No Quick Fix, Analysis of Organisation
An Exploration of a Mismatch Between Business Management and the
Individual

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Summary

Business management includes a quick fix type of practice that promotes programatic shortcuts applied to individuals in an attempt to produce immediate business results. These quick fixes are adopted and abandoned with changes to time, industry, or culture. Despite the promise of the quick fix, the individual worker can be unaffected or even disaffected by attempted changes. This thesis looks at quick fix practice and the assumptions made about the individual. It is these assumptions that drive the programs aimed at modifying behaviour in order to increase work effort and meet business objectives. Looking at the assumptions that underlie the quick fix practice of business management, this thesis compares them to a sample of individuals to assess their accuracy. A repertory grid methodology is used to generate unconscious content from the internal world of the individual. An internal world that reflects the individual's experience at work. It is the unconscious phantasies in this internal world that shape the actions of individuals. Psychoanalysis is the framework used to interpret the unconscious content to determine if the unconscious of the individual is a mismatch with the practice of quick fix business management.

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1. Introduction
The progression of an idea of mismatch from its source to analytic research and conclusion

Business management is a very large business that looks for ways to advise managers about the best ways to achieve success. It suggests that there might be a 'right' individual for the job and for the organisation. In its practice, business management appears to suggest that the right individual can be developed by establishing norms of behaviour. Within the work environment the individual's actions and comments reveal they may be at variance with some of business management practice. This thesis looks at that environment and applies psychoanalysis to a question of a possible mismatch.

The mismatch considered in this thesis is between the application of management practices that attempt to adapt the individual to the organisational objectives, and the individual's sense of themselves in relation to the organisation. In particular, it is those business management practices that promise a quick fix that are of interest to this thesis. The quick fix promotes a practice by making assumptions about why the individual may not be positioned to achieve results, what needs to change in the individual, and how that can be accomplished. This thesis looks at the individual to compare the quick fix assumptions against the internal world. The research question asks

Is there a mismatch between the individual's unconscious understanding of the organisation and the organisation's quick fix practice of business management.

The evolution of the research question, the method of investigation, and its results will be elaborated in this Introduction and detailed in the chapters that follow.

The Author's Background, and the Vignettes

My interest in this topic grew as a result of the development of my career in organisations that progressed from being an individual contributor to advanced positions in management. In parallel, my interest was informed by a growing interest and involvement in psychoanalysis. It will be useful to this thesis to understand a brief biography of my arrival to this point.

My primary career has been in technology. Over the course of thirty five years I developed the skills for designing and managing large infrastructure installations. My background for technology was a bit unorthodox paradoxically because my undergraduate studies were in technology. It is paradoxical because as technology became more accessible to the general public, technology infrastructure required less of a theoretical and academic education. My colleagues needed little formal training in technology, and often acquired their skills on the job in addition to a Humanities or Business Management. But adding to the unorthodoxy of my background was my second undergraduate degree in experimental art. In addition to technical roles, I also worked for creative organisations, and volunteered my time to non-profit institutions and groups. My career in technology progressed first in a technical stream acquiring skills and experience for more senior roles, and then it entered management. I entered management somewhat reluctantly at first, although I couldn't have described my hesitation at the time. What I gradually discovered was that I enjoyed the experience of management, and the more direct involvement with leading other people. It may be that management was a point of alignment between personal organising interests and business management.

My interest in psychoanalysis preceded my entry into management and covers more than half of my working career. I started with undergraduate courses, and then progressed to an MA specifically in psychoanalysis, before beginning this thesis. At the same time I attended several group relations conferences in Canada, the USA, and UK. I also attended two psychoanalytic training institutes and had a small private psychoanalytic psychotherapy practice.

Undoubtedly, the combination of my background and interests contributed to the perspective that I brought to organisations. It certainly informed my approach to managing projects and leading people. But because I was aware of the difference I might bring to this perspective, I wondered how other people perceived the organisation. How did they understand its objectives, and what did it mean to their sense of themselves.

Chapter 2 is a fairly long chapter that includes some detailed vignettes. The length of the chapter is warranted by the burden placed on the vignettes to reproduce for the reader the perspective that I developed about a possible mismatch. They illustrate how the individuals appear to suggest a mismatch with quick fix practice, while business management suggests that there is a match. The question of a mismatch is suggested by the actions and interactions of individuals. The dialogue between individuals responding to business practice hints at a rich symbolism of unconscious understanding.

The vignettes are also used to illustrate the literature review and research approach. The vignettes are an important core from which the research question originated, but they are not the data from which this thesis research question is concluded. It is the unconscious internal world of select individuals that will be used to determine a mismatch.

The Approach and Literature Review

There are a number of ways to approach the subject of the individual and the organisation. The approach in this thesis is the individual's internal world that reflects the environment that they work within. That internal world is then compared to the quick fix of business management practice to determine if there is a mismatch.

When this thesis refers to the organisation it is not intended to represent an entity as if it were separate from the individuals who operate the business. In comparison to the individual and their internal world, the organisation refers to the overall culture of the business and the assumptions and expectations that result from business management. The organisation is the environment in which the individual contributes. Business management has always been defined and operated by individuals. Its practices have adopted assumptions about the character and efficiency of the individual. The research in this thesis compares individuals to those assumptions.

I start with the quick fix first. In **Chapter 3** I define the quick fix and provide an overview of the history of business management. The purpose of this history is to extract the assumptions that business management has made about the character and capabilities of the individual. This is done by looking at the norms that quick fix practice attempts to establish. The norms appear to represent what is assumed to be missing in the individual. A recurring assumption from this historical review is that the individual is narcissistic. That is, the individual serves only their own needs, and withdraws effort from work for their own purpose. Quick fix practice then determines the controls that would be necessary to influence the individual to provide increasing amounts of labour on behalf of the organisation and cooperate with others over the long term.

Chapter 3 also includes commentary from the field of business management about the practice itself. There is some agreement from critics that quick fix practice is fashionable and not effective. Yet there are also those who offer explanations for why the practice persists. This literature review is offered to give a fuller picture of the quick fix practice that is at the core of the research question.

Narcissism may not be the only assumption of quick fix practice, but it provides a pronounced characteristic that can be defined within psychoanalysis as well. In comparison to the quick fix defined in **Chapter 3**, **Chapter 4** offers a literature review of the psychoanalytic understanding of the individual. This covers the theory of development from both Freud and Klein. It specifically looks at Freud's conception of narcissism, the development of the ego ideal, and the ability to establish shared ideals within a group. Klein's theory provides an understanding of the internal world, and the mechanisms that contribute to identification. In both these reviews the individual and their internal world is understood to be impacted by significant people and experiences in the external world. The internal world of the individual is expected to include representations of the work environment and quick fix practice. The representations will be used for interpretation, and compared to the assumptions that drive the quick fix of business management.

The two literature reviews provide a method of comparison for each single individual in a sample. On the one hand, quick fix business management practice includes the assumption that the individual is narcissistic. On the other hand, psychoanalysis offers a way to interpret whether the individual is narcissistic. This is the basis for the research methodology, data collection, and analysis for a sample of individuals.

Research Data and Analysis, The Repertory Grid

In order to answer the thesis research question the methodology must provide unconscious content for an individual that is related to the environment of work. It must also allow for the possibility of either a match or mismatch. The repertory grid was chosen for its ability to satisfy these and other requirements. The technical aspects of the design, interview process, and statistical analysis of the grid are set out in detail in **Chapter 5**. The methodology is designed in such a way that it allows unstructured responses that can be unique to the individual and their experience of people and situations within an organisation.

The methodology is applied to a sample of respondents from multiple organisations and roles. As has been stated, an organisation is operated and managed by individuals, therefore the respondents for this research represent various positions of responsibility including management. The methodology is designed to capture the broadest possible data from a small sample. The result should not be tied to a particular organisation, quick fix practice, or role. The repertory grid design is developed to produce a result that can be compared to a general assumption of quick fix practice.

The analysis of the resulting data will use a psychoanalytic framework to interpret the unconscious phantasy in the content. The resulting data will be plotted to show the relationships between an individual's descriptions of experience, and the internal objects they personify. The presence or absence of narcissism will be defined based on the psychoanalytic theories of development reviewed in **Chapter 4**. This includes the individual's adoption of ego ideals to replace omnipotence, and an orientation to others described by the individual in terms of good and bad. The internal world represented by the plotted data will be interpreted based on the decision points

and narrative provided by the individual. To compare the data to the assumptions of quick fix practice, the internal world will be interpreted for evidence of teamwork, enduring connections, and consideration of others.

Results, Individual Internal Worlds, Idiosyncrasies and Similarities

The data and plots that result from the methodology provide an abundance of rich content for interpretation. Each of the respondent's plots contributes to the results based on the criteria established in **Chapter 5**. As a snapshot of the internal world, the plotted data are interpreted to provide a narrative. That narrative reveals the values of good and bad that relate to the individual's experience of the work environment, and how they anticipate future people and situations. Each plot is unique to the respondent, using their language and relationships. The evidence for teamwork, commitment, and consideration of others, is contained within this internal world based on the relationship of good or bad characteristics to the self and others. The results for each individual compounds to provide an overall conclusion.

The evidence resulting from the sample of respondents supports a conclusion of a mismatch between the unconscious understanding of the individual and the quick fix practice of business management. The quick fix of business management appears to assume that the individual is narcissistic, yet the results show that the individual is not narcissistic. This is the mismatch.

Additional evidence from the data are explored in a discussion section at the end of **Chapter 6**. Based on the assumption of narcissism, one of the intentions of quick fix business management is to influence the individual to identify with the organisation and its objectives. The data are briefly explored to reveal that a mismatch with narcissism does not necessarily lead to identification. Using the respondent's data, identification is interpreted as the distance from those characteristics that the

individual considers ideal. The result suggests a further mismatch to be explored with additional research.

Finally, because of evidence of a mismatch, the data are explored briefly in this discussion section for the presence or absence of defences. It is anticipated that defences would be used by the individual to protect the self or other internal objects from aggressive unconscious phantasy that might originate with the mismatch. The data contain evidence to suggest that these defences are also present, but further study is recommended.

Discussion and Further Research

Following the results and conclusion of **Chapter 6** this final chapter orients this research with other psychoanalytically oriented research into groups and organisations. This thesis does not set out to prove or disprove those other works. It is hoped that this thesis' targeted research into the unconscious of the individual adds to this important body of knowledge. **Chapter 7** looks at the relationship of this thesis to selected sociological and psychoanalytic inquiry.

Summary

It is hoped that the conclusions of this research generates discussion and further research into the relationship of the individual to work, to groups, and to business management practice. Part of that discussion would also include the impact of the quick fix on both the individual and the organisation. It would seem to benefit business management to ask what benefit or harm originates with a practice that is based on mismatched assumptions.

2. The Emergence of a Thesis
Some Preparatory Vignettes from an Observing Participant

I want to start by introducing the reader to situation that captured my attention and led to developing this thesis. I will do this with some vignettes to illustrate my experience. I was drawn to the apparent mismatch in these situations between a form of management practice in the organisation and the individual's interaction with that practice. The three vignettes that follow depict an environment of activities, communication, and behaviour determined by this form of practice. It was a practice that appeared to intentionally act on the individual. The individual likewise appeared to be impacted by the practice, yet not often in the way that the practice seemed to intend.

I provide three vignettes that are amalgams[1] of a number of organisations in which I was a participant. In these organisations I worked in roles of increasing seniority as both employee and manager. The vignettes capture the day to day observations of colleagues and the operation of a business through the lens of my increasing interest in psychoanalysis. As Hinshelwood and Skogstad (2000) describe, it has been my training in forms of observations outside my work organisation, that developed my ability to be more aware of and reflective on the situation I was part of.

> Observing and thinking about an organisation may also sensitize one to the dynamics of the organisation one is working in and may help one to think about, rather than act upon, the pressures within the organisation. In other words, the learning gained as a participant observer in these projects may move, psychically, to inform one's position as a professional worker immersed in just these processes. One may move from being a participant observer to becoming an observing participant. p. 26

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1 The companies and participants that make up the vignettes cannot be identified for reasons of confidentiality.

To call myself an 'observing participant' would be accurate. I was a part of these organisations like other individuals except for my interest in psychoanalysis. It is important to clarify that the vignettes are not case studies, and do not constitute data for analysis. My role in these organisations did not include being a consultant in any psychoanalytic capacity.

It was my growing interest in psychoanalysis that intensified my sensitivity to activities around me. That curiosity caused me to wonder how other people understood their experience in the organisation. Although they participated in the organisation and worked to satisfy its purpose they seemed at odds with some part of it. The type of conflict did not manifest as a revolt, but as a more subtle being out of sync through actions and words. These preparatory vignettes provide significant detail to illustrate the phenomena that I have called a mismatch between a form of business practice and individual understanding of that practice. They set the stage for the research that follows.

The individual's understanding, in the context of the vignette, is suggested by dialogue related to one of the forms of management practice. In Vignette I it is related to objective setting and alignment. In Vignette II it is related to culture building and commitment. And in Vignette III it is about structural change and dispassion. In each case what individuals express appears to be a mismatch with the intention of the management practice.

Vignette I: Communicating, Inform and Align

This first vignette introduces the organisation and the IT department that will characterise all the vignettes. The first part of the vignette describes the business function, and the relationship of the IT department to the whole. This is provided as background to the vignettes and is not directly related to the mismatch. The mismatch

for this thesis does not look at the operation of groups within the organisation. It is not concerned with the possible causes of the individual's behaviour. Instead, it takes as given the actions of the department and the overall organisation as the environment created by the form of business management practice. In this environment, the mismatch is suggested by the individual's apparent understanding of what that environment means for them.

The next part of the vignette describes the transformation of a business decision into its implementation. The objective set by senior executives is shaped by organisational practices into a message communicated to the population as a whole. The vignette goes on to show one way in which a department interprets that message and creates activities to satisfy the objective. It then demonstrates through dialogue how individuals interpret and react to the message and the new activities.

The Organisational Environment

The organisation sells products and services to businesses and consumers, and maintains the products that are sold. The IT department delivers and maintains the technology infrastructure that supports the selling and servicing of products. The IT infrastructure does not build the company's product, nor does the IT department provide service directly to the consumers. The IT department has the greatest authority and autonomy when repairing technical outages. In those situations they assemble ad-hoc teams based on the skills required, and improvise solutions in a crisis situation to return the business to normal operations. Individuals become experts in particular systems and are relied on for repeated fixes. The efforts of these individuals are applauded by the business even

though the department as a whole is held accountable for the failures that occur.

In other functions the IT department must either follow the direction of other business units to administer existing technology, or seek approval from these business units for growth and upgrades. The complaint levelled most often against the IT department is that they are too slow and too expensive. The reciprocal complaint from the IT department is that they are consulted too late in the planning cycle, and this results in an underfunded project with a rushed implementation. The situation is similar for maintaining the infrastructure once it is implemented. The business resists funding technological advancement that often requires extensive re-architecture, yet criticizes the infrastructure team for lagging behind the latest innovations.

In order to set expectations within the organisation for response time, the IT department engages an external expert to perform a 'maturity assessment'. The assessment compares the department to other companies of similar size and rates the structure based on things like detailed documentation and standardized procedures. The IT department is rated 'Developing', which is relatively low on the maturity scale. The contributing factors for this assessment, according to the expert, were a 'culture of heroism' and 'tribal knowledge'. This created a risk, they said, because the organisation was dependent on individual effort and communication. They recommended a project to standardize

> processes, procedures, and documentation. The project was not
>
> approved by senior business management.

The IT department appears to struggle with its place in the organisation. On one hand it understands its role within the larger system, and works within the constraints of authority and limited resources. It adapts to address the tasks that it is assigned, and individuals are skilled and responsive. But, on the other hand, it receives considerable criticism from other areas of the organisation.

The organisation values the individuals that satisfy its immediate needs. It also claims to have needs that require a more coordinated response like the introduction of new technology, but it appears to undermine the coordination. The IT department management contributes to the situation by striving for an elevated status for the profession as a whole. In doing so, it appears willing to effectively eliminate the individuals on whom the credibility of the group depends.

This first section of this vignette depicts the activity of the organisation that makes up the environment for the individual. As stated earlier, the motivations behind this environment, while fascinating, will not be relevant to the idea of a mismatch as defined for this thesis.

Setting Objectives

This next section of the vignette, and the other vignettes that follow, characterizes the mismatch that is the focus of this thesis. In this vignette, the senior management of the organisation determines the strategy for the business, and sets the objectives for the coming year. The mismatch appears to emerge in the form of business management that identifies a problem and determines the solution. For this vignette they can be characterized as follows.

Problem:

The objective must be communicated to all employees, and be given a priority in all decisions.

Solution/Practice:

Promote the objectives as personal values and ideals for the organisation's employees to adopt.

Assumption:

A form of practice that delivers concrete materials and memorable phrases will change an individual to generate support, and align many individuals to the same goal.

Mismatch:

The ideals are not accepted, not understood, or have consequences that are not anticipated.

The executive team for the organisation sets the strategy for the company. In meetings they discuss the changing marketplace that has become saturated and fiercely competitive. The objectives are less about finding new customers, and more about keeping existing customers and selling those loyal customers new products at higher revenues. They determine that their responsibility is to increase shareholder value by improving customer service and generating innovative products and services.

The direction from the Executive team is passed to the Marketing and Training teams to shape the message into a simple, memorable and graphical framework that can be easily

communicated to the employees. The approved framework of the strategic plan describes these components,

- **Vision**: What we want to be in five years.

  ★ Market leader.
- **Mandate**: How we will deliver the Vision.

  ★ Always be first.
- **Objective**: What we want to achieve.

  ★ Successfully shift culture.
- **Values**: The way we work that sets us apart from the competition.

  ★ We listen actively and have the courageous conversations.

A two-sided laminated card outlining the framework is created for every employee. Employees are encouraged to memorize the card, and some managers quiz their staff in meetings.

Based on the strategic framework the IT management team creates programs to promote the benefits of IT and their position as leader. They implement ITIL[2] within the department to move away from the culture of 'heroism' that left them dependent on individuals and 'tribal knowledge'. The intent is to standardize procedures, implement measurements for success, and gain agreement on investment for continuous change. In actuality, although much work is done to document process, very little of the operating procedure is changed. The one noticeable difference is a level of bureaucracy

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2 ITIL (Information Technology Infrastructure Library) was developed in the 1980's as a set of recommendations for controlling and managing IT for quality purposes. It is attributed to the work of W. Edwards Deming who promoted a model of plan-do-check-act (PDCA) in the 1940's based on a foundation in statistics.

and paperwork that is added to document each action and specific approver.

Individual reaction to the activities around the strategic plan and practice were mixed. A casual conversation between colleagues over lunch reflects how employees try to understand what it means.

E: I like it that Richard (the CEO) has a plan. Something you can hold on to. Like we're moving toward a goal. It feels positive. It helps to know what is important.

F: Like what?

E: What do you mean?

F: What's important?

E: What are you talking about? The objectives.

F: What objectives? We are doing the same thing we always do.

G: But we managed to implement ITIL.

E: Yeah, we wouldn't have got that without the objectives.

F: True, but the business hates ITIL.

G: Yeah, (laughing) they just come and ask like before.

F: And you just do it, right?

G: Of course.

E: But now we are working toward a goal.

G: Which is?

E: To be the best.

G: Because we weren't interested in that before?

F: You know, you're going to be measured on those goals.

E: The company as a whole.

F: No, you. How are *you* going to make us the best?

E: But only after they align my role to the overall objective.

F: That will be hard since they don't like ITIL.

E: What about you? You'll be measured too.

F: Yeah, I'm keeping everything running.

E: That's not a culture shift.

F: I could stop fixing stuff, that would be a shift. (they laugh)

G: My boss told us in our team meeting that we should be willing to have courageous conversations, so I told him we should be building a new datacenter now before we run out of space and power.

F: What did he say?

G: He said I was being too negative. He said that we needed positive, or like, constructive feedback that could be implemented right away.

Each person shakes their head knowingly to the other.

F: Anyway, like I said, it's the same bs in a new package. Our job is the same.

E: I don't know. I think it could be really different.

G: That's what I'm afraid of.

The central component of this vignette begins like a game of broken telephone where the objectives are passed from its originators through other departments tasked with crafting the communication. As the message is shaped it appears to lose clear and specific detail to become broad and more idealistic. The attempt to clarity what will be achieved doesn't answer the questions of where to shift the culture to, who is to listen to whom, or which conversations are courageous for whom.

A laminated card may concretize the message, but it isn't clear that individuals have associated them with customer service and product innovation. Active listening and courageous conversations may be meant to generate a competitive culture that shifts the organisation in relation to a changing market. But with so many details removed in favour of a consumable message, it must leave a lot for individuals to fill in for themselves.

In the lunch time discussion E conveys a sense of optimism, but doesn't seem to be able to express what it means beyond the concrete message provided by the organisation. She appears puzzled by her co-workers probing, and finds comfort in assuming that she will be taken care of.

G appears to take up the message and attempt to work with what the organisation has provided. G may have seen value in the quick fix practice as a way to contribute to the company's success. But because of the response he received, he may end up feeling left out and vulnerable.

F on the other hand seems to have chosen to ignore the message, and assume that everything will remain the same. F may have rejected the quick fix practice because it does not apply, or because he does not agree, or because he is confused about what it means.

Each individual appears to have created, from the same content, an unconscious phantasy that conveys either idealism, persecution, or escape into denial. Phantasies of this kind are unlikely to be consistent with what the organisation originally intended.

- A culture that is idealistic yet dependent isn't likely to be innovative.
- A culture that shuts down conversation when it purports to value it may stop people from listening, and
- Activities that are theoretically encouraged but practically evaded may create alternate cultures rather than change the existing one.

Responses like these to the form of management practice is what suggests a mismatch to be investigated in this thesis.

Vignette II: Commitment, Being Understood

The next vignette takes a detailed look at a form of practice that determines communication between the organisation and the individual. Organisations are encouraged by experts to survey their employees to appear receptive and adaptable to employee concerns. The surveys represent listening. The gathered responses then generate activities intended to indicate that the message has been understood.

Problem:

Employees need to be more committed to the organisation to generate enthusiasm for the objectives and reduce turnover.

Solution/Practice:

Find out what the employees want that will make them more satisfied with the organisation, and provide it.

Assumption:

There is something concrete that can be discovered, delivered, or taught, that changes the individual's relationship to the organisation.

Mismatch:

Individuals participate in providing feedback, but programs do not appear to satisfy what is requested.

All the individuals in the company were invited every year to participate in an Employee Satisfaction Survey. The results of these surveys led to a number of initiatives that the organisation regarded as a direct consequence of feedback they had received. In one instance a survey request to be less wasteful led to a change in the coffee service to reduce garbage. In another instance requests for

greater individual recognition resulted in significant work anniversaries being reported at departmental results meetings.

One new program for management training was introduced as a result of a complaint that managers were not consistent. This led to a program that became mandatory for internal advancement. The training advised managers, and prospective managers, that they needed to assess their staff and adjust a message to that person's particular character. Assessments like MBTI and HBDI[3] were regularly implemented. Individuals generally viewed them as amusements and a welcome time away from their regular duties.

After the assessments, individuals were provided with a plaque that could be displayed on their desk. They would check to see who was Blue for analytical, Green for organised, Yellow for creative, or Red for emotional. Some people used the training and the plaque as a reason to insist that others change to suit them. One individual, a manager herself, was regularly heard explaining this to others.

> H: I'm sorry, I'm not getting anything that you're saying. As you can see, I am a Red, so I need you to ease into the conversation, be social and appeal to my emotions. If you just come and ask me to do something I won't be able to get it.

Co-workers - possibly other colours, avoided speaking to her at all, or expressed frustration in having to deal with her.

3The Myers-Briggs Type Indicator (MBTI) test was developed by Katherine Briggs and Isabel Briggs Myers in the 1960's, and based on the work of Carl Jung. The Hermann Brain Dominance Instrument (HBDI) was developed by William Hermann for management education at General Electric in the 1970's.

In order to further strengthen management skills and encourage continuous improvement the organisation required managers to take part in 360-degree feedback assessments[4]. This programme collected feedback from supervisors, subordinates, and other colleagues in relation to the manager and then provided the feedback to the individual to encourage personal learning. The way in which it was implemented allowed the manager being provided the feedback to identify the people to participate. They would then only ask those peers and subordinates who they could be sure would provide favourable feedback, worked out in advance.

The Employee Satisfaction Survey also reported a criticism that individuals felt they were not getting sufficient information about company direction and strategy. This led to a program of 'Townhall' meetings. The 'Townhalls' replaced the departmental results meetings and were conducted quarterly by multiple levels of management. It was possible for an individual to hear the same information from a VP, Senior VP, and the CEO. Attendance started to drop off after each successive meeting until individuals were told that the meetings were mandatory regardless of other work that might be underway. Each executive would try and present the material in the form of a game where the audience was asked to provide an explanation for a particular number or fact. One VP told her audience, in a moment of unreserved frustration that the game

4 Sometimes attributed to Esso Research and Engineering Company in the 1950's.

was like "getting children to eat their broccoli. Surely you see this is good for everyone?".

In a different attempt to provide opportunities for individuals to courageously give feedback to senior management, the organisation implemented what were called 'Skip Lunches'. On these occasions a group of individuals were invited to lunch with their boss's boss, thereby skipping one level in the hierarchy of the organisation. Participants at these lunches tended to be formal and reserved. They were asked to introduce themselves and describe an important department project. Once that question had gone nervously all the way around the table, they were then asked "What kept them up at night?". This proved a bit more difficult.

> A: Um, well, since we moved to the new building, some members of our team haven't been able to sit together.
>
> VP: The space in the building is in very high demand. In fact we are about to reconfigure the pods to make more space and this will require groups to be patient while we move people out and then back in.
>
> A: (cautiously) Oh, so the new arrangement will give us a chance to bring the team together? That's great.
>
> VP: What I am saying is that it may require sacrifices. We need to work around these distractions and be creative to keep work on track. (turning to another person) Who's next?
>
> B: Well, for me, I guess, the thing that keeps me up at night is that the work we were asked to do last year on new processes hasn't been adopted by the other groups.
>
> VP: Hmm, that's true. But what have you done to make it successful?

B: Um, I'm not sure what you mean.

VP: Communication is key. You need to get out there and make sure other teams see the value proposition. (moving on to the next person) What about you? You haven't spoken yet. There must be something that keeps you up at night. Something that the company could do to make this a great place to work.

C: (hesitating and clearly nervous) Well, what I hear most from my staff is how worried they are about recent layoffs and re-organisation. Its hard to focus on the work when they aren't sure if they will have a job in the next weeks or months.

VP: (startled and impatient) They're still worried about that? I thought we already talked about how it was over and we should get on with the business ahead of us? (checking the time) Well that's all we have time for today. I want to thank you for meeting with us and sharing your input. This has been really important for me. We need to be engaged to make our culture into what we want it to be.

The employees enthusiastically thank the VP for the opportunity and agree it provides a welcome chance to have their voices heard.

What may be mismatched between the feedback and the management programs is a deeper meaning within the content of the responses. For example, employees report that they do not find management consistent, yet the meaning of consistent appears to be predetermined by the form of practice. The possibility of consistent having the meaning of, reaching agreement, maintaining an effect over time, or not containing logical contradictions, doesn't appear to be considered. Instead, consistent emerges as 'the same', and results in training managers to perform in the

same manner, and deliver the same message. Employees participate, but messages do not appear to be understood.

In the Skip lunch, A tries to introduce a simple request that their team be seated together. She may be trying to communicate how important the team is for her, and how disruptive the change has been to their sense of collaboration. Even though the request is concrete and actionable, the VP's response is at first vague and evasive. In the end, A is told she must bear the responsibility for not letting further disruption affect her performance.

B reports that what disturbs him is that previous work appears to have been in vain. The VP's response seems to accuse B of not finishing the job. Her response suggests that it was B's job to propagate the enthusiasm in order to reach the goal.

The VP's response to C is most disturbing. When C struggles to raise an issue that he recognizes in his coworkers, he is dismissed. The VP portrays his concern as an already resolved issue, and doesn't otherwise respond.

The individuals appear to try and work within the environment and practices that are provided by the organisation. But the form of practice doesn't seem to allow for being heard. It suggests they are mismatched.

- Individuals suffer frustration and anxiety, which may decrease rather than increase commitment
- Wholehearted adoption of programs like H and her Red assessment would appear to subvert the program's intent of improving relations; yet
- Trivialising the programs as amusements neither furthers the stated goals, nor appears successful in conveying dissatisfaction.

- Both positive and negative reactions appear to express something that the program can't contain and process.

Vignette III: Change, Consideration of Others

In this final vignette the organisation makes a number of important structural changes, and the employees demonstrate that they are impacted in one way or another. In contrast to the previous vignette in which management practice focused on the needs of individuals, this form of practice appears to try and avoid individual needs.

Problem:

Implement change with little or no disruption to business.

Solution/Practice:

Conceal or restrict access to the details of the planned change. When necessary, communicate only the positive aspects.

Assumption:

The operation of the business is assumed to be dispassionate. Employees are expected to be flexible and adaptable.

Mismatch:

Employees appear to sense that a change is about to happen and it disrupts their work. They have emotional responses to the change, but have no outlet to express and work them through.

A number of significant changes occurred in a short space of time for members of the organisation. Several dispersed teams were moved to a new location in the suburbs. This served several purposes for the organisation. It allowed for renovation of some

facilities, the expansion of some departments, and the consolidation of similar functions. For some of the moved employees this was a lifestyle change as they had never had to drive to work before. Little explanation was provided to the employees beyond the need for space and the award winning design of the building. Employees, talking amongst themselves, explained the move as an attempt to bring harmony to competing teams, and simplify the means of sharing information by making it more informal. More negatively, they also discussed how getting everyone together would facilitate reorganisations, and reveal redundancies that would lead to layoffs.

Shortly after the move a major project was initiated by IT to combine a number of upgrades into a complete re-architecture of the technology. The project suffered delays for more than a year. It expanded its mandate to include additional technical, structural, and procedural projects, and then was suddenly pared down to a specific application upgrade. At the completion, and because of the expectation of a major transformation, technology had not been maintained and was in urgent need of attention. Shortly after the transformation project was abandoned, and for the first time in the company's history, there were significant layoffs that occurred monthly and quarterly in various departments. During this time the company undertook to outsource the IT department to an external vendor citing the need for better maintenance and technological innovation.

The outsourcing initiative was facilitated by the documentation that was prepared by the previous ITIL project. The detailed process and procedural documents were developed further to break down complex tasks into finite actions that could be specified in the vendor contract.

The stakeholder committee managing the project initially attempted to operate in secret from the rest of the department. During one of their weekly meetings they discussed the growing need for communicating the impending changes to the employees.

M: People are talking and asking questions about the outsourcing. I think we need to tell them something.

B: How do they know? No one was supposed to say anything. We all signed non-disclosure agreements.

N: Who knows. These things always get out. I didn't say anything.

B: Well, a communications plan will be tricky. Its kind of hard to say anything when we aren't supposed to say anything.

O: Why do we have to say anything? They just need to keep doing their job. They work for us now, and they will work for the vendor later. Same job, different boss. Nothing to say.

N: Some people may leave because they don't know what's going on.

B: Well, that could work for us, because not everyone will get transitioned.

N: But we need people now until the transition.

O: And we will keep some people to help run the vendor after.

B: (concerned) You think *those* people will leave?

M: (getting emotional and raising her voice) We need to tell them something because they have worked for us! They did what we asked them to do. And now we are deciding their fates like they aren't even human. We need to treat them with dignity. (She gets choked up and her voice cracks)

The other members of the team shift uncomfortably in their seats and try not to make eye contact with the speaker. One person rolls their eyes and shakes their head, another shares a smirk with his neighbour.

B: Well, … we can tell them that we are working on improvements for the future … and we'll ask HR to put together a package to reward those people who stay. Ask your managers to identify the people who are most critical to the operations.

At transition, less than half of the employees were transferred to the chosen vendor. The vendor quickly met separately with the new employees. It was explained to them that they would be performing a similar function, but that how they performed would change. The vendor explained that they had to get their heads around no longer being the customer. They were now a seller of services, no longer a purchaser. They went on to explain the benefits that were possible in the new positions and with the new company. The vendor described these meetings as 'Hearts and Minds' meetings.

The employees were told that in the role of provider of services they could not perform work that was not defined by the

contract. The vendor would be willing to perform whatever services the customer needed as long as they were compensated. Some employees expressed relief at this separation from the business, others saw little difference, while still others missed the autonomy and recognition of being a hero.

Not long after the outsourcing of the IT department the company prepared for the annual survey. The survey was no longer referred to as an Employee Satisfaction Survey, instead it became an Engagement Survey. The purpose of the engagement score was to gain a favourable ranking in relation to other companies, and be recognized on lists of preferred places to work. Managers were told that a place on the list was important as a method to recruit talented employees. The survey was reduced to ten simple questions, and a text box for other comments. Questions included asking if the employee understood the company objectives, if they met regularly with their boss to discuss how their tasks supported the company objectives, and whether the employee was tempted to look for work elsewhere.

A team was formed to find ways to encourage people to complete the survey. There were a dozen members of the committee, most of whom were peers at the same level of the hierarchy. There was also a Director with accountability for ensuring participation in the survey, and a Human Resources (HR) manager whose team had overall accountability for implementing the survey and interpreting the results.

The Director seldom attended meetings, but the team proceeded based on the stated instructions to create communications to their peers. The team quickly got organised, and a number of administrative tasks were completed. In one of the first meetings, the team discussed how they would proceed.

L: Okay, what do we need to do?

D: Why do we need to encourage participation if it is mandatory? Is it mandatory? (asking the group in general)

L: I don't know. Is it? (asking the HR representative specifically)

J: I know people who said they were mad that they had to fill it in, like they had no choice. I mean, its supposed to be helpful.

HR: It is voluntary.

P: People were told last year that they *had* to fill it out.

D: Yeah, I heard that too.

L: Okay, so if it is *technically* voluntary, but we need as many people as possible, how do we encourage people to fill it out?

D: Well, I guess that depends on why they don't want to fill it out.

J: I think its because they think it isn't anonymous.

L: Can we make it anonymous?

D: It shouldn't come through email because then the email is tracked.

P: Yeah, we could create a generic website …

L: Yeah, so no one's IP is tracked …

D: Or we could use some sort of proxy …

HR: It is anonymous.

There is a quiet pause after this statement, and people looked at each other waiting for someone to speak.

D: But I thought they tracked participation? Don't they use the email address?

HR: They do, but all that information is kept by the external vendor. No one in this company sees who sent what.

Again there is a quiet pause.

L: Okay, so I don't think we can make it more anonymous because we don't have enough time or any budget. Why else wouldn't people participate?

J: Well, I think people look at past surveys and see that nothing has changed. So they say, what difference does it make?

D: Yeah, that's true. people don't remember anything happening after the last survey.

P: Yeah, people are getting frustrated.

HR: (getting animated) We do lots of things after every survey. We implemented the Townhall meetings, we brought in trainers for managers, we arranged barbecues and ice cream, and all sorts of stuff…

Again the group is quiet for a few moments.

HR: Anyway, we did everything that people asked for. It's really hard to create a programme if people don't give us information. We need positive ideas. We need detailed information that we can act on.

L: Okay so we need to encourage people not just to fill out the survey, but to provide feedback in the text box.

HR: Positive feedback.

J: Right, courageous.

D: But… I know there will be people who don't want to fill out that box, because they don't want to be identified.

L: But we can't make it more anonymous.

D: No, I know, but even if their name isn't provided the words can give them away. I think people will be afraid of a witch hunt.

The group murmurs their agreement except HR who remains silent.

L: So, how do we manage that in the communication? I mean, can we say there won't be a witch hunt?

J: Maybe that will only make people think there is a witch hunt if we say there isn't. You know? Because why else would we mention it.

L: Right. So here's what we will do. We will create posters that say the survey is important, and we want to hear from everybody, and we want to hear as much feedback as possible - positive feedback.

J: And we'll create other posters that list all the things that have come from the other surveys.

Once the surveys results were returned, senior leaders expressed gratitude to employees for the ranking. They acknowledged that they had scored low in participation, and on key metrics like the number of people looking for work elsewhere, but that these were not as bad as they had expected. They considered the score a direct result of what they referred to as "the situation" of the past year, meaning the outsourcing and layoffs, but not referring to them specifically. They explained that they would set those particular results aside since the cause was known, and they would focus on other areas of improvement. The Executive team thanked everyone for persevering and being committed to being first. He

> reiterated that it was a culture of innovation that made this company
>
> a great place to work.

The physical move of employees to a new location is a good example of the rational approach to managing the organisation. The change may be necessary from a financial perspective, and reasonable from a structural point of view. But these reasons are not communicated to the employees. Without more of an explanation the individuals attempt to explain the move to themselves. The positive phantasy is one of harmony and rapport, the negative phantasy predicts rivalry and loss.

Maintaining the dispassion of business management becomes more difficult with the decision to outsource the department. The individuals on the stakeholder committee appear to struggle with how to discuss a topic that they may only allow themselves to be aware of to varying degrees. M brings a difficult subject into the open. She seems to feel most acutely the impact that the organisation's actions will have on the individuals.

Others like B appear to take refuge in the secrecy, and may use the role of management to protect themselves from the feelings that M expresses. O may also prefer the distanced and logical approach that M may feel burdened by. For O it is business as usual, as long as the job exists, there is nothing to discuss. N is somewhere in between. He is aware that the uncertainty might cause individuals to leave, and that practically speaking they can't afford to lose them all.

Expressing thoughts and feelings is not only difficult for the managers in the organisation. The employee committee charged with communications to their peers, appears to have an equally hard time expressing and acting upon thoughts and feelings. To do this they seem to remove themselves from the conversation and talk in

terms of generic third persons. It is 'people' who are said to have thought a particular thing, 'people' who might feel mad or frustrated, and 'people' who are afraid of a witch hunt.

The element of the witch hunt is an interesting metaphor in the discussion. It suggests that the individuals experience paranoia and persecution when asked for their opinion. The insistence by the organisation to provide feedback may feel like a trap that will expose them to danger. They cannot acknowledge the risk, they can't provide safeguards, yet they can't deny the risk exists. In the end, they take refuge in the positive language of the management practice just as the stakeholder committee had done.

Maintaining a consideration for individuals appears very difficult within the organisation.

- A lack of information about a change causes disruption. Employees appear to fill the void with their best or worst ideas.

- Employees attempt to act dispassionately, but emotion is not eliminated and neither does it have an outlet.

- Emotion is experienced as dangerous by individuals.

The apparent struggle of individuals to express themselves while the form of management practice operates dispassionately suggests a mismatch that will be explored in more detail in this thesis.

Summary

The vignettes provided in this chapter have been included to illustrate the environment out of which this thesis was conceived. The form of management practice favoured by the organisation sometimes appears at odds with the individual's attempts to relate to others, and commit to the organisation's objectives.

- Communication that is moulded by this form of practice become indistinct, and individuals appear to construe the meaning based on their hopes and fears.

- The organisation's practices may favour concrete action and dispassionate decision-making, but the vignettes suggest the individuals are complex and emotional.

- Where the organisation's practices cannot contain individual thoughts and feelings, commitment to others and to ideas appears difficult, but not absent.

- The assumptions that the form of management practice makes about the individual seems to be continually contradicted. Yet the individual attempts to work within this environment.

This thesis attempts to look more closely at individual unconscious content to determine if it is mismatched with that of the organisation's practices as the vignettes have suggested.

3. A Definition of Quick Fix Practice
The Historical Precedents, Critical Discussion, and Contemporary Practice of Perceiving Individuals and the Organisation

The vignettes provided in the previous chapter triggered my curiosity and made me wonder what circumstances converged to bring about that form of management practice. A practice that is designed to provide a solution to address a problem, appears to fail. More importantly, the same method of solving problems seems to recur in only slightly modified forms. The situation appeared to me as if the management practice was expected to operate like pulling a lever to direct individuals to move in a desired direction. There may be some consternation by those involved when the direction is not achieved, but the method is seldom altered. I considered that the lever must appear logical and expedient to those using it. I came to think of this lever as the quick fix.

The lever is that half of the thesis research question that refers to the quick fix of business management. This chapter will define what the quick fix is, and particularly, how it relates to the individual. This will provide an avenue of inquiry to compare the quick fix to the unconscious of the individual to determine a mismatch.

The questions that were raised for me as an observing participant, and that I will address in this chapter are:

- What led to this way of operating, and what characteristics and assumptions underlie it,

- What circumstances perpetuate the practice, and

- How to define quick fix practice and distinguish it from other methods of operation in the organisation.

The discussion may give the impression that managers and management are at the root of implementing the quick fix. It is worth reiterating that this thesis will not be looking at issues of power dynamics or intergroup process. Instead, the research accepts the quick fix as a function of the organisation. That function is operated by some individuals who are managers, and is directed at every individual who is managed. This chapter looks at the assumptions and characteristics of the quick fix that make the lever a sensible choice in the management of the organisation. The focus is on the association between a practice that makes demands of every individual, compared to the unconscious understanding of the resulting environment by the individuals.

The chapter will be divided into three sections. The first section will review the historical precedents of business management practice. This is not intended to be an exhaustive historical summary. Of interest to this thesis is how the evolution of management practice is based on assumptions about individual capabilities and limitations. The assumptions of historical precedents become the basis for a contemporary definition of the quick fix. The assumptions about individuals are expected to provide a comparison to the individual unconscious data to be presented later.

The second section of this chapter will review business management literature and criticism on the recurrence and viability of quick fix practices. This section is intended to demonstrate the conscious arguments that bring about the quick fix. It demonstrates the debate even within management on the validity and effectiveness of the prevalent practice. Managers themselves debate why the practice continues. This section attempts to answer why the lever appears logical, and why managers choose it.

The final section will discuss a definition for the quick fix and clarify its components. The proposed definition is:

> The quick fix is the attempt to establish a set of norms for individuals using structure, activities, and social relations as a condition necessary to bring about a business objective.
>
> Not all organisational practice is quick fix practice, but any organisational practice can be used in quick fix practice.

The goal in this section is first, to distinguish quick fix practice from the general operation of an organisation. Secondly, it will draw attention to what quick fix practice attempts to do, compared to the impact displayed for this observing participant. Reference to examples from the vignettes will be used as contemporary illustration of the historical precedents. The value of the definition to this thesis is to characterize a pervasive form of practice. A practice that individuals encounter in their relationship to the organisation, and one that they may perceive and adapt to consciously, but organise and understand unconsciously.

Section 1. Quick Fix Practice, Historical Precedents

The history of business management goes back little more than 100 years. Its various phases and changes are catalogued differently by different authors (Braverman (1974), Huczynski (1993), Jackson (2001), Jacoby (1991, 2004), Jacques (1996)). The name of a phase is not the concern of this review, nor is its exact timing or causation. I have chosen three major developments in the history of large scale organisational management to review, namely Bureaucracy, Scientific Management, and Welfare Work. They are significant developments that most authors agree on, and they represent distinct characteristics that could be associated with the activities

noticed and described in the vignettes. These early precedents appear to have elements in common with later defined phases of management development[5]. This commonality of characteristics, and their relation to my observing participant experience, made them a good fit as the foundation for the definition.

The proposed definition of the quick fix refers to one major characteristic in each of the management phases. Bureaucracy relates primarily to structure, Scientific Management to activities, and Welfare Work to social relations. But each management practice is not limited to that characteristic. Bureaucracy certainly has influences in social relations, Scientific Management in structure, and Welfare Work generates activities, etc.. It is their primary characteristic that inspired the definition, and this will be the focus of the review. For each characteristic, it is the assumptions about the individual that is important for this thesis. What each management practice says about individual character and values can be compared to what individuals reveal they value in themselves and others.

Bureaucracy, Structure in the Organisation

The origins of bureaucracy as a named and studied form of management are most often attributed to Max Weber. Weber credited the success of capitalism and large scale enterprise to rationalism, discipline, and the enduring influence of what he called the Protestant Ethic. It was the asceticism of the Protestant that Weber (1958) said demanded self-control and made the pursuit of profit a testament of faith and worthiness to God.

> It attempted to subject man to the supremacy of a purposeful will, to bring his actions under constant self-control with a careful consideration of their ethical consequences. p. 119

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5 See Huczynski (1993) for a detailed list of characteristics shared by management idea families (p. 142)

Self-control was needed to conquer the emotions and self-interest. It was then, he

said, that labour could be an end in itself (p. 61).

At the heart of this self-control Weber (1914) said was rational discipline. It

was this control that inhibited individual action originating from personal charisma (p.

62). This kind of discipline, he said, required training and repeated drills to ensure

predictable conditioned reactions (p. 62).

> In the context of such drills, all personal critique is unconditionally
> deferred, and personal convictions are constantly adjusted toward the
> predetermined goal reflected in how the received order is executed p.
> 62

Bureaucracy, he said, was dispassionate, and dispassion was a tool at the disposal of

the authority who could produce it (p. 63). The method to do this was twofold.

> The vital sociological factor is that first everything, and specifically the
> imponderable, irrational, and emotional moments, are calculated
> rationally, like one calculates the revenue from coal and ore deposits.
> The second sociological factor is that soldierly devotion; even in the
> context of a charismatic Leader, no matter how strong his personal
> influence is, devotion of the soldier is first to the intended purpose. p.
> 64

Individual behaviour in Weber's view could be honed to the predictable execution of

rationally defined tasks as long as passion was removed. This was the underpinning

for the structural characteristics of bureaucracy.

The structures of the modern bureaucracy were defined by Weber (1921) as

operating with the following characteristics;

> 1. A rigid division of labor is in place for the purpose of performing daily
> tasks as official duties in the functioning of the bureaucratically
> governed system.

> 2. In order to fulfill these duties the necessary chains of command are
> firmly established and divided up [among the Beamte], and their
> capacity to coerce (physical, sacred, or other) is firmly restricted by
> regulation.

> 3. Regular and continuous fulfillment of these assigned duties, and the
> execution of respective rights is systematically secured by hiring
> people with certified qualifications. p. 76 (parenthesis in the original)

Altogether, asceticism, rationalism, discipline and structure, Weber contended, were at

the root of the success for capitalist industry. He allowed that the repressed, deferred

and otherwise irrational elements of the individual belonged to the private sphere of

life. A private sphere that was completely separate from bureaucracy and business (p.

77).

Weber's promotion of bureaucracy has had many critics. Jacques (1996)

argued

> This mode of consciousness has a "mechanical" orientation to it,
> emphasizing instrumentality, emotionlessness, accumulation,
> skepticism, individual consciousness, standardization and
> objectification. p. 37

The mechanical quality, Braverman (1974) attributed to the change from labour to

labour power. Labour, he said, was a particularly human capacity and was responsible

for all the advances of civilization. Labour was a function of the whole individual as well

as a coordinated activity of a group, community or society (p. 35). Labour power, on

the other hand, was not about the capacity of the individual, but only time.

> what the worker sells, and what the capitalist buys, is *not an agreed*
> *amount of labor, but the power to labor over an agreed period of time*.
> p. 37 (italics in the original).

Labour power, Braverman said, was 'infinite in *potential*, but in its *realization* it is

limited by the subjective state of the workers' (p. 39, italics in the original). What the

capitalist loses in bureaucracy, Braverman contends, is the individual's creative

capacity. This is lost in the mechanized rationality that is drilled in order to produce

predictable responses. In order to realize all of the potential of the individual,

Braverman said, the capitalist would need to gain control over those irrational and

social elements (p. 40).

Besides Weber's model of the military as a source of discipline, other

authors commented on how management borrowed from prisons, workhouses, and

orphanages (Pollard, 1965, p. 163), as well as agricultural estates, and colonial

plantations (Braverman, 1974, p.45), including slavery (Jacques, 1996), as the

prototype for the capitalist's control over the labour process.

The need to improve bureaucracy's ability to motivate the employee creates

the first management experts (Braverman, 1974, p. 59; Jacques, 1996, p. 59). These

were the positions of the economist, accountant, or bookkeeper. These experts

introduced financial rewards as an enticement to labour longer or harder according to

the payment scheme. Jacoby (2004) reminds us that bureaucracy is far from neutral in

this relationship, rather 'it is rationality shaped to serve the employer's interests' (p. 2).

The employee's only bargaining position is to withhold labour, which increases the

organisation's view that employees are 'lazy, grasping, and untrustworthy' (p. 5).

Bureaucracy, Assumptions of the Individual

Bureaucracy appears to make the following assumptions about the

individual:

- Work is a moral duty that benefits the individual spiritually.

- The individual is able to separate work from other areas of life.

- The individual is able to remove emotion and other "irrational" elements

  from the work environment.

- Without training and discipline the individual is lazy and self-serving.

Bureaucracy is about modifying structure through the division of labour and chains of

command. Its rationalist approach is intended to be the norm for individuals in order to

achieve success. Emotion is to be removed from work and personal satisfaction

delayed or idealised.

Scientific Management, Activities in the Organisation

Building on the foundation of bureaucracy, and especially the new field of

experts, Frederick Taylor (1911) developed what he called Scientific Management. For

Taylor,

> the best management is a true science, resting upon clearly defined
> laws, rules, and principles, as a foundation. p. 7

The science he applied to the organisation was engineering. His approach was to split

tasks into finely defined components, and then train the employee to perform each

function in a very precise way. Scientific Management prescribed what tools to use,

how much load to carry, for how long, and when to take a break for an exact number of

minutes.

> Scientific Management's advantage, according to Taylor, was in being able

to take advantage of a natural hierarchy that separated the intellect from physical

effort. He justified it saying,

> the science which underlies each act of each workman is so great and
> amounts to so much that the workman who is best suited to actually
> doing the work is incapable of fully understanding this science without
> the guidance and help of those who are working with him or over him,
> either through lack of education or through insufficient mental capacity.
> p. 24

This separation of functions created a more essential role for management in order to

ensure the 'absolute uniformity' of the worker's labour.

> The managers assume, for instance, the burdens of gathering together
> all of the traditional knowledge which in the past has been possessed
> by the workmen and then of classifying, tabulating, and reducing this
> knowledge to rules, laws, and formulae which are immensely helpful to
> the workmen in doing their daily work. p. 33

Taylor considered it 'self-evident' that this systematic management would be

successful because the interests of employers and employees were aligned. Both

wanted prosperity. This could be accomplished, he said, by providing higher wages to

a smaller number of high performing individuals, thereby lowering overall costs of

labour to the organisation (p. 10).

Scientific Management, according to Taylor, was the means to achieve

greater productivity specifically because it was a solution for "soldiering". Taylor quotes

the American Society of Mechanical Engineers (1903, in Taylor 1911) that defines two

causes for soldiering.

> This loafing or soldiering proceeds from two causes. First, from the natural instinct and tendency of men to take it easy, which may be called natural soldiering. Second, from more intricate second thought and reasoning caused by their relations with other men, which may be called systematic soldiering. p. 18

Individuals were considered innately lazy, and as a group it was thought they could be

coordinated in their avoidance of work. The coordination made it more difficult to

induce any one potentially ambitious worker. Scientific Management provided a

solution to this problem because it advocated for each individual to have a completely

separate job. By isolating one worker from another Taylor found that he could reduce

the effect of the group (p. 67).

Taylor variously referred to the workers as 'sluggish' (p. 43) , 'stupid' (p. 54)

and like 'grown-up children' (p. 110). He was convinced that providing the individual

with a single simplified task contributed to satisfaction in their job. In addition, Taylor

advised managers that various incentives for money or improved conditions

> should be accompanied by that personal consideration for, and friendly contact with, his workmen which comes only from a genuine and kindly interest in the welfare of those under him. p. 31

This attitude of interest from the managers would result, he said, in an improved

attitude of the worker

> they looked upon the men who were over them, their bosses and their teachers, as their very best friends; not as nigger drivers, forcing them to work extra hard for ordinary wages, but as friends who were teaching them and helping them to earn much higher wages than they had ever earned before. p. 66

Individuals certainly work hard under Scientific Management. But Taylor calculated,

that since the worker was being fairly compensated for the effort, and treated genially,

that everybody prospered.

Taylor and Scientific Management have had many critics. The management

practice is held responsible for the deskilling of the work force, and for making work

'dull, enervating, and meaningless' (Jacoby, 2004, p. 75). Braverman considered it a

significant dehumanization of the labour process.

> While the social division of labor subdivides *society*, the detailed
> division of labor subdivides *humans*, and while the subdivision of
> society may enhance the individual and the species, the subdivision of
> the individual, when carried on without regard to human capabilities
> and needs, is a crime against the person and against humanity. 1974
> p. 51 (italics in original)

With a social division, he said, the society still maintains all of its capabilities, but when

the individual is divided, as in Scientific Management, the total capability is lost.

The primary goal of Taylor's programme, Braverman said, was not the

enhancement of the employee, but only to cheapen labour (p. 81). Management was,

according to Braverman, constantly threatened by the intelligent and conceptual

abilities of the individual, which were resilient to being subdued (p. 96). Attempting to

conquer the individual's critical faculty necessitated the myth of the 'original stupidity of

the worker'. The innate ignorance of the worker relieved the manager from

acknowledging that management was 'engaged in a wholesale enterprise of prizing

and fostering stupidity' (p. 75 fn).

Scientific Management, Assumptions of the Individual
Scientific Management made the following assumptions about the

capabilities and personality of the individual.

- The individual is lazy and lacks intelligence to understand efficiency.

- Groups of individuals coordinate to reduce overall labour.

- The individual is motivated by self-interest and can be induced with incentives.

- The individual will appreciate the manager and see them as a friend.

Scientific Management's approach to management is about refining activities to basic, repeatable, and measurable components. The norms it attempts to bring about are individual commitment, uniformity, and compliance.

Welfare Work, The Social Organisation

The final management practice to be covered in this chapter can be known by many names. Its earliest practice was referred to as Welfare Work. Later versions of similar practices were called Personnel Management, Vocational Movement, and Human Relations Management. All have a relationship to the original, which will be reviewed here. Unlike Bureaucracy and Scientific Management, Welfare Work is not associated with any one proponent. In many respects it is an extension of Scientific Management and the specialized departments created to manage tasks. The focus of this new practice is considered to have developed around increasing labour unrest from before World War I to the mid 1930's. Management's view of labour organising focused on the individual.

> It was rooted in the belief that the worker himself -- the intemperate, slothful worker or the ignorant immigrant, prey to radical nostrums -- was directly responsible for the labor unrest, social tension, and the decline of the work ethic. To countermand these tendencies, firms experimented with programs ranging from thrift clubs, compulsory religious observances, and citizenship instruction, to company housing, outings, and contests. The idea was that the firm could be used to recast the worker in a middle-class mold: uplifting him, bettering him, and making his family life more wholesome. Jacoby, 2004 p. 37

Those that advocated for Welfare Work attributed the individual's family life as contributing to poor attendance and diminished effort. Many programmes were meant

to replicate a middle-class home within the organisation (p. 37) as an example for employees to follow.

One of the lasting benefits from Welfare Work was the reform of payment schemes by normalizing compensation. In addition, organisation's created profit sharing plans and pensions (Jacques, 1996, p. 121), which were successful at appeasing workers. The organisation benefited from these deferred rewards because it required long-term compliance from individuals. The combined practices weakened the employee's desire for collective bargaining, and generated loyalty towards the organisation. But these financial reforms were often linked with social reforms.

It is the extent of social benefits and demands that characterized Welfare Work. Jacoby (2004) quotes a government document from 1916, which defined the practice of Welfare Work as

> anything for the comfort and improvement, intellectual or social, of the employees, over and above wages paid, which is not a necessity of the industry nor required by law   quoted in Jacoby, 2004, p.36

Money was only part of the program. The organisation undertook these improvements with the expectation that this type of practice was reforming the individual to an ideal social norm. Jacques (1996) describes the practice saying

> Maximizing production is no longer the only, or necessarily the primary criterion of the good worker. More important is the worker who can be 'developed' in a normalizing fashion over a long period of time to be committed to goals established by others calling themselves 'the organization'. p.120

A loyal worker is less expensive to the organisation compared to continually training new workers. And a worker committed to the organisation's goals was considered the key to unlocking the potential labour that was assumed to be held back by the individual for their own interests.

Ford was one company that incorporated the practice of welfare work along

with scientific management (Jacoby, 2004, p. 88). Scientific Management was used to

breakdown the automobile assembly process and increase efficiencies by counting

steps and specializing tasks. In addition, Ford instituted a supplement to daily wage

rates that effectively doubled the individual's salary. The condition for receiving the

supplement was an intense screening process by company examiners.

> To determine a worker's eligibility for the supplement, the company's
> new Sociological Department sent several dozen investigators to look
> into his living conditions, get character references from his neighbors,
> examine his savings account, and scrutinize his attendance and
> production records. p. 88

Although the initiative was implemented one person at a time, it is thought that Ford

instituted the programme to combat shirking that occurred collectively within a group

(Jacoby, 1991, p.95). The reasoning was that the individual couldn't be swayed by

others if they felt they had a stake in the prosperity of the company (p. 96).

One other significant influence on Welfare Work came from a series of

experiments undertaken at the Hawthorne plant of the Western Electric company by

Elton Mayo and a team from Harvard. The Hawthorne experiments (1924-32)

originated with the intention to understand the physiological factors that put a limit on

the amount of work an individual could perform. They experimented with rest breaks

and increased lighting and other physical impacts on a group of individuals. What

became apparent to Mayo from these studies was that

> The single discovery, the simple remedy, the one best way, had failed
> to materialize. The situation that had actually revealed itself was that of
> multiple factors closely interrelated and all potentially important in the
> control of an industry. Mayo, 1933, p. 6

The group, he concluded, was like a living organism. It's whole equilibrium could be

changed by a change in one variable of the environment (p. 11).

Mayo's team surveyed the subjects throughout the experiment. They

concluded that increased output was a result of 'the distinctly pleasanter, freer, and

happier working conditions' (p. 69). Improvement was not noticeable immediately after

a change. And opposing changes could eventually have the same impact. Regardless

of the type of change, it first caused a decrease in output.

> The consequence was that there was a period during which the
> individual workers and the group had to re-adapt themselves to a new
> industrial milieu, a milieu in which their own self-determination and
> their social well-being ranked first and the work was incidental. The
> experimental changes - rest pauses, food, and talk at appropriate
> intervals - perhaps operated at first mainly to convince them of the
> major change and to assist the re-adaptation. But once the new
> orientation had been established, it became proof against the minor
> experimental changes. pp. 70-71

What Mayo had found was that there was a social aspect to work that could benefit the

individual and the group. Once that benefit was established, or re-established, work

was increased due to a stable social environment.

The other contributing factor to the workers happier working conditions,

Mayo said, was that the group felt looked after by the attention of the researchers. He

concluded that this made the manager extremely important to the overall motivation of

the individual and the group. In the best situation, workers became self-supervising (p.

77). And even when workers complained, the organisation appeared immune from

criticism

> In the later phases of the work, when the technique of interviewing had
> fully developed, it would sometimes chance that a worker, who was full
> of grievances against supervisors and convinced that he had been
> unfairly treated, yet did not attribute his ills to the Company. On the
> contrary he was eager to tell his story, believing that the Company, or
> some sufficiently remote executive, would offer him redress once his
> situation was fully known. p. 100

It was the manager who was the primary object of worker satisfaction and criticism.

Although Mayo's work had a significant impact on the evolving practice of

Welfare Work, it was drastically simplified. Organisations reduced his realization that

motivation was influenced by the collective to a focus on morale, personnel

counselling, and various types of management interaction with employees (Braverman,

1974, p. 100). The organisation embraced the aspect of Mayo's work that focused on

teamwork and cooperation as a source of satisfaction. It was seen as a direct benefit

to the organisation at no cost (Huczynski, 1993, p. 46).

  Mayo is criticized for promoting the equivalent of the family in the workplace.

His conclusions were thought to characterize the worker as vulnerable to influence

because of an obsessive need to belong and be appreciated by others (p. 45). In

exchange for some attention from the organisation, the argument went, the employee

would work hard for a reasonable wage and maintain a positive and benevolent image

of the organisation.

Welfare Work, Assumptions of the Individual
  Welfare Work made the following, sometimes contradictory, assumptions

about the capabilities and personality of the individual.

- The group is a source of collective shirking

- Motivation could be managed by training individuals and compensating
  them for preferred norms.

- The group is a source of motivation and loyalty

- Motivation could be managed by personalizing supervision and didn't
  require financial rewards

Welfare Work's approach to the individual was to manage the social aspects of the

work environment. The norms it advocates are loyalty, community, and collaboration.

Contemporary Practice of Historical Precedents
  Looking at the historical precedents of business management highlights the

assumptions about individuals that appeared to make the practices necessary. Their

importance to this thesis is the perpetuation of the assumptions in contemporary

practice. This will be briefly illustrated using two examples of the current practice of

promoting employee engagement.

In his book, *Carrots and Sticks Don't Work, Build a Culture of Employee*

Engagement with the Principles of RESPECT, Marciano (2010) quotes the US

Conference Board as an expert and uses the definition

> Employee engagement is a heightened emotional and intellectual
> connection that an employee has for his/her job, organization,
> manager, or coworkers that, in turn, influences him/her to apply
> additional discretionary effort to his/her work. p. 57

Marciano uses this as a conceptual model to create an 'operational model' that

focuses on symptoms rather than causes, because, he says, the cause doesn't

change the immediate treatment (p. 59).

The advantage of the operational model, he says, is that the symptoms of

engagement show up in the behaviour and perceptions of employees.

> Like the small business owner, such workers do whatever needs to be
> done, regardless of their job title. They come in early, leave late, and
> take work home if needed. p. 42

The presence or absence of these symptoms, he says, can then be measured with

surveys.

To resolve the missing symptoms, Marciano creates what he calls the

RESPECT model as an 'actionable philosophy'. He defines the model as 'a set of

values or beliefs intended to guide one's daily actions and behaviors' (p. 67). This

includes hiring for desired traits, and formally and informally promoting the

organisation's values through training (p. 40). Marciano acknowledges that some

employees will not be able to make the adjustment to an engagement culture. He

recommends dealing with these employees swiftly through termination to reinforce the

acceptable emotional response to others (p. 48).

In their book, *Employee Engagement, Tools for Analysis, Practice, and Competitive Advantage* , Macey, Schneider, Barbera, and Young (2009) use a similar definition of engagement that focuses on the organisation's goals (p. 7). To achieve this they encourage managers to capture both the psychic and behavioural energy of the individual. This produces, they say, the behaviour of engagement.

> The most straightforward example of this are employees working harder, for longer stretches of time without a break, and for longer hours during the day or week. p. 28

This behaviour, they say, generates a sense of ownership in the company and its objectives.

> Embedded in the sense of ownership we have just described is that engaged employees take on as their own the goals and mission of the larger groups to which they belong, such as the team, department, and company. p. 36-7

For Macey and his co-authors this means that the employee will have a shared identity with the company (p. 37) where the goals of the individual and the organisation are the same.

Macey et al. specifically distinguish engagement from employee satisfaction, and clarify that satisfaction of the employee is not what is desired (p. 40). They contend that employee satisfaction leads to maintaining the status quo (p. 40). The desired behaviour, they say, is not to reach a goal and be satiated, but to constantly strive for loftier goals with a sense of urgency, focus and intensity (p. 40).

The key to achieving engagement, they say, is the bond that forms between the employee and the manager. Generating that bond requires that managers be trained to promote the organisation's mission and vision, and demonstrate optimism and enthusiasm (p. 41). To tailor the training the authors recommend starting with a survey that is targeted to employee behaviour (pp. 73-4). The results of the survey are

used to generate detailed interventions for the organisation that include developing

trust, learning the culture, and hiring the right people.

Both of the quick fix books briefly summarized here focus on the behaviour

of individuals to benefit the organisation's goals. They do this by defining what is

acceptable and expected behaviour for the workplace. They define and promote norms

for the individual to internalize along with the values and objectives of the organisation.

If successful, the individual will identify with the organisation and apply a greater

amount of energy and enthusiasm to the job. In promoting engagement the practices

have incorporated historical precedents. Bureaucracy contributes structure with the

importance of the employee manager relationship, Scientific Management contributes

measurement activities with surveys and training, and Welfare Work contributes a

social component to promote trust and bonding with management and the

organisation. As with the historical precedents, the contemporary business

management practice assumes that the individual withholds discretionary effort, and

must be persuaded to identify with the organisation and its objectives.

Historical Precedents Summary

This section has endeavoured to show three types of management practice.

The primary focus of this historical review is to consider what attitude toward the

individual generated each type of response. Overall, the field of business management

has appeared to view the individual with suspicion and possibly contempt. The

individual is considered lazy, self serving, flooded with emotion, and lacking

intelligence. And a group of individuals is a concern for its ability to collectively protect

self interest. Quick fix practice relies on the assumption that the individual's character

is malleable. It operates either with dispassion towards the individual, or by appealing

to individual self interest, or the group's collective desire for emotional connection.

Section 2. Quick Fix Debate Within Business Management

In this section of the business management literature review I will look at the theories for why business managers choose quick fix practice. Satisfying an objective doesn't fully explain why managers would choose practices with limited documented success, or why quick fix practices change rapidly. The authors in this section are aware that quick fix practice is perceived pejoratively, and they provide additional arguments, both supportive and critical, of its ongoing prevalence. The statements they offer reflect a discussion of how and why managers choose the practices that they do. It is discussed without reflection on unconscious motives. The previous section looked at the assumptions that quick fix practice made about the individual. This section looks at the assumptions that quick fix practice is thought to reveal about organisational management. It will look first at factors that drive decisions from outside the organisation, and then from those that originate from within.

The External Factors and Consultants

The shift between the practices of Bureaucracy, Scientific Management, or Welfare Work has been identified by many authors (Henriques et al, 1984, Abrahamson 1991, 1997, Barley and Kunda, 1992, Abrahamson and Fairchild, 1999) as having a rational association with a scarcity or surplus of workers . This link explains the adoption and abandonment of a practice as the economy moves from expansion to contraction. When there are many individuals available, the argument goes, the organisation can be much more demanding about how work is done. Bureaucratic and Scientific Management type practices are much more likely to be implemented in these times. When workers become more scarce the organisation changes its practice to offer greater incentives to recruit and retain individuals. In those times a Welfare Work type programme will be more common.

The external environment can cause other types of changes as well. The external environment, Jackson (2001) says, could be changed by political actions such as the deregulation of the financial markets, or more generally by an escalation in the volume of information that is available (p. 26). He suggests that a wave of management fashion is the result of

> the fast-paced changes and uncertainty of the external environment; the need for organizations continually to learn to adapt by being constantly flexible and always in action; challenges to existing knowledge forms; and the creation of organizations that are made up of willing and willed subjects p. 26

The state of constant change, Jackson says, gave rise to the practice of hiring management consultants, or charismatic gurus. The consultants promoted a 'culture of intervention' in which it is possible to manage social change by transforming and perfecting the organisation (p. 27). The guru's quick fix, he says, promises a magical solution to the uncertainties experienced by managers (p. 32).

Similarly, Abrahamson (1996) defends business managers by arguing that management fashions are a way to learn techniques that would help them bridge gaps brought about by technical and economic changes (p. 255). The managers engage with the consultants, he says, to satisfy societal expectations that they are always doing what is most efficient (pp. 256-7).

> It is for this reason that I define management fashion setting as *the process by which management fashion setters continuously redefine both theirs and fashion followers collective beliefs about which management techniques lead rational management progress*. p. 257 italics in the original

The environment and society generate the demand for a solution, he says. The consultant responds to the need and delivers an innovative solution. The manager then has a practice available to choose as their solution. The more organisations that choose this solution, he says, creates a fashion that escalates its adoption.

The magical quality of the quick fix, Abrahamson and Fairchild (1999) say, exists but remains a collaborative process whereby the fashion setter responds to the anxiety of the fashion-follower.

> Collective anxiety and the drive to find quasi-magical, instantaneous, all-powerful management solutions may spread to management-knowledge entrepreneurs, causing them to generate emotion-laden discourse promoting such solutions. Alternatively, management-knowledge entrepreneurs may remain dispassionate, but sensing nascent demand by anxious fashion followers, they produce discourse that amplifies these anxieties to launch magical, anxiety-reducing solutions more easily. p. 715

This type of 'superstitious learning', they suggest, is responsible for the upswing of a fashion (p. 715). The subsequent abandonment of a quick fix is explained as the thoughtful and more critical examination of the fashion, and its ability to deliver (p. 735).

It is important that the failure of any initiative, or the abandonment of a quick fix practice not be seen as a failure of the organisation. O'Shea and Madigan (1997) report in their interviews with senior executives that external consulting companies are used by organisations precisely for the purpose of avoiding responsibility and blame (p. 9). If the organisation hires an expert and implements their strategy, any failure falls on the expert and not on the organisation. Coincidentally, the experts rationalise the reverse, in that any failure is the fault of the organisation to not follow their advice. In either case the individuals feel protected and continue on to another expert and consultation.

External Factors, The Quick Fix

The impact of economic, political, or technical factors can effect the type of management practice that an organisation employs. It can also result in the organisation reaching out to consultants to find new solutions to use in reaching their

objectives. The reviews and criticisms covered here suggest the organisation acts

under the following assumptions:

- The organisation requires a solution in the short-term.

- There is a need to maintain stability and even growth during destabilizing
   events.

- Hiring experts is both giving up control and retaining it.

- Innovative solutions adopted by other organisations are assumed to be
   universally applicable and effective.

Considering the pressures that managers are under from the external environment, the

quick fix would be a reasonable choice. Managers are expected to adapt to changing

circumstances, and satisfy expectations that the organisation will continue to be

profitable. There is considerable pressure on these decision-makers to choose the

right path immediately. In that situation it seems there is seldom the time to consider

what the likely outcome of a new practice will be for a specific organisation under

specific circumstances. The senior manager's position in the organisation is dependent

on having a solution, and experts and fashionable practices provide a ready answer.

Abandoning the solution at a later date if it isn't successful seems to cause less of a

concern to those external expectations.

The Internal Factors, Culture and Relationship

Alfred Kieser (1997) proposes that shifts in management practice are similar

to the changes in aesthetic fashion between the social classes. The argument is that

the organisation will adopt a quick fix practice to differentiate management from the

lower levels in the hierarchy.

> The heightened tendency of top managers to take up management
> fashion is perhaps due to the fact that, because of increasing
> decentralization, which is facilitated by the existence of powerful

> information systems, lower hierarchical levels no longer experience an information gap with regard to top management as far as operative business is concerned. Correspondingly, top management perceives a reduction in the power distance to middle management. By initiating radical restructuring programmes from time to time, top management can re-establish former differences in power and can thereby renew its claim to leadership. p. 66

As the fashion becomes known and adopted by others the leader can abandon a fashionable fix because its usefulness as a symbol of power has been exhausted (p. 68). The success or failure of the quick fix on the organisation is almost immaterial. For Kieser's argument, even a failed quick fix practice can deliver a desired power differential. And if the quick fix fails, the organisation can blame the consultant who designed it, or individual employees for not grasping its vision.

It has been argued by many authors (Guest, 1990; du Gay et al, 1996; Jackson, 2001; Clark and Salaman, 1998, Collins, 2004; Clark, 2004) that an important function of quick fix practice is to substantiate the concept, profession, and business, of management. Clark and Salaman (1998), for example, put forward the idea that the organisation and consultants are working 'collaboratively to develop a body of knowledge - a series of narratives - which are beneficial to both' (p. 139). They propose that the quick fix of the guru

> is regarded not as a body of expert knowledge that gurus make available to their grateful clients, but as a means, as a language for representing negotiated and mutually acceptable ways of knowing, defining and talking about management, organization and managers. p. 146

The guru's success, they say, is in giving the impression of authority through performance. The performance reflects 'back to managers what they already know, value and want' (p. 148). Gurus are, Clark and Salaman say, the 'managers of meaning'. The main goal of the practice, they say, is to define values and skills that legitimize managers' claims to status in the organisation (p. 153).

Collins (2003) agrees that 'the meaning of management is to be found in the management of meaning' (p. 195). The success of a quick fix, Collins says, is in its ability to conceptualize the organisation and the relation between its members (2000, p. 27). The organisation it puts forward is stable and unified. This justifies the rejection of abstraction, he says, and the need for control over social dissent (p. 27).

> We can see, then, that the basic nature of organizations and the nature of work are seldom considered as candidates for change. Instead workers, by a variety of techniques, it seems, are to be adapted to the 'needs' of the job. Collins, 1998, p. 32

The meaning of management must also, Collins says, justify subordination to the subordinate (p. 24).

> Ideologies, therefore, serve to disguise or to defend authority, and in so doing, they operate to promote habits and behaviour patterns conducive to the particular forms of ownership and management which they reflect. p. 24

Managing the meaning of management, he says, denies conflict and promotes a mythic environment 'where skilled managerial leaders work together with committed employees' (p. 54).

Winning the employee's commitment, Guest (1987) says, is based on the 'assumption that committed employees will be more satisfied, more productive and more adaptable' (p. 513). The problem, he points out, is that the organisation ignores the question of what employees are committed to (p. 513). The employee's commitment to union, profession, work group, or the family, is not considered (p. 513). Guest also points out that commitment programs continue even as evidence shows no correlation with job performance (p. 514).

Barley and Kunda (1992) point out that commitment programs are based on the requirement that employees make no distinction between their personal welfare and the welfare of the company (p. 382).

> Although shared beliefs and values might blur the boundaries between self and organization, such commitment was said to imply no loss of individualism or autonomy. In fact, strong cultures were said to actually enhance autonomy, since well-socialized employees could be trusted to act in the organization's best interest. p. 383

> Management was advised to exorcise unwanted thoughts and feelings from the workplace and to replace them with beliefs and emotions that benefited the organization. p. 383

Huczynski (1993) summarized this characteristic of quick fix practice as appealing to the manager's desire for control. It's practical application gives the manager the sense that they can control the environment of work and the unpredictability of people (p. 118). It provides a sense of certainty that reduces anxiety (p. 122).

Attempting to control the unpredictability of people, du Gay and Salaman (1992) agree, is undertaken by attempting to instil organisational values through making meaning (p. 625). They comment that this is an attempt by the the organisation to 'operate through the "soul" (Foucault, 1988) of the individual employee' (p. 625). The organisation wants the employee to understand that the contribution they make is vital not just to the company but to their own life (p. 625). This is accomplished, they say, by '"capitalizing" the meaning of life', and bringing many other 'spheres of existence' into alignment with organisational goals (p. 627). This blurs, they say, the relation between inside and outside the organisation, and work and non-work identity (p. 624).

Internal Factors, The Quick Fix

The internal factors for quick fix practice have been presented as concerns over generating and maintaining the commitment of employees. (It should be noted that the internal factors discussed here are internal to the organisation, not unconscious.) The reviews and criticisms covered here suggest the organisation acts under the following assumptions:

- Management's power and authority must be continually renewed.

- The organisation is stable and uniform.

- The meaning of work can be defined and managed.

Based on these assumptions the quick fix is a sensible choice to ease anxieties. One

of the internal anxieties for managers includes having to maintain their identity and

status as managers. Management as a discipline is relatively recent with very little

static definition. Similar to external factors, managers may look for examples of what

management means now, presuming that that example is the root of success for

another organisation. The other advantage of a quick fix to management is that it

confirms the manager's desire to avoid the unpredictability of people. It provides a

seemingly practical path to achieve what they believe is possible and necessary for

success by applying changes to the individual. Culture and relationship in the

organisation are assumed to be possible by design and management.

Section 3. The Quick Fix Definition and Examples

In this final section, the quick fix definition will be reviewed based on its

relation to historical precedents, and with respect to the associated assumptions. Each

component will be expanded for clarity, and illustrated by contemporary examples from

within the vignettes. The definition proposed is:

Quick fix practice is the attempt to establish a set of norms

for individuals using structure, activities, and social relations as a

condition necessary to bring about a business objective.

Not all organisational practice *is* quick fix practice, but any

organisational practice *can be used* in quick fix practice.

The definition for quick fix practice it is not meant to represent all aspects of

an organisation's functioning. There are many functions that are essential to the

smooth operation of the organisation and necessary to its success. Functions such as accounting, for example, ensure that revenue is properly allocated for future growth, and payments can be made for salaries, suppliers, and taxes. Similarly, human resources ensures fair hiring practices, and seeks to protect employees from hazards, among other functions. Lawyers are needed to negotiate contracts, and managers are generally needed to assign tasks based on skills and availability. But, maybe confusingly, the quick fix can also make use of any of these functions. That doesn't make all of that function a quick fix practice. The definition will attempt to distinguish what can make any function a quick fix practice.

Necessary to Bring About a Business Objective

Beginning at the end of the definition is important to clarify the intended purpose of quick fix practice. Although the definition of quick fix practice includes the organisation's objective, the objective itself is seldom a quick fix practice. The objective could reflect growth plans to increase revenue, expand a market, or develop new products. It could also reflect corrections such as improving customer service, cost cutting, or restructuring to avoid bankruptcy in tough economic times. It isn't the end objective but the means of achieving it that is central to the definition. The interesting thing about quick fix practice is that although it attempts to "bring about a business objective", it is often not successful. My observations have been that it can have a significant impact on the working environment and individuals, but not deliver the desired result.

As was shown in the last chapter in Vignette I, the objective determined by the executive team bore little resemblance to the direction communicated to the employees. In that vignette the executive team had determined that improving customer service and developing new products were the goals for the next five years.

These appeared as reasonable and practical goals for this organisation based on its track record and the current state of the market. This was communicated to employees as a combination of Vision, Mandate, Objective, and Values that didn't mention either customer service or new products. The employee communication was a quick fix practice considered "necessary to bring about the objective".

The questions raised by this brief example include, why not communicate the actual business objective? Is the message generalized to appeal to those groups not directly related to customer service or product development? What it infers about the individual in the organisation is similar to the historical assumptions, namely

- Individuals can't understand the business objective.
- Individuals not directly impacted by the objective are motivated only by self-interest.

Based on these assumptions the organisation would look for other methods to direct employees toward the goal. Modifying the message into catchy generalist phrases that can be easily consumed and repeated is then a reasonable solution. But as the vignette demonstrates this solution is not understood by employees in the way it might have been intended. The organisation's quick fix appears to be mismatched with the individual.

Establish a Set of Norms for Individuals

At the centre of the definition is the notion that quick fix practice acts on the individual. Quick fix practice is instituted as if its actions were an incubator for the objective - a condition that will bring it about. Like an incubator, quick fix practice attempts to control the environment. It does this by attempting to establish norms of behaviour. Using Vignette I again as an example, the quick fix practice set out to define Values. Values were described as 'The way we work that sets us apart from the

competition'.

Helpfully, the quick fix practice also reminds the employee what behaviour is most important. These were ' We listen actively and have the courageous conversations'. In the vignette, the employee's conversation suggests that they find it difficult to understand what this means. One definition of 'active listening' comes from conflict resolution and some forms of therapy, like couples counselling. It is meant to orient the listener to the speaker[6]. The listener should be able to repeat back what has been heard, and how it has been understood. Similarly 'courageous conversations' is a phrase in business management that sometimes refers to speaking up when something is bothering you. It is meant to reflect interpersonal relationships and the anxiety of telling someone what you need[7]. As a customer service goal it reflects being prepared to hear criticisms from a customer. For both 'active listening' and 'courageous conversations' the goal is to 'remove ego' and focus on a solution for the future.

In the vignette example, the employee who assumed that a courageous conversation was intended to be about work projects, was disappointed by the rejection his suggestion generated. Taking up the general intent of a courageous conversation he risked speaking his mind. When it resulted in criticism - not being positive, the result was confusion, and possibly greater alienation from the organisation rather than a stronger culture.

There are three things to note in the vignette example that reflect an attempt to establish norms according to the definition. First, that the values defined by the organisation are not beliefs or principles, but actions and behaviour. It is 'the *way* we work', as the communication itself states. Secondly, values can be interpreted as both

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6 See also In the Company of Others: An Introduction to Communication. New York: Oxford University Press. 2010

7 See also http://www.forbes.com/sites/margiewarrell/2012/11/13/courageous-conversation/

personal and collective. Individuals appear to be asked to demonstrate their values by 'the way _we_ work'. And thirdly, individual and collective values determine the competitiveness of the organisation in the present. Whereas the Vision, Mandate and Objective of the five year plan are stated as things to achieve in the future, the Values are stated as behaviours in the present. The message, intentional or not, is that if the company is losing competitive edge, it is because individuals are not behaving as they should. These infer the following assumptions about individuals:

- Individual behaviour can be changed.

- Individuals must be the same.

- Change can be effected immediately.

What makes the organisation's communication a quick fix practice is not its intent - better customer service, but its implementation. The quick fix in this example assumes that the objective will result from changed behaviour as a matter of course. The organisation does not at any point ask why the behaviour it's looking for is not already in effect.

Structure, Activities, and Social Relations

The mechanisms that the organisation uses to instil the desired norms of behaviour in individuals include modifying the structure of the organisation, its activities, and social interaction. These three 'levers' represent the ongoing influence of Bureaucracy, Scientific Management, and Welfare Work. The descriptions have been generalized to represent the main characteristic of each management type. It has also been done because, although Bureaucracy is still a common term, both Scientific Management and Welfare Work are viewed negatively and would never be used in current management.

Each of Structure, Activities, and Social Relations will be considered in

terms of the following four questions.

1. How is it seen to contribute to the business objective?

    This question looks at what makes it appear as a sensible condition capable of satisfying the objective.

2. What makes it part of quick fix practice?

    This question asks what might make it different from other business management practices.

3. What norms does it attempt to establish?

    This question asks how it affects the environment of the organisation and what behaviour it attempts to encourage in the individual.

4. What appears to be the impact on the individual?

    This question is at the root of what led to this thesis and required the definition of quick fix. The impact often indicates a mismatch with the intent of the quick fix.

Structure

Many of the elements of structural change included in the definition of quick fix practice were contained in Vignette III. As was discussed above, any of these changes can have valid reasons for being undertaken. Physically moving employees among offices may be necessary as an organisation grows or shrinks to make real estate efficient and economical. Similarly, layoffs may be necessary as a market shrinks, and outsourcing of jobs may be seen as a way to reduce expensive labour costs.

One of the things that makes structural changes part of quick fix practice is that very little explanation is provided to individuals. As the vignette illustrated, when

individuals were moved to the new location, what they were told was that the building

had won awards for its design. This wasn't the reason for moving a large number of

staff, but was possibly intended to interest the affected individuals in the change.

In addition, the reasons for a structure change, or just its announcement,

are often kept secret or delayed for as long as possible. This is usually considered

necessary by the organisation so as not to distract individuals from their jobs. The

organisation appears to be aware that a change will cause a disruption among

individuals, but that awareness seldom translates into providing more information.

Quick fix practice information is often irrelevant to the feelings that are stirred up.

More often, the change is implemented as if emotion were not a factor,

therefore not necessary to be considered. Based on the assumption from Bureaucracy

that personal feelings belong to a life outside of work, the organisation proceeds

rationally. The fear that jobs will be disrupted may be viewed dispassionately as either

a short term consequence of transition, or the weak personality trait of an individual.

What the organisation doesn't seem to be aware of is that without

information individuals will imagine the reasons. They will find a way to understand

what is happening. This was illustrated in Vignette III. After the move, individuals

discussed that this move might be a positive step to improve communication and

efficiency. But those thoughts were not as common as the negative reasoning that the

move was simply a step toward determining redundancies. Similarly with outsourcing,

although it was supposed to be a secret, employees could tell that something was

going on. Quick fix practice eventually provided communication that was framed as

being good for the company. It seemed to imply that, by association, it was also good

for individuals.

The unclear messages led individuals to look for work elsewhere. A major

change seemed to cause them to feel insecure in their position with the organisation. It

may be that the lack of information feels deceitful. Individuals may choose to

disengage to look out for their own interests in the same way they see the organisation

look after itself. (Thereby confirming other assumptions of management practice.) The

repeated structural changes may communicate a lack of respect and loyalty by the

organisation and lead employees to think the worst. In either case the organisation

may lose in exactly the way they were hoping to avoid. The workforce is distracted,

tasks are disrupted, and they risk losing the loyalty of employees they want to retain.

To summarize what makes structure part of quick fix practice:

1. How is it seen to contribute to the business objective?

    A structure change can be the condition for many types of objectives. It

    is a rational change to the division of labour and chains of command

    required by the objective.

2. What makes it part of quick fix practice?

    • There is little consideration of the impact on individuals.

    • Explanatory information is not considered important.

    • The individual is considered a potential threat to the organisation by

    disrupting operations.

3. What norms does it attempt to establish?

    • Individuals are unaffected by change.

    • Individuals share in the celebration of company objectives.

4. What appears to be the impact on the individual?

    • The individual is affected by change to their environment.

- The individual creates an explanation if one is not provided.

- Individuals see the organisation as serving only its own interests.

The organisation appears to operate under the assumption that individuals can be dispassionate, and share a single perspective with the organisation. These are the norms that benefit the process of achieving the objective, and make the quick fix practice a reasonable choice. The fact that individuals are affected by a change and consider other explanations suggests a mismatch.

Activities

The mechanism of activities in the definition is best illustrated by ITIL in Vignette I and outsourcing in Vignette III. Both of these programmes required detailed documentation of job functions, and the work completed in ITIL benefited the move to outsourcing. Both of these programmes promoted the standardization of process and procedure to quantifiable and measurable components. Similar to Scientific Management there is an observable separation between 'brain' and 'hand' functions. With the majority of individuals being the 'hand'. It appears to assume that labour is explicit and concrete with little requirement for independent decision-making. The advantage of this perspective is that labour is interchangeable. The organisation would not be dependent on any individual, and at risk if they left. Labour becomes cheaper as it becomes de-skilled. This, in turn, makes outsourcing a logical choice where activities can be performed by anyone anywhere, and metrics can govern effectiveness.

But both organisations, the original employer and the outsource vendor, betray the logic of this choice. During the outsource project the stakeholder committee expresses concern over potentially losing key personnel. Without saying so explicitly they seem to be expressing the value of the 'tribal knowledge' that the project would eliminate. The vendor also makes an effort to capture more than labour by the 'Hearts

and Minds' meeting. A meeting that seems designed to appeal to the emotional commitment of individuals.

Once implemented neither ITIL nor outsourcing appeared to satisfy its objective, which was to foster innovation and reduce costs. With ITIL, the in-house departments seemed to ignore it and operate as before. This suited the IT team who enjoyed being heroes, and it suited the other departments who preferred to remain flexible and spontaneous. With outsourcing, the heroes may have been gone, but the costs did not decrease as expected. This was in part because the internal requestors remained spontaneous and uncoordinated. Each change increased the overall costs and required new detailed instructions. There was little opportunity for economies of scale, and the organisation wasn't any more inclined to pay for innovation than with the in-house department.

What quick fix practice doesn't appear to consider is that it is a whole individual who operates a task. In the logic of repeatable activities, there is no recognition that there may be multiple options in the complex technical environment that the individual constantly considers and chooses from to perform their task. The quick fix reduces individual human potential to a specified activity, and the organisation simultaneously expresses dismay that individuals are less committed than they were before.

These examples have sought to demonstrate the type of activities included in the thesis definition of quick fix. They are intended to satisfy the following criteria.

1. How is it seen to contribute to the business objective?

   Controlling and measuring activities is seen as a method to reduce costs and improve efficiency.

2. What makes it part of quick fix practice?

- Labour is considered fixed and interchangeable.

- The whole individual, emotional and intelligent, is not considered.

- Individual behaviour is self-serving.

3. What norms does it attempt to establish?

- Uniform behaviour through programmed steps.

- An absence of unpredictability.

4. What appears to be the impact on the individual?

- Individuals find ways to work around the requirements where possible.

- Individuals appear to become anxious, frustrated, and then disengaged from their work.

Quick fix practice appears to operate under the assumption that labour is an isolated capacity of the individual. If it were possible to mechanize the environment this norm could conceivably provide the control necessary to fine tune efficiency. This is complicated by some individuals who act outside the norm, and other individuals who encourage it, which suggests a mismatch.

Social Relations

Vignette II included a number of examples of what I am calling the social relations part of quick fix practice. These are steps taken specifically to alter the interaction between individuals and between the individual and the organisation. They are undertaken either as solutions to perceived problems, or as a method to alter culture. In Vignette II the organisation takes action on a number of perceived communication issues.

The focus on social relations was part of the organisation's objective to improve customer service through active listening. One of the quick fix practices was to use tools like MBTI and HBDI to categorize personality types. It may have been intended to improve interpersonal communication by making differences more apparent. The categorization could be used to identify methods of talking to someone in a particular category. The method appears as a formulaic response to encourage diversity. One of its outcomes was the use of the assessment by an individual to restrict communication. The manager who insisted that others change their method of communication to suit her 'Red' personality was likely not aware that her behaviour might actually discount the value of the other's difference. Yet, in her way, she was embracing the organisation's endorsement of categorization. Although outwardly compliant and enthusiastic, it appears to be the opposite of the active listening that the organisation intended.

In other examples of quick fix process, the formula method of communication is extended to communication between managers and subordinates. In those cases formal communications channels were considered out of sync with the young and innovative culture that the organisation was trying to promote. In its place the organisation attempts to enliven meetings with a playful game format. The result was that many individuals tried to avoid attending. Making the meetings mandatory was a formal display of authority that seems contradictory to the playfulness being sought.

Social relations is part of quick fix practice in the following ways:

1. How is it seen to contribute to the business objective?

    Changing individual behaviour with respect to others is seen as a method to achieve objectives related to the culture of the organisation.

Improved communication, job satisfaction, and loyalty are part of the culture of the organisation that is seen to benefit more hard objectives like profitability.

2. What makes it part of quick fix practice?

- The individual is considered faulty and unpredictable.

- Individual's are considered fluid and adaptable, and conversely,

- Individual behaviour is considered fixed and can be categorized.

- Changing behaviour can be immediate.

3. What norms does it attempt to establish?

- A controlled communication with predictable responses.

- A unified perspective aligned with the organisation.

- Loyalty and enthusiasm for the organisation.

4. What appears to be the impact on the individual?

- Individuals appear to nominally comply with the norms.

- Individuals experience fear and paranoia.

- Individuals can become disengaged from the organisation, or find expression through unintended uses of the quick fix practice.

The organisation appears to view the individual's social needs as both a source of concern, and a source of potential. A quick fix practice that suggested a method to manage relationships between individuals, and between the individual and the organisation, would appeal to the organisation's desire to control that potential. But, based on observations, the concrete lever of quick fix practice would seem to be a mismatch for the complex nature of the individual.

Quick Fix Definition Summary

The quick fix practice definition attempts to capture the elements of organisational management. Specifically, it looks at the assumptions that make it a reasonable conscious choice for managers, and how it is intended to change the individual. The examples suggest that the quick fix practice often fails to establish the desired norms. This thesis proposes that the assumptions the quick fix makes about the individual may be mismatched with the individual's experience of the organisation.

Summary

The importance of this chapter has been to establish the portion of the thesis research question that refers to the quick fix of business management. Business management practice referred to in this thesis is not meant to represent an adversarial relationship between the role of manager and the role of worker. Rather, it is a general practice adopted by many organisations and applied to all employees. As a practice, it becomes part of the environment of the organisation. It is applied by various levels of managers, but adopted, endorsed, or tolerated by the employees. The quick fix is also not just the choice of a struggling organisation. Many of the organisations which practice quick fix business management are already well established and successful businesses. Quick fix business management practice is not about resolving issues but about maximizing the effort of the human resource. It acts on the individual to change behaviour.

Although the quick fix is directed at employee behaviour, its purpose is also not to bring about job satisfaction as the literature in this chapter has confirmed. It is not the happy worker, but the engaged worker that is sought. The focus of that engagement is on the organisational objectives. Business management practice is the shaping of the individual into a form that drives continuously toward the goals set by

the organisation. It does this because it assumes that the individual would not choose those goals voluntarily. The assumptions that underlie its practice are what this thesis suggests may be mismatched with the unconscious of the individual.

Business management practice appears to assume that the individual's primary orientation is to their own self interest. That is, the individual puts their own needs first, and withdraws energy from the organisation in order to satisfy personal interests and goals. Business management practice tends to assume that the individual's self interest is a failure of engagement with the organisation. This failure, it is reasoned, results in less energy directed towards the organisation's goals. To correct the energy imbalance business management practice assumes it can modify the behaviour of the individual to capture the missing energy and align the individual with the organisation and its objectives. The key concepts from business management practice that will be tested in this thesis are self interest, engagement, and the organisational objectives.

The quick fix of business management offers a method to overcome the assumed behaviour of individuals to achieved the preferred behaviour. It is a framework with historical precedents that continues to make assumptions about the character of individuals and the ability to enforce change. In an environment that is impatient for immediate solutions, the complexity of a problem is itself a problem. The seemingly reasonable solution is a quick fix practice that presents a practical series of steps that appears to lead predictably to the desired goal.

Unfortunately, the assumptions that underlie the quick fix decision are often mismatched with the unconscious processes that drive the individual. This apparent mismatch is the basis of this thesis. Looking more closely at the unconscious of the

individual, and their particular understanding of the environment that quick fix practice

creates, is the objective of the chapters to follow.

4. The Organisation of the Organisation
The individual's unconscious process of understanding the self and social relations

> The ego is an organization. It is based on the maintenance of free intercourse and the possibility of reciprocal influence between all its parts. (Freud, 1926, p. 98)

Psychoanalysis addresses itself primarily to the individual, but Freud sometimes looked closely at the social aspects of humanity to further his ideas of psychic reality. His 1921 essay, *Group Psychology and the Analysis of the Ego* was a very important link between the topographic model that preceded it and the structural model that developed after. The change in the model was facilitated by defining the bridge between individual and group psychology. At the centre of this transformation is the concept of identification (Saravay (1975), Compton (1985)), and the individual's relationship to others. This chapter will review the development of psychoanalytic theory from Freud and Klein. Its contribution to the thesis research question will be to establish a framework from which to evaluate a mismatch of the individual's unconscious to the quick fix of business management defined in the last chapter.

Integral to the comparison between business management practice and the individual's unconscious, will be an association between the commonly used business language and psychoanalytic theory. As was summarised in the last chapter, the language of business management practice appears to assume that the individual's primary orientation is to their own self interest. That is, the individual puts their own needs first, and withdraws energy from the organisation in order to satisfy personal interests and goals. Business management practice tends to assume that the individual's self interest is a failure of engagement with the organisation. This failure, it is reasoned, results in less energy directed towards the organisation's goals. To correct

the energy imbalance business management practice assumes it can modify the

behaviour of the individual to capture the missing energy and align the individual with

the organisation and its objectives. The key concepts from the business management

language that will be tested in this thesis are self interest, engagement, and the

organisational objectives.

The business management language that describes the assumptions can

be associated with fundamental psychoanalytic theory. This is the theory of individual

development that is elaborated in terms of narcissism, the development of an

identification with internal and external objects, the adoption of a social orientation, an

ego ideal and shared ideals. Business management describes the individual as self

interested and insufficiently engaged with the organisation and its objectives. Similarly,

psychoanalytic theory would ask if the individual was narcissistic, and whether there

was a failure of identification with organisational objects, and the acceptance of a

shared ideal.

The psychoanalytic literature to be reviewed in this chapter looks at the

theories of how the individual develops an internal world that is oriented toward

external reality. Successful development allows the individual to relate to external

reality and care for their object relationships. The thesis allows that the individual's

development may have been impeded in some way, or, alternatively, intense anxiety

may have caused them to regress to an earlier stage of development. The cause of the

individual's narcissism is not the focus of this research. Instead, the research will look

at the individual's current state and compare it to the business management practice

assumptions to determine if the individual is narcissistic.

This chapter will develop a framework that will be used to interpret how the

individual internalizes experiences from the organisation, and forms relationships. The

framework will concentrate on the psychoanalytic theories of Freud and Klein that

elaborate the functions of narcissism, identification with others, and the ego and

shared ideals. It may be necessary at times to use both the psychoanalytic terms and

the business management language. This will be done, in this chapter and subsequent

chapters, to link the business management language, which defines the assumptions,

to the psychoanalytic framework used for interpretation.

Up to this point in the thesis, I have directed attention to the work

environment that can be consciously perceived. The vignettes have depicted

interactions, and the literature summary has provided a history and commentary from

within that environment. The purpose has been to illustrate how the organisation

operates, and how it explains that operation to itself. It is an operation that suggests a

mismatch, and which appears to perpetuate that mismatch. With this chapter I want to

describe the psychoanalytic perspective that gave me a way to look below the surface

of the debate. It led me to wonder how the unconscious played a part in the individual's

understanding of the operation of the organisation. It raised the question of whether a

mismatch between the quick fix and the individual could be understood using

psychoanalytic concepts.

The review of psychoanalytic theory in this chapter will follow the

development of theories of unconscious processes. The focus is on how the individual

unconsciously understands their relationship to others who are associated with, or

represent, the organisation. Using psychoanalytic theory is expected to provide a

method of considering a mismatch with the quick fix environment beyond the concrete

and conscious assumptions.

The chapter will present two psychoanalytic models, the first is Freud's as

introduced above, and the second will be Melanie Klein's which developed Freud's

ideas further. The models will be presented to answer the questions;

- How does it apply to the organisation based on the vignettes and literature summary?, and

- How can it be used as a framework to answer the question of a mismatch in the data analysis?

The importance of this chapter is to convey the complexity of how the individual processes the experiences within a social organisation that makes demands on identity and behaviour.

Organisation in the title to this chapter is intentionally used to refer to both the individual's internal mechanisms, and the corporate environment, which is often attempting to organize the individual for its own purposes. To avoid confusion in the remainder of this chapter the individual's unconscious processes will be referred to as psychic reality or the internal world. Although psychoanalysis can be applied to the unconscious process of the organisation as a whole that will not be the focus of this review or this thesis[8]. For the purpose of this research only the individual's perspective and unconscious organising processes will be considered.

Freud's Foundation

The quote at the beginning of this chapter about the ego being an organisation refers to Freud's structural model of the psyche composed of id, ego, and super-ego. It describes the permeability of the boundaries between the component structures, and between internal and external experience. Freud was aware that this model was more speculative than his previous theory of the existence of the unconscious (1933, p. 58). In that model the unconscious, he admitted, could be grasped by the evidence of dreams. Similarly, the relation of functions like repression

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8 This topic will be returned to in the Discussion Chapter 7.

to the unconscious could be demonstrated by symptoms and their relief by

psychoanalysis. The more complex idea of the ego as an organisation described a

broader social interaction and the influence of all the parts on each other. This review

will cover some of Freud's thinking on the ideas of narcissism, repression, sublimation,

and identification as they evolved with the structure of this psychic reality.

Early Ideas on Social Cohesion

Freud used an example of a theoretical anthropological study of a primitive

society to explore how the the group developed cohesion and durability (1913). He

described an apparent contradiction where the primitive man obeyed a taboo not to eat

a totem animal, yet a ritual meal of the totem animal was permitted for the group. The

theories he had developed in the topographic model failed to explain this situation to

his satisfaction. Freud wondered how the pleasurable release of instincts was

somehow controlled in the individual from the group. He asked what it was that could

induce the individual to voluntarily reduce self-interest in this way. He knew from

studying neurotics that the repression of wishful impulses turns the originating libido

into anxiety (1913, p. 69), because the energy is neither relieved nor eliminated. Yet,

the primitive tribe did not appear overly anxious. Similarly, narcissism might be used to

explain that emanations of libido remained rooted in the ego, and could be pulled back

(p. 89). But repression and narcissism alone, he said, did not explain the whole

interaction. There was an element in the behaviour around totems and their taboos

that Freud felt explained individual processes and how a group functioned collectively.

He conjectured that the totem may represent an original murder of the father

by a band of brothers (p. 141). The desire to kill the father and take his place caused

so much guilt that the totem and taboo were set up both to prevent and enact the

desire. The ritual eating of the totem animal, he said, was then a way for each member

to identify with the totem - or the father, and also with each other (p. 140). They identify

both in their desire and in their remorse, which coincides with similar effects he had

described with the Oedipal complex (p. 143). He considered the development of the

primitive ritual an important link between the individual and the social.

> I have often had occasion to point out that emotional ambivalence in
> the proper sense of the term—that is, the simultaneous existence of
> love and hate towards the same object—lies at the root of many
> important cultural institutions. p. 157

The existence of ambivalent feelings, he said, could lead to a sense of guilt -

regardless of whether the deed was real or not, and require prohibitions. In this way

the group was very similar to the individual.

> No one can have failed to observe, in the first place, that I have taken
> as the basis of my whole position the existence of a collective mind, in
> which mental processes occur just as they do in the mind of the
> individual. p. 157

These processes of a collective mind, he said, were at the root of what held a group

together in the face of narcissistic self-interest. A number of concepts come together

gradually in Freud's theory that shaped his idea of how both the individual and the

group are organized. The concepts of narcissism, repression, and sublimation will be

reviewed.

Narcissism, Repression and Sublimation

Narcissism, Freud proposed, contained both what could break society apart

and what held it together. Primary narcissism was the state of self-love and self-

sufficiency that Freud (1914) said existed prior to the infant's recognition of the object.

But once there was an awareness of other individuals this state of perfection was

changed.

> The individual does actually carry on a twofold existence: one to serve
> his own purposes and the other as a link in a chain, which he serves
> against his will, or at least involuntarily. 1914, p. 78

The individual gives up self-interest for social continuity. Freud looked for a way to

explain how this operated, asking what happened to the ego-libido from narcissism (p.

93).

　　　　　Repression was one possible explanation for how individual impulses could

be changed.

> We have learnt that libidinal instinctual impulses undergo the
> vicissitude of pathogenic repression if they come into conflict with the
> subject's cultural and ethical ideas. By this we never mean that the
> individual in question has a merely intellectual knowledge of the
> existence of such ideas; we always mean that he recognizes them as
> a standard for himself and submits to the claims they make on him. p.
> 93

For Freud, repression was a function of the developing ego where instinctual impulses

would be denied consciousness. An impulse would undergo repression if there was a

conflict where a satisfaction could lead to a danger. For the individual this could be the

risk of castration that accompanied sexual activities in the family dynamic of the

Oedipus complex. In a society the sexual satisfactions, he said, were repressed due to

a self-respect of the ego. Self-respect originated with an ideal that measured the

actions of the ego against a social standard. He described the interaction saying, "For

the ego the formation of an ideal would be the conditioning factor of repression" (p.

94).

　　　　　Freud explained the ideal and its function in repression as a result of the

loss of primary narcissism.

> He is not willing to forgo the narcissistic perfection of his childhood;
> and when, as he grows up, he is disturbed by the admonitions of
> others and by the awakening of his own critical judgement, so that he
> can no longer retain that perfection, he seeks to recover it in the new
> form of an ego ideal. What he projects before him as his ideal is the
> substitute for the lost narcissism of his childhood in which he was his
> own ideal. p. 94

The ego ideal represents what the individual strives to become in order to regain what is lost. Although the instincts are repressed to the unconscious, the individual's self-regard is satisfied by aiming for perfection, even if it isn't fully attained again.

To accomplish both the prohibitions and the satisfaction originating with the ego ideal Freud determined that there must also be a 'special psychical agency'[9] that enforced compliance (p. 95). Both the ego ideal and the special agency, he said,

> arose from the critical influence of his parents (conveyed to him by the medium of the voice), to whom were added, as time went on, those who trained and taught him and the innumerable and indefinable host of all the other people in his environment - his fellow-men - and public opinion. p. 96 (parenthesis in the original)

The primary narcissism of the infant has become an ideal not just to retain a fading perfection, but as a reflection of shared social values. The child learned to control the impulses for both libido and aggression, Freud said, in order to form relations with external objects.

Prompted by the ego ideal, and compelled by the special agency, repression was the force that kept the instincts - or more specifically, the representations (thoughts and images), from being conscious. With primal repression (p. 148), or a first phase of repression, a representation of the instinct was denied access to consciousness. Going forward that representation, he said, continued to have the instinct attached to it. The next phase of repression, or repression proper (p. 148), was an after-pressure that affected other representations that were associated with the first representation. These representations might start out as conscious thoughts and then be repressed back to the unconscious because of their similarity to the original thought and the instinct. Both of these types of repression worked together, he said, to keep similar trains of thought from being conscious.

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9 Freud later defined this psychical agency as the super-ego (1923), and the ego ideal became less distinct within this structure (SE 19, pp. 9-10). The super-ego and the Oedipus complex will not be covered in detail in this summary.

Freud (1915a) made it clear that repression did not hinder the instinct itself (p. 149). Repression, he said, required enormous amounts of energy to maintain (p. 151), and it still left traces of the instinct behind in the form of symptoms like anxiety (p. 154). Sublimation was an alternative to repression, Freud (1914) said, that allowed libido to be redirected to a more socially acceptable aims. He distinguished sublimation from the ego ideal. The difference, Freud said, was between the object and the instinct.

> Sublimation is a process that concerns object-libido and consists in the instincts directing itself towards an aim other than, and remote from, that of sexual satisfaction; in this process the accent falls upon deflection from sexuality. Idealization is a process that concerns the *object*; by it that object, without any alteration in its nature, is aggrandized and exalted in the subject's mind. 1914, p. 94

With sublimation, the object is preserved as an ideal to be exalted even as the instinct finds an alternate satisfaction.

Following the progression of Freud's ideas, self-love has been exchanged for an ego ideal that stands for perfection and social standards. The ego ideal maintains control over the individual's self-interest and satisfaction of instincts by demanding either repression or sublimation (p. 95). Repression attempts to rid consciousness of both the instinct and its representative objects, while sublimation redirects the instinct and idealizes the object.

Identification

Two ideas came out of Freud's work on repression that contributed to a change in his thinking. The first explored the origin of representations that resulted in conflicting affect, and the second asked where the cathexis went that was withdrawn in repression. Following the first idea Freud had commented in the paper *Repression* (1915a) that repression acted in a highly individual manner (p. 150). He had observed that the amount of distortion between derivatives of the same idea could be great or

small depending on the individual. This variation meant that

> it is possible for the original instinctual representative to be split in two, one part undergoing repression, while the remainder, precisely on account of this intimate connection, undergoes idealization. p. 150

Being split, both what was idealized and what was rejected could come from the same object, and represent the same object.

The second puzzle was explored in *The Unconscious* (1915b), where Freud asked where the cathexis went when it was withdrawn by repression. In looking at neurotic symptoms he found several possibilities. The libido could be expressed in the form of anxiety, or it could be displaced along a chain of associated ideas, or it could be projected outside the self.

> The ego behaves as if the danger of a development of anxiety threatened it not from the direction of an instinctual impulse but from the direction of a perception, and it is thus enabled to react against this external danger with the attempts at flight represented by phobic avoidances. p. 184

It appeared to him then that he was talking about a change in the state of the cathexis, and not a registration from conscious to unconscious (p. 180). This challenged his topographic model.

It was with *Mourning and Melancholia* (1917) that Freud turned to the idea of identification to explain the representation and movement of libido between the ego and its objects. He noticed that the loss of an object could seriously affect self regard.

> The patient represents the ego as worthless, incapable of any achievement and morally despicable; he reproaches himself, vilifies himself and expects to be cast out and punished. p. 246

This was not the gradual process of mourning where libido is withdrawn and then eventually attached to a new object. In melancholia, he said, it was 'the loss of a more ideal kind'.

> In yet other cases one feels justified in maintaining the belief that a loss of this kind has occurred, but one cannot see clearly what it is that

> has been lost, and it is all the more reasonable to suppose that the patient cannot consciously perceive what he has lost either. p. 245

Freud concluded that what the melancholic appeared to suffer was a loss of self-regard. This indicated to him that what was lost was not an object, but a part of the ego (p. 247).

To explain how self-reproaches could have been shifted away from reproaches against a loved object (p. 248), Freud described a process of identification whereby libido was withdrawn from the ideal object into the ego.

> There, however, it was not employed in any unspecified way, but served to establish an *identification* of the ego with the abandoned object. Thus a shadow of the object fell upon the ego, and the latter could henceforth be judged by a special agency, as though it were an object, the forsaken object. p. 249

Being ideal, the object cannot be criticised, but the ego could be criticized in its place.

He agreed that this could be explained as a regression to narcissism where identification with the object would be a substitute for a libidinal object-choice (p. 249). In that case love would be retained even if the object were lost. But he went on to argue that ambivalence was a precondition to melancholia, and that both love and hate were transformed.

> If the love for the object - a love which cannot be given up though the object itself is given up - takes refuge in narcissistic identification, then the hate comes into operation on this substitutive object, abusing it, debasing it, making it suffer and deriving sadistic satisfaction from its suffering. p. 251

Love has become idealized in a narcissistic object, and hate transformed into a critical judge. These effects of melancholia, he said, were not limited to the loss of an object by death. It could result from any situation that introduced opposing feelings into a relationship, or reinforced an existing ambivalence (p. 251). The movement of energy between the ego and the object, and the change in that energy provided a foundation from which to consider the social.

The Ego Ideal and Identification in the Group

In Freud's 1921 paper *Group Psychology and the Analysis of the Ego* he

brought together many of the concepts he had developed to understand the individual.

He extended the ideas of narcissism, the ego ideal, sublimation, ambivalence and

identification to the social in order to understand the different ways in which groups of

individuals operated. He started with a work from Le Bon (1895) in which he quoted Le

Bon's observation about the apparent change that came over the individual in the

group.

> the fact that they have been transformed into a group puts them in
> possession of a sort of collective mind which makes them feel, think,
> and act in a manner quite different from that in which each individual of
> them would feel, think, and act were he in a state of isolation. There
> are certain ideas and feelings which do not come into being, or do not
> transform themselves into acts except in the case of individuals
> forming a group. In Freud, 1921, p. 73

Freud was impressed with this idea and proposed that

> If the individuals in the group are combined into a unity, there must
> surely be something to unite them, and this bond might be precisely
> the thing that is characteristic of a group. p. 73

To determine what united a group Freud considered different types of groups including

those with more or less cohesion and those with positive or negative collective intent.

Narcissism

At one extreme Freud identified the primitive or unorganized group. In the

mob the individual members have thrown off repression and are capable of acts of

aggression and chaos (p. 74). Any semblance of solidarity in this primitive group, he

explains, is the result of the power and danger that the group possesses. The

individual cannot oppose this type of group without compromising his or her own

safety.

> A group impresses the individual as being an unlimited power and an
> insurmountable peril. For the moment it replaces the whole of human
> society, which is the wielder of authority, whose punishments the

> individual fears, and for whose sake he has submitted to so many
> inhibitions. It is clearly perilous for him to put himself in opposition to it,
> and it will be safer to follow the example of those around him and
> perhaps even 'hunt with the pack'. pp. 84-5 (quotes in the original)

In that situation, with a release of self-interest and instinctual impulses the individual in

the mob can be more violent than they might be on their own. Freud used this

explanation to counter the argument of suggestion or contagion in the mob.

In contrast to the mob, Le Bon commented that the group was also capable

of high achievement through unselfishness and devotion to an ideal (p. 79). Freud

agreed that this group's organisation has inspired individuals to develop language, art,

and other social advancements (p. 83). In considering the difference between these

two possibilities Freud concluded that

> The problem consists in how to procure for the group precisely those
> features which were extinguished in him by the formation of the group.
> For the individual, outside the primitive group, possessed his own
> continuity, his self-consciousness, his traditions and customs, his own
> particular functions and position, and he kept apart from his rivals. p.
> 86

In a group that is violent or directed by primitive instincts what appeared to be missing

was the moderation of narcissism that each individual had developed separately.

The bond between individuals in the organized group, according to Freud,

was one where narcissism was limited. In the group the individual was willing, he said,

to give up personal distinctiveness and let themselves be influenced by other members

(p. 92). Harmony was achieved because harmony with other individuals was what the

individuals desired for each other.

In between the two extremes - a mob driven by narcissism, and the

organised group identified with a shared ideal, Freud also postulated the existence of

an artificial group. In the artificial group the members have a bond similar to the

organized group, but it requires an external force to maintain (p. 93). Freud's examples

for the artificial group were the army and the Church. In either example, a member of

the community is not able to modify the organisation, or even leave, because the

external force protects its structure (p. 93).

Limitations on Narcissism

At the core of that structure, Freud said, was the illusion that there was a

leader who loves everyone equally (p. 94). In the Church it was Christ, and in the army

if was the Commander in Chief. This illusion was shared with other members of the

group.

> There is no doubt that the tie which unites each individual with Christ is
> also the cause of the tie which unites them with one another. The like
> holds good of an army. p. 94

The uniting idea for the individual, and the shared experience of this idea with others

indicated for Freud how the bonds of the group were formed.

> If each individual is bound in two directions by such an intense
> emotional tie, we shall find no difficulty in attributing to that
> circumstance the alteration and limitation which have been observed in
> his personality. p. 95

It is because of these emotional ties, he said, that individual narcissism is limited and

group cohesion is possible. But, the emotional tie, Freud said, was not present in every

group.

> a mere collection of people is not a group, so long as these ties have
> not been established in it; but we should have to admit that in any
> collection of people the tendency to form a psychological group may
> very easily come to the fore. p. 100

Freud still needed an explanation for the occurrence of the emotional tie.

He concluded that sublimation was not a suitable explanation for the

limitations on narcissism even though it had social benefits. In sublimation, he said,

individuals would only put aside their narcissism for as long as the collaboration

required (p. 102). It did not provide a lasting bond within the group because instincts

were only redirected. As long as narcissistic self-interest exists, he said, it works

against the cohesion of the group because

> self-love works for the preservation of the individual, and behaves as
> though the occurrence of any divergence from his own particular lines
> of development involved a criticism of them and a demand for their
> alteration. p. 102

The individual operating under this secondary narcissism would have an aversion to

others who might impinge on their interests. The individual would be relieved to break

off any association once the satisfaction of an impulse, regardless of sublimation, was

achieved.

Identification and the Ego Ideal

Freud concluded that rather than either repression or sublimation, it was

identification that conquered narcissism. He looked for a way to distinguish

identification from other relations between individuals.

> We can only see that identification endeavours to mould a person's
> own ego after the fashion of the one that has been taken as a model p.
> 106

He described three different types of identification (pp. 105-108). The first was an

emotional tie characterized by the child who takes the parents as an ideal. He related

this kind of incorporation to his earlier depiction of cannibalism of the totem, as well as

ambivalence, and the successful Oedipus complex (p. 105). The second kind of

identification was a regression under pressure from the unconscious, and the

repression of an instinct or idea. In this identification the ego takes on the

characteristics of the chosen object. Freud related this to the introjection of the object

in melancholia (p. 109). The third form of identification

> may arise with any new perception of a common quality shared with
> some other person who is not an object of the sexual instinct. The
> more important this common quality is, the more successful may this
> partial identification become, and it may thus represent the beginning
> of a new tie. p. 108

Freud relates all of these forms of identification to the creation of an ego ideal (p. 110).

The emotional tie based on identification allows the individual to give up individual ego

satisfactions and find satisfaction in the ego ideal instead.

Freud could now show that what was lost in the primitive group and

achieved by a more organised group was the ego ideal. This is not the ego ideal

possessed separately by each individual, but a shared ego ideal. The group is

> a number of individuals who have put one and the same object in the
> place of their ego ideal and have consequently identified themselves
> with one another in their ego. (p. 116)

Freud considered that this was the strongest form of social unity. The model for

identification, he said, could be organized around a leader, or around an idea in place

of a leader (p. 100). The leader or the idea then became the shared ego ideal.

The Leader in Group Organisation

With respect to leaders, Freud returned to the idea of the artificial groups. In

the army a soldier takes his leader as his ideal, and he identifies with other soldiers

with the same ideal. The identification with fellow soldiers builds the obligations for

giving mutual help to comrades (p. 134). The army as a community relies on the strict

discipline that each soldier learns and accepts. In the Christian Church the members

similarly take Christ as their ideal, and they identify with each other based on this

identification (p. 134). Church members are similarly indoctrinated into the community

by rules that govern behaviour.

The artificial group creates two psychologies according to Freud, one for the

members and one for the leadership group, which supplies the identification (pp.

123-4). The leadership group is not bound by the same tie to the members, he said,

but remains more independent. In contrast, the individual is bound to both the leader

and to the other members (p. 123).

The important thing about a stable group was not whether they had a leader. Freud allowed that the leader could start out as a member like most others. He explained that the group could invest an accepted member with the required characteristics of the ideal and elevate him or her to being the object of identification (pp. 129-30). In this way, the leader is as much the creation of the group as they are a standalone object. In order to create the most stable structure, Freud said, the group required a shared ideal. The structure of groups, he said,

> leads back to the distinction between the ego and the ego ideal and to the double kind of tie which makes this possible - identification, and putting the object in the place of the ego ideal. p. 130

In this way the group became organised in the same way that the ego was organised, around a model that defined who they were and how they should behave.

The Impact of the Social on the Individual

One last comment from Freud on the impact of the social organisation on the individual is relevant to this thesis. Freud's model for the social aspect of the individual is a compromise. He considered that 'the price we pay for our advance in civilization is a loss of happiness through the heightening sense of guilt' (1930, p. 134). The loss of happiness is not just the transformation of narcissism and sexual satisfaction into the ego ideal. The loss of happiness is maintained by the guilt that accompanies the responsibility to regain perfection and being constantly measured against that ideal.

What is gained by trading on happiness, he says, is security (p. 115). The individual benefits by belonging to community, but, as Freud saw it, the community was not expected to provide the individual with satisfaction. In fact, civilisation may not ever be able to provide satisfaction since its foundation was built on denying satisfaction.

In his later writings Freud pondered whether it would be possible to re-

imagine a civilisation that could reconcile the individual with his or her culture.

> A good part of the struggles of mankind centre round the single task of finding an expedient accommodation—one, that is, that will bring happiness—between this claim of the individual and the cultural claims of the group; and one of the problems that touches the fate of humanity is whether such an accommodation can be reached by means of some particular form of civilization or whether this conflict is irreconcilable. p. 96

Freud recognized that the individual and the group were constantly tinkering with the boundaries that could best free and bind the individual at the same time.

Freud in the Organisation

The importance of Freud's view of the psychic reality to this thesis is the concept that the group is held together by putting aside self-interest in favour of a shared ideal. The shared ideal promotes identification between the members, and a collective striving after a noble goal. In looking back at the vignettes and literature summary it may be possible to find this organizing function, or its component parts, in evidence. It isn't that individuals or the organisation consciously employ these psychoanalytic concepts. Rather, they exist because, as Freud has described, they are part of the unconscious functioning of every group.

- Narcissism

    As was discussed in the literature review on management, one of the historical views of individuals is that they are self-serving. Although it is generally viewed as a negative characteristic, the organisation also appears to appeal to the individual's narcissism by associating individual well being with completing the organisation's objectives.

- Repression and Sublimation

    The organisation tends to favour the elimination of strong emotions, whether they are love or hate. Like repression, the preference is that they

not be present in the organisation in the first place, but if expressed, they are actively avoided. This was evident in Vignette III when M became emotional in a steering committee meeting discussing the loss of employees. Her expression of emotion was difficult for her and it caused her colleagues to be very uncomfortable and distance themselves from her.

Similarly, the organisation encourages the individual to redirect their energies to the job as with sublimation. It would be the organisation's preference that individual passions be channelled through ambition and creativity so that both the organisation and the individual benefit. Again, in Vignette III, the vendor had a 'Hearts and Minds' meeting with the new staff. The objective was to transfer energies from the old relationship to the new one. Where there had been loyalty the vendor could promise similarity, where there might have been frustration, the vendor could promise change. What they held out was an ideal that could smooth disruptive emotional responses.

- Identification

The organisation strongly encourages the individual to see its objectives as ideal, and to make the organisation's ideals their personal ideal. They attempt to do this through both designated ideas and leaders. Vignettes I and II provides good examples. In Vignette I the leadership team defines its strategic framework of Vision, Mandate, and Values to communicate objectives and inspire the employees to participate. Similarly in Vignette II the organisation created the Skip Lunches to allow interaction between employees and higher levels of management. The

hope being, in both cases, that employees would identify with ideas and leaders.

The Individual's Psychic Reality of the Organisation

In order to interpret the research data to come, an analysis based on Freud's concepts may be one way to evaluate whether there is a mismatch. This thesis could ask,

1. How is the individual's narcissism expressed?

2. What does the individual consider ideal, and who shares those ideals?

3. How are strong emotions expressed?

4. Does the individual identify with the organisation in ideas or leaders?

Melanie Klein and the Development of Identification

Melanie Klein built on the foundation that Freud laid out for identification and social interaction. Her ideas diverged from Freud's in some areas, while in others she deepened and broadened Freud's concepts and mechanisms. This review, like that for Freud, will concentrate on the individual's internalisation of their experience, and how it can be applied to their experiences in the organisation. It will briefly cover how her concepts developed in relation to those covered from Freud, and the mechanisms she used to describe the important function of identification as it relates to the individual and their social environment.

Early Work, Establishing the Internal World

Where Freud described the ego as an organisation with reciprocal influence from structural components, Klein envisioned an entire internal world of complex influences.

This inner world consists of innumerable objects taken into the ego, corresponding partly to the multitude of varying aspects, good and bad, in which the parents (and other people) appeared to the child's

unconscious mind throughout various stages of his development. Further, they also represent all the real people who are continually becoming internalized in a variety of situations provided by the multitude of ever-changing external experiences as well as phantasied ones. In addition, all these objects are in the inner world in an infinitely complex relation both with each other and with the self. 1940 p. 146

For Klein, this internal world was dynamic and ongoing. It operated fundamentally the same for an adult as it did for the very young infant, and it was the same for normal development as it was for pathology. The concept of the internal world relied on several fundamental ideas for Klein. First, that the evidence of this internal world was to be seen in anxiety, which originated with aggressive instincts. Secondly, the objects that populated the world were experienced by the child from earliest infancy. And finally, the child organised the internal world through unconscious phantasy.

Anxiety and Aggression

In contrast to Freud and his focus on libidinal impulses, Klein was interested in the cause of anxiety in her patients.

When I analysed infantile anxiety-situations, I recognized the fundamental importance of sadistic impulses and phantasies from all sources which converge and reach their climax in the earliest stages of development. Klein 1948, p. 27

Klein's work with children revealed to her a rich phantasy life that was occupied with objects that stimulated both anxiety and aggression. In her early writing Klein attempted to remain within Freud's framework by describing the phantasies as the result of sadism that was associated with the urge to knowledge.

The early connection between the epistemophilic impulse and sadism is very important for the whole mental development. This instinct, activated by the rise of the Oedipus tendencies, at first mainly concerns itself with the mother's body, which is assumed to be the scene of all sexual processes and developments. The child is still dominated by the anal-sadistic libido-position which impels him to wish to *appropriate* the contents of the body. Klein, 1928, p. 188 (italics in the original)

Sadism was at the root of a child's anxiety, she said, because of 'an onrush of

problems and questions' (p. 188) that they were incapable of understanding. In their

search for answers, the child felt as if they were destroying the mother's body.

The release of this aggression, Klein said, was matched by anxiety that the

aggression would also threaten the self.

> The sadism becomes a source of danger because it offers an occasion
> for the liberation of anxiety and also because the weapons employed
> to destroy the object are felt by the subject to be levelled at his own
> self as well. The object of the attack becomes a source of danger
> because the subject fears similar - retaliatory - attacks from it. Thus,
> the wholly undeveloped ego is faced with a task which at this stage is
> quite beyond it - the task of mastering the severest anxiety. 1930, p.
> 220

The child is caught in a vicious circle of aggression and anxiety, she said, as it

struggled to understand the external environment.

In her later writing, Klein took up Freud's concept of the death drive (1920)

to better describe the source of anxiety apart from libidinal impulses.

> Following this line of thought I put forward the hypothesis that anxiety
> is aroused by the danger which threatens the organism from the death
> instinct; and I suggested that this is the primary cause of anxiety.
> Freud's description of the struggle between the life and death instincts
> (which leads to the deflection of one portion of the death instincts
> outward and to the fusion of the two instincts) would point to the
> conclusion that anxiety has its origins in the fear of death. Klein 1930,
> p. 28

This threat of death arising internally and appearing externally would be experienced

as persecution, she said, and would make the external world, including the mother,

appear hostile (Klein, 1948, p. 31).

> The anxiety evoked in the child by his destructive instinctual impulses
> makes itself felt in the ego, I think, in two directions. In the first place it
> implies the annihilation of his own body by the destructive impulses,
> which is a fear of an internal instinctual danger; but in the second
> place it focuses his fears on his *external* object, against whom his
> sadistic feelings are directed, as a source of danger. 1932, p. 127
> (italics in the original)

The child, Klein says, experiences the mother as someone who can both give and

withhold satisfaction. This makes her a fearful object, and an object of aggression. For

Klein, these early experiences of intense anxiety were essential to development, and

initiated the mechanisms the child required to understand their world more realistically.

Object Relations

Klein's theory of aggression in the child and their interaction with the

external world necessitated a disagreement with Freud over the existence of a period

of primary narcissism. Klein argued that object relations existed from the 'earliest

stages of childhood development' (1925, p. 121). Instead of starting out in a state of

isolated perfection, Klein insisted that the infant was aware of others in his or her

environment. She also argued that the ego began to be developed with the infant's

experience of its objects rather than with the Oedipus complex as defined by Freud.

> The images adopted in this early phase of ego-development bear the
> stamp of the pregenital instinctual impulses, although they are actually
> constructed on the basis of the real Oedipal objects. 1929, p. 204

The impulses, she determined, did not have to be genital to recognize the object. The

child experienced others as objects, often only part objects, and entered into

relationship with those objects. She found evidence of these objects in children's play.

Klein noticed that feelings, especially anxious feelings, would be attributed

by the child to people or animals. They were given a seemingly concrete form that fear

and aggression could be directed toward. By personifying the objects the child could

use them to understand the environment and their relation to their real objects. Klein

recognized that the objects could have good or bad characteristics. At first she

attributed this to Freud's idea of the superego having both an ideal and more harsh

judgemental quality (p. 203). Later, she associated their characteristics to the quality of

relationship the infant experienced to the real object.

> From the beginning the ego introjects objects 'good' and 'bad', for both
> of which the mother's breast is the prototype – for good objects when
> the child obtains it, for bad ones when it fails him. 1935 p. 262

She explained that these distorted objects were not just experienced in the outside

world, but also installed in the ego. With this Klein had created the idea of an internal

world that interacted with the external world.

The internal world she defined established objects, object relations, and the

process of identification much earlier than previously thought. Klein defended these

ideas as being consistent with Freud. The processes and phases were, she said, not

just earlier but more able to 'merge more freely into one another' (1928, p. 197). Her

description of the interactions between objects and the merging of phases was

dependent on the functioning of phantasy.

Unconscious phantasy

Phantasy, Klein said, was 'the most primitive mental activity and that

phantasies are in the mind of the infant almost from birth' (1936, p. 290).

> Unconscious phantasies are not the same as day-dreams (though they
> are linked with them) but an activity of the mind that occurs on deep
> unconscious levels and accompanies every impulse experienced by
> the infant. 1959, p. 251

Phantasy was the infant's response to experience, and an attempt to understand it. It

was also a mechanism to protect the child from the experience of aggression that

appeared to be coming from its objects. Klein used the example of the infant

experiencing the absence of the breast when it has been anticipated. The absence is

experienced by the child as the result of aggression. The breast is then experienced as

a persecutory object and it causes the child anxiety (1948, p. 31).

The object created by phantasy becomes a persecutory object in the

internal world. These internal persecutory objects then contribute to the experience of

the real external object. For example, the child equates the internal monsters with the

real parents, and fears the parents based on the phantasy objects (1933, p. 249). The

created internal object and the distorted external object are feared because, being the

result of aggression, they are perceived as aggressive to the self. Klein describes the

child's experience saying,

> For he perceives his anxiety arising from his aggressive instincts as
> fear of an external object, both because he has made that object their
> outward goal, and because he has projected them on to it so that they
> seem to be initiated against himself from that quarter. Klein 1933, p.
> 250

The interrelationship between experience, internal objects, and external objects results

in a cycle that generates anxiety from aggression, which results in phantastic

monsters, which arouses aggression and more anxiety (1932, p. 150).

The way out of this cycle was the gradual ability to cope with anxiety. Klein

(1930) proposed that one of ways that this was accomplished was through the use of

symbols. When a bad object is experienced the intense feeling is transferred to

another object in an attempt to escape from the anxiety. The new object, in

representing the original, also generates anxiety and the process of transferring

anxiety to a new object continues (1930, p. 220). This process of symbol formation,

she said, benefits the ego by diffusing anxiety across multiple objects rather than

having it concentrated in one monstrously fearful object. The multiple objects allow a

broader comparison to reality and the eventual acceptance and integration of the initial

object.

Klein saw this ability to manage anxiety through unconscious phantasy as

fundamental to the process of development.

> Thus, not only does symbolism come to be the foundation of all
> phantasy and sublimation but, more than that, it is the basis of the
> subjects relation to the outside world and to reality in general. 1930, p.
> 221

The relationship between objects internal and external was the basis for identification, as well as the capacity for learning and creativity. Although unconscious phantasy helped to manage anxiety arising from aggression, aggression was essential for the whole process. Klein found that children who defended against aggression lost the ability to use phantasy. Along with the loss of aggression and symbol formation the children had difficulty learning, playing, or establishing a connection to reality (p. 232).

The Internal World

The objects and unconscious phantasy led Klein to develop the concept of the internal world.

> The baby, having incorporated his parents, feels them to be live people inside his body in the concrete way in which deep unconscious phantasies are experienced - they are, in his mind, 'internal' or 'inner' objects, as I have termed them. Thus an inner world is being built up in the child's unconscious mind, corresponding to his actual experiences and the impressions he gains from people and the external world, and yet altered by his own phantasies and impulses. 1940, p. 345

It is a world of sometimes overwhelming anxiety that she said the developing child attempted to understand.

> The ensuing doubts, uncertainties and anxieties act as a continuous incentive to the young child to observe and make sure about the external object-world, from which this inner world springs, and by these means to understand the internal one better. p. 346

The way in which the child negotiates the impulses, objects, and emotions is also unconscious. Klein developed the concepts of defence mechanisms that the child employed to manage anxiety and aggression and aid development. She also elaborated developmental positions characteristic to the organisation of object relations and identification.

Defences against Anxiety and Aggression

Many of the primitive defences that Klein would elaborate were contained within her early theories. Splitting, projection and introjection were based on the child's

ability to personify experiences into different characters in phantasy and play. The

characters were taken in and populated an internal world, but could also be projected

into the external world. Klein's mechanisms were significantly different from Freud's

conception of repression, which Klein said belonged to the later sexual stage of

development (1946, p. 7). Klein pointed out that repression effects a change between

conscious and unconscious, whereas splitting had a direct impact on the ego.

> in contrast to the earliest forms of splitting which lead to states of
> disintegration, repression does not normally result in a disintegration of
> the self. 1952, p. 86

The defences involved in splitting included the expulsion of impulses and the

destruction of objects (1930, p. 220). The violence of this mechanism, she said, could

threaten the developing ego with annihilation. In response to such violent threats the

infant, Klein said, had recourse to additional defences including idealization, denial,

and then identification. Each of the defences will be briefly reviewed.

Splitting, Projection and Introjection

The infant's primary method of defence is to split an object based on the

experience that the object generates.

> To return to the splitting process, which I take to be a precondition for
> the young infant's relative stability; during the first few months he
> predominantly keeps the good object apart from the bad one and thus,
> in a fundamental way, preserves it - which also means that the security
> of the ego is enhanced. 1957, p. 191

The ego is protected by separating conflicting relations. But, as Klein pointed out,

splitting also impacted the ego.

> it appears that together with splitting the breast into two aspects, loved
> and hated (good and bad), splitting of a different nature exists which
> gives rise to the feeling that the ego, as well as its object, is in pieces;
> these processes underlie states of disintegration.1952, p. 66

The same process that provides security to the ego also threatens to undermine it

because a relationship to a split object demands a split ego (1946, p. 5).

Klein used Freud's idea of projection as a defence to rid the ego of danger

and badness (1946, p. 6). But she came to understand that projection could also relate

to a good object. Projecting good feelings and good parts of the self, she said was

essential to developing a good object-relation with the external object (1946, p. 9).

As a complement to projection, Klein described the mechanism of

introjection. Introjection combated the death instinct, she said, by taking in a good

object that was life giving (1958, p. 238). But since introjection of new objects and the

projection of bad objects was constantly occurring, the ability to introject a good object

was dependent on a balance between the two functions.

> the projection of a predominantly hostile inner world which is ruled by
> persecutory fears leads to the introjection - a taking back - of a hostile
> external world; and *vice versa*, the introjection of a distorted and
> hostile external world reinforces the projection of a hostile inner world.
> 1946, p. 11 (italics in the original)

Once a good object could be introjected, she said, it became a focal point in the ego.

> It counteracts the process of splitting and dispersal, makes for
> cohesiveness and integration, and is instrumental in building up the
> ego. 1946, p. 6

In the right situation, the good object will reduce projection because there is a fear that

the good object will be expelled (1935, p. 265). From that point more good objects are

introjected and the ego develops stability.

Idealization and Denial

Before a balance is attained the ego may adopt defences to help manage

the experience of a frightening internal and external world. The defences of idealization

and denial are intertwined. Idealization is initiated as a way to exaggerate the good

aspects of the object to safeguard it against the persecutory object.

> The frustrating and persecutory object is kept widely apart from the
> idealized object. However, the bad object is not only kept apart from
> the good one but its very existence is denied, as is the whole situation

> of frustration and the bad feelings (pain) to which frustration gives rise.
> This is bound up with denial of psychic reality. 1946, p. 7

The danger hidden in this defence is that the object cannot be denied, and therefore

destroyed, without the ego also being destroyed. The ego is in danger of losing the

ability to use unconscious phantasy to work itself out of the situation.

The existence of an idealized object, Klein said, was evidence that

persecution was the main driving force (1957, p. 193). The idealized object, she said,

is not as securely rooted as the good object, and it does not provide the stability

needed to integrate other good objects. One ideal object can be replaced by a series

of other ideal objects, none of which is satisfying. This can lead to a confusion between

good and bad objects, and the transformation of ideal objects into persecuting objects

(p. 193).

Identification

Identification in Klein's work is both a process and an outcome[10]. And like

other defences, it can both protect the ego and threaten it depending on the

circumstances. As a process, identification, according to Klein, encompasses all of the

internal world and its mechanisms. The first objects in the internal world represent the

experience of the external world.

> The analysis of little children reveals the structure of the super-ego as
> built up of identifications dating from very different periods and strata in
> mental life. These identifications are surprisingly contradictory in
> nature, excessive goodness and excessive severity existing side by
> side. 1928, p. 187

The first objects and identifications are preliminary to symbol-formation (1923, p. 86),

which generates new identifications between objects and the original experience.

The dynamic character of the internal world, with splitting, projection and

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10 Klein' wrote a paper in 1955 specifically about identification (*On Identification*), but it will be used sparingly in this review. That paper was primarily based on a fictional story.

introjection are a kind of sampling of different emotions and experiences and matching

them with the external world and the self. The outcome of identification occurs as

phantasy objects become more realistic and the splits between objects can be

tolerated.

> As a result, the identification with a good and whole object is the more
> securely established; and this also lends strength to the ego and
> enables it to preserve its identity as well as a feeling of possessing
> goodness of its own. It becomes less liable to identify indiscriminately
> with a variety of objects, a process that is characteristic of a weak ego.
> 1957, p. 192

Attaining this stage of development, Klein said, did not eliminate the defences of

splitting and projection, but only diminish them (1940, p. 350).

The mechanisms of projection and introjection, besides being defences,

also contribute to a successful identification.

> For if an object is taken into the self (introjected), the emphasis lies on
> acquiring some of the characteristics of this object and on being
> influenced by them. On the other hand, in putting part of oneself into
> the other person (projecting), the identification is based on attributing
> to the other person some of one's own qualities. 1959, p. 252

When identification was successful, Klein said, the inner world is strengthened and

there is a realistic relation to the external world. The danger, she said, was if projection

was excessive or hostile.

Identification as a defence, Klein described as the projective identification of

an internal experience, like aggression, with an external object. This makes it seem as

if the aggression comes from the external object and not the self. But since projection

of aggression is also a projection of the ego, the external object comes to represent

the bad self (Klein, 1946, p. 8). This identification between the ego and the object,

Klein said, is based on a persecutory tie. It makes the ego dependent on the hostile

relation and weakens the self.

> For the aggressive component of feelings and of the personality is
> intimately bound up in the mind with power, potency, strength,
> knowledge and many other desired qualities. 1946, p. 8

In this way, the defence can be a danger to the ego by externalizing characteristics

that it requires. Similarly, Klein said, if good objects are excessively projected the ego

can also become impoverished and dependent. In that case, the external object, is

loved only as a representation of the self (1946, p. 9).

While the use of projection can lead to a confusion between objects and the

self (1957, p. 192) and impede realistic object relations, Klein argued that the defences

also have important functions for ego health. Repeated success in the process of

splitting and identification provides the individual with the confidence to cope with new

anxiety. Klein (1959) maintained that the methods adopted to work through anxiety as

a child continue to be important mechanisms for the adult to use in anxiety producing

experiences. At all stages both ego strength and a beneficial relation to the external

world, she said, were based on the extent to which the ego is submerged in its objects

(1955, p. 172). As persecutory anxiety diminishes and with it any hostile dependence

on the object (1940, p. 360), the mechanisms can then be used to distinguish the self

and identify with others.

Paranoid-Schizoid and Depressive Positions

Klein identified two separate positions that she felt represented the different

use of defences. They represented different states of development, but were not

strictly chronological. The child, or the adult, could move from one position to the other

depending on situations causing anxiety.

> Some fluctuations between the paranoid-schizoid and the depressive
> positions always occur and are part of normal development. No clear
> division between the two stages of development can therefore be
> drawn; moreover, modification is a gradual process and the
> phenomena of the two positions remain for some time to some extent
> intermingled and interacting. 1946, p. 16

Klein referred to the early organisation of the ego as the paranoid-schizoid position

(1946). It was schizoid because aggression is used by the developing ego to split its

objects, and paranoid because the resulting bad objects are a source of fear.

While the paranoid-schizoid position threatens the ego with disintegration,

the good object provides the necessary stimulation for integration. Klein asserted from

her earliest writing that along with an innate aggression the ego employs a tendency to

synthesis by endeavouring to form a whole out of the various objects (1929, p. 204).

This is the start of what Klein called the depressive position.

> The loved and hated aspects of the mother are no longer felt to be so
> widely separated, and the result is an increased fear of loss, states
> akin to mourning and a strong feeling of guilt, because the aggressive
> impulses are felt to be directed against the loved object. The
> depressive position has come to the fore. 1946, p. 14

Integration around the good object, Klein said, reduced the severity of persecutory

phantasy, and bad objects became less fearsome. Once started, the depressive

position encourages further integration in the ego which, provides more realistic

relations between the internal and external worlds. With the depressive position the

focus changes from protecting the ego from persecutors, to protecting the good object

from the ego's aggression (1935, p. 269).

The relation to the good internal object in the depressive position, Klein

said, causes the ego to be primarily concerned with maintaining the connection.

Unconscious phantasy is then used to repair the previous damaging phantasies.

> The course of libidinal development is thus at every step stimulated
> and reinforced by the drive for reparation, and ultimately by the sense
> of guilt. 1945, p. 410

Reparation is an important developmental attainment for the child, Klein said, and it

had wider social impacts, it was different than either repression or sublimation from

Freud. It is neither a control over the expression of aggression, or the displacement of

impulses onto more socially acceptable activity. Reparation, Klein said, arose out of

guilt, and as such it played a role in sublimation (1958, p. 255). It is, for her, a

'confluence of opposing instinctual drives' (Hinshelwood, 1989, p. 414).

The loving care of the good object in reparation cannot be achieved without

starting from and working through aggression.

> The drive to make reparation, which comes to the fore at this stage,
> can be regarded as a consequence of greater insight into psychic
> reality and of growing synthesis, for it shows a more realistic response
> to the feelings of grief, guilt and fear of loss resulting from the
> aggression against the loved object. Klein, 1946, p. 14

Again, Klein witnessed this in children's play. A child would in one moment brutally

attempt to destroy an object, and in the next, exhibit remorse and attempt to tenderly

fix it (1933). The first is a paranoid-schizoid response, the latter a depressive relation.

Gradually, she said, the depressive mechanisms becomes more prominent, and

continue beyond the immediate aggressive actions.

The depressive position was not without anxiety, Klein cautioned and

defences might still be required. A defence may be needed, Klein said, to manage

anxiety resulting from guilt, or dependence on the object. To defend against the

depressive anxiety of guilt, the child regresses to the paranoid-schizoid position and

employs those primitive defences (1946, p. 15). To defend against feelings of

dependence on the object, Klein described the manic defence.

> the source of the conflict is that the ego is unwilling and unable to
> renounce its good internal objects and yet endeavours to escape from
> the perils of dependence on them as well as from its bad objects. …It
> succeeds in this compromise by *denying the importance* of its good
> objects and the id. At the same time, however, it endeavours
> ceaselessly to *master and control* all its objects, and the evidence of
> this effort is its hyperactivity. 1935, p. 277 (italics in the original)

In this defence, Klein said, the subject tries to both deny the anxiety, and continue to

make reparations. It requires an omnipotent denial of both psychic and external reality.

Klein's theory of development put the operation of defences within normal development. The internal world of the individual in Klein's model is a balance between many opposites; the ego and its objects, the internal and external world, or love and hate. The defences were a part of the process of reaching that optimum balance. As long as the anxieties or defences were not extreme, the individual gained a strong sense of self, and a thoughtful relation to the external world with identification.

The Individual in the Group

Based on her analytic work with both children and adults Klein could demonstrate that the mechanisms that lead to the creation and stability of the internal world of the child are continuously present in the adult (1959). Like the child, the adult responds unconsciously to an anxiety generating experience as if threatened with annihilation. They respond by splitting the experience into good and bad and keeping these parts separated. Ultimately each individual is drawn to understand their objects, heal the splits, and form an emotional relationship with their objects. It was, she said,

> The tendency towards integration, which is concurrent with splitting, I assume to be, from earliest infancy, a dominant feature of mental life. 1955, p. 144

As a dominant feature of each individual Klein's theory could be extended to the group.

> A group - whether small or large - consists of individuals in a relationship to one another; and therefore the understanding of personality is the foundation for the understanding of social life. 1959, p. 247

It should be noted that, unlike Freud, Klein did not write about social psychology. The group was a collection of individuals all using the same process of understanding their experience. With so many individuals in relationship it suggests that a social group is a web of interactions where each individual is in some state between disintegration and integration. Like the dynamic internal world of the individual, the group would be

expected to be in a constant state of change resulting from each new member and

each new experience.

Similar to Freud, but in her own way, Klein held that identity was a key

element of each of the relationships in the group.

> in order to identify strongly with another person, it is essential to feel
> that there is within the self enough common ground with that object.
> 1955, p. 173

Finding that common ground, for Klein, came about through splitting, projection and

introjection. As long as these processes were not hostile it allowed for a stable group

experience where each individual shares some common quality with every other

member. In some cases the common ground may be only what makes them members

of the larger society.

Klein described how identification was an important component for

collaboration in a team.

> The ability to admire another person's achievements is one of the
> factors making successful team work possible. If envy is not too great,
> we can take pleasure and pride in working with people who sometimes
> outstrip our capacities, for we identify with these outstanding members
> of the team. 1959, p. 260

Members of a team who can identify with each other, she said, can gain satisfaction

from the accomplishments of the team as if they were their own. Qualities of the team

are part of the individual, and the individual is part of the other members of the team.

In addition to identification, Klein maintained that reparation was a benefit to

service in society.

> The irrevocable fact that none of us is ever entirely free from guilt has
> very valuable aspects because it implies the never fully exhausted
> wish to make reparation and to create in whatever way we can. p. 259

The service the individual dedicates to society springs from the urge to repair damage

caused by aggression experienced in unconscious phantasy. It was an influence,

according to Klein, that was significant for art, scientific work, and the activities of every-day life (p. 251).

Klein does not distinguish the leader in a group as significantly different from the other members except where leadership is associated with ambition and influence. Ambition, Klein said, can be a positive quality for the individual, but that the power, potency, strength, and knowledge that benefit the individual are intimately bound to aggression (1946, p. 8). On the one hand, a conflict over the aggressive phantasies can cause ambition to fail (1957, p. 198). On the other hand, where ambition is dominated by aggression, Klein said, the person could be very successful, but unable to enjoy either the success or a relation to the other people who contributed to that success (p. 261). The objects of success, for the aggressively ambitious person, generate anxiety for fear the objects could be stolen just as the ambitious person feels they have stolen success from others.

Klein's formulation of the internal world of the individual offers a theory similar to Freud's whereby the group is held together by identification around a common quality. For Klein, the web of object relations that is responsible for the connectedness of the adult group is built from the same processes originating with childhood. She maintains that aggression is part of a necessary process to the matching between individuals, and amongst the individuals in the group. Aggression, and the defences related to anxiety, can interfere with identification, but, in Klein's model, there is a hopefulness that any mismatch can be overcome. The caution that Klein's formulation suggests is that attempting to eliminate aggression, possibly by denying the mismatch, can be harmful to the group's cohesion and productivity.

Klein in the Organisation

The importance of Klein's concepts to this thesis, like those of Freud, are in

the stabilizing function of identification in the group. For Klein this comes about through the experience of aggression and anxiety that is eventually overcome by sharing a common ground with others. The various mechanisms of this process may be illustrated from the material presented in the vignettes and literature review. A brief sample is included.

- Internal World and Unconscious Phantasy

    One of the simple ways that unconscious phantasy is evident in the organisation occurs in Vignette III. The employees are moved to a new office without much preparation or explanation. This would be unsettling to most people, and as was illustrated, they attempted to explain it to each other. Their explanations included, for some people, an ideal outcome in which a benevolent agency set out to improve their total work experience. For others, this was the work of persecutory forces that would destroy their job completely.

- Defences

    Faced with anxiety that might occur from many different situations and decisions, the individuals in Vignette I exhibit some of the defences that Klein defined. In the conversation at the end of that vignette three people discuss the strategic framework. E appears to have idealised the CEO and the message, but to such an extent that any discussion of criticism seems confusing to her. In idealising the leader and the idea, she may have had to deny her own aggression. Denying aggression may have caused her to give up any urge to understand the idea and her feelings toward it. Her colleague F also seems to use denial, but in his case it could be a denial of dependence on the CEO. He is contemptuous of the

proposal, and operates as if nothing had changed, or will change. G

seems to be somewhere in between. He is trying to understand the new

strategy, but feels in danger from it. He may have split his feelings into

good and bad until he can understand the situation better.

• Identification

Similar to the examples using Freud's theory, there are many ways in

which the organisation attempts to draw the individual into an

identification. In Klein's terms, the organisation wants the individual to

introject the organisation, and see the organisation as sharing common

values. They may also want the individual to project good qualities onto

the organisation in order to see themselves in the organisation. In

identifying, the organisation would benefit if the individual became more

dependent on protecting it and directing reparative efforts towards it.

The Individual's Internal Representation of the Organisation

In addition to the questions that arose from Freud's theory, Klein's concepts

covered here suggest some additional ones,

1. What does unconscious phantasy tell us about the individual's

   representation of the organisation?

2. What, or whom, does the individual consider good or bad, and how

   extreme are those characteristics?

3. How does the individual characterise their relationships to others?

4. How does the individual express or defend against anxiety and

   aggression?

Summary and Next Steps

This chapter has reviewed those concepts from Freud and Klein that are relevant to the individual's unconscious process of understanding the environment of the organisation. That environment is one in which quick fix practice attempts to manage ideals, restrict behaviour, and cultivate identification. For both theorists this turns on the ability of the individual to identify with the organisation's ideas or representatives. The selected concepts from this review provide a framework from which to consider whether there is a mismatch.

As was stated at the beginning of the chapter, the language of business management practice appears to assume that the individual's primary orientation is to their own self interest. That is, the individual withdraws energy from the organisation in order to satisfy personal interests and goals. Business management practice tends to assume that the individual's self interest is a failure of engagement with the organisation. This failure, it is reasoned, results in less energy directed towards the organisation's goals. To correct the energy imbalance business management practice assumes it can modify the behaviour of the individual to capture the missing energy and align the individual with the organisation and its objectives. The key concepts from the business management language that will be tested in this thesis are self interest, engagement, and the organisational objectives. This common language will be tested using unconscious data and a psychoanalytic interpretation using the theories covered in this chapter.

The framework relates the business practice language to psychoanalytic theory to determine if the individual is narcissistic. That is, the thesis research will probe unconscious data to determine if the individual demonstrates a relation to external objects that represent the organisation. If the individual is narcissistic, as

business management practice appears to assume, then does the individual's

unconscious data demonstrate an isolation from all objects? Alternatively, does the

individual's unconscious data suggest a selective withdrawal only from objects that

represent the organisation, yet demonstrate a relation to non-work objects. Although

the former isolation is more extreme than the latter withdrawal, both would confirm an

interpretation of narcissism.

Further analysis of a state of narcissism includes interpreting the data in

terms of the individual's engagement with the organisation and its objectives. The

psychoanalytic framework will be to analyse the individual's object relations, and

identification with the organisation as part of the ego ideal. In terms of object relations,

the framework will include the mechanisms of splitting, projection and introjection. As it

relates to the ego ideal, the framework will examine unconscious content to make

interpretations about shared ideals and a social orientation. That is, does the individual

strive for noble goals of community, commitment over time, and care for others.

In the next chapter this framework will be used to define the methodology

for collecting and analysing individual perceptions.

5. Research Methodology
Quantitative and Qualitative Methodology Design for Unconscious Data Collection and Psychoanalytic Interpretation

The review of business management assumptions in Chapter 3, and psychoanalytic theories in Chapter 4, provide a framework for answering the thesis research question. The framework is intended to investigate a possible mismatch between the quick fix practice of business management that operates in the organisation, and the unconscious understanding of the resulting environment by the individual. Quick fix practice, described in Chapter 3 centres on the idea that individual narcissism persists and is antithetical to the organisation. The quick fix attempts to offset the effects of narcissism by encouraging identification with the organisation in order to achieve unity and enthusiasm for the organisation's objectives. The vignettes