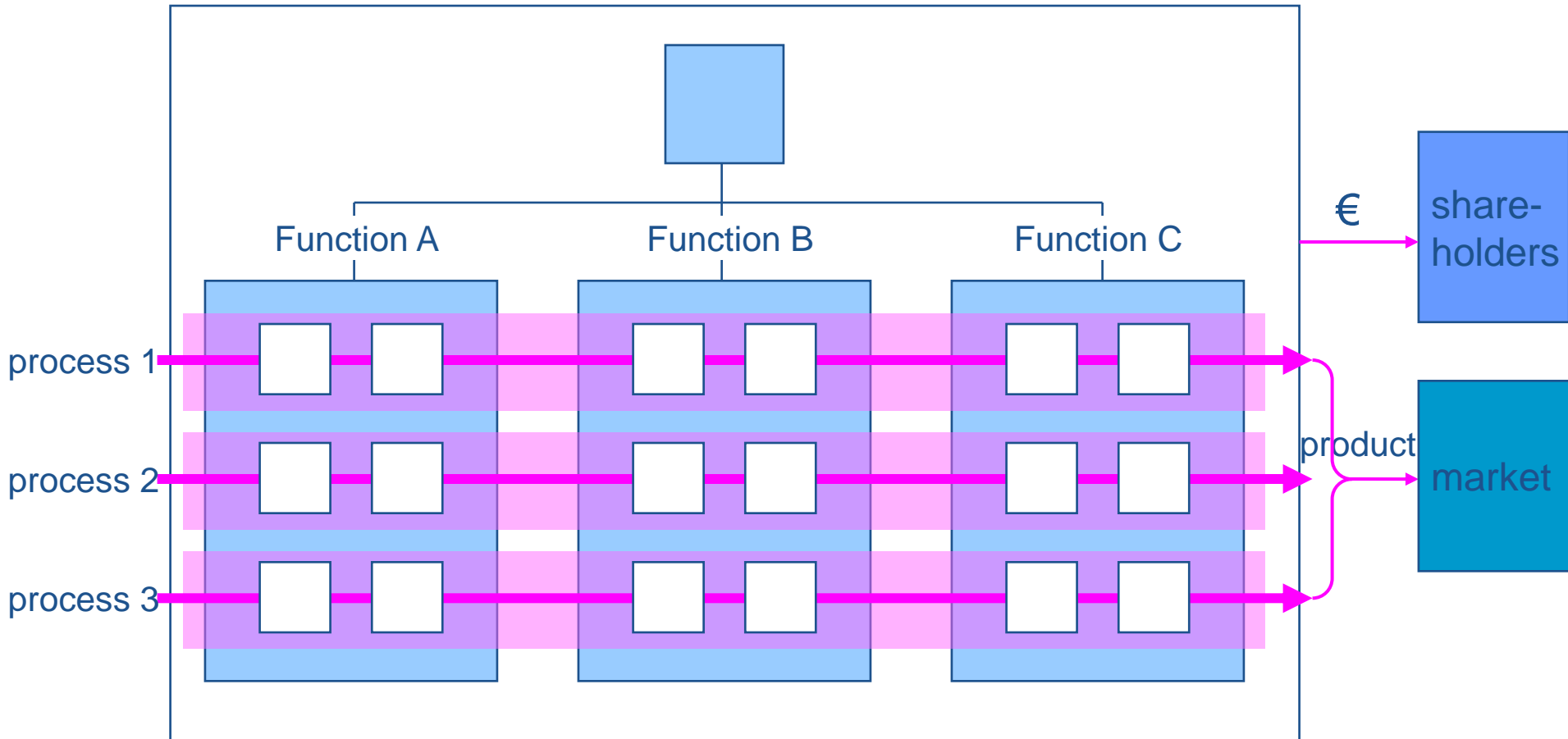


Masterclass consultancy (7)



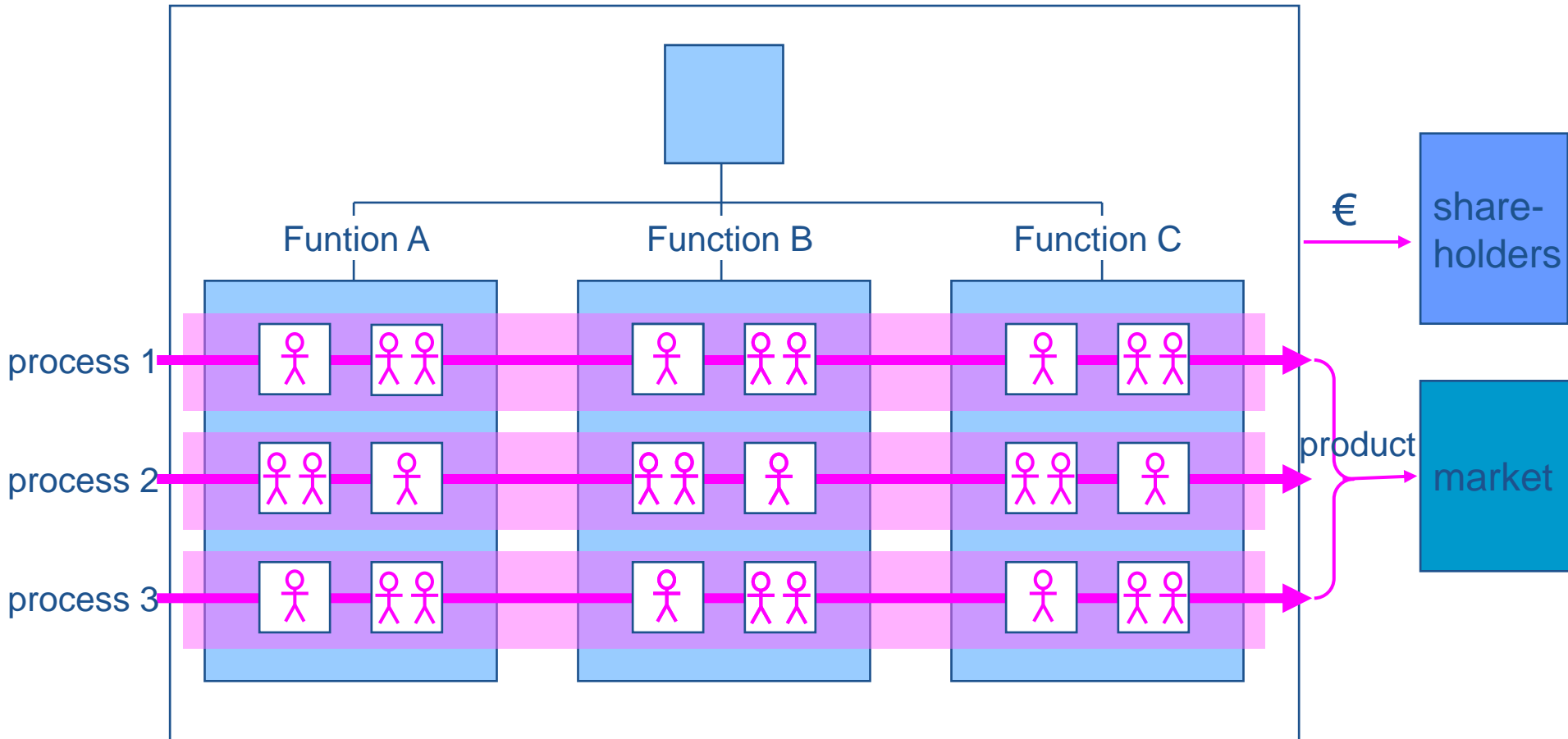


Masterclass consultancy (8)





Masterclass consultancy (9)





Masterclass consultancy (10)

Organization Goals	Organization Design	Organization Management
<ol style="list-style-type: none"><li data-bbox="67 478 579 656">1. Has the organization's strategy/direction been articulated and communicated<li data-bbox="67 692 589 963">2. Does the strategy make sense, in terms of the external threats and opportunities and the internal strengths and weaknesses?<li data-bbox="67 999 608 1306">3. Given the strategy, were the required output of the organization and the expected level of performance well determined and communicated?	<ol style="list-style-type: none"><li data-bbox="676 478 1226 571">1. Are all relevant functions in place?<li data-bbox="676 599 1052 692">2. Are all functions necessary?<li data-bbox="676 721 1236 856">3. Is the current flow of input and output between functions appropriate?<li data-bbox="676 885 1226 1120">4. Does the formal organization structure support the strategy and enhance the efficiency of the system?	<ol style="list-style-type: none"><li data-bbox="1265 478 1825 571">1. Have appropriate function goals been set?<li data-bbox="1265 599 1787 692">2. Is relevant performance measured?<li data-bbox="1265 721 1835 813">3. Are resources appropriate allocated?<li data-bbox="1265 842 1806 978">4. Are the interfaces between functions being managed?



Masterclass consultancy (11)

Process Goal

1. Are goals for key processes linked to customer/ organization requirements?

Process Design (structure)

1. Is this the most efficient/ effective process for accomplishing the process goals?

Process Management

1. Don't have appropriate process subgoals a set?
2. Is process performance managed?
3. Are sufficient resources allocated to each process?
4. Are the interfaces between process steps being managed?



Masterclass consultancy (12)

Job Goals

1. Are job output and standards linked to process requirements (which are in turn linked to customer and organization requirements)?

Job design

1. Are process requirements reflected in the appropriate jobs?
2. Are job steps in a logical sequence?
3. Have supportive policies and procedures been developed?
4. Is the job environment ergonomically sound?

Job management

1. Do the performers understand the job goals?
2. Do the performers have sufficient resources, clear signals and priorities, and a logical job design?
3. Are the performers rewarded for achieving the job goals?
4. Do the performers know if they are meeting the job goals?
5. Do the performers have the necessary knowledge / skills to achieve the job goals?
6. Do the performers have the physical, mental, and emotional capacity to achieve the goals?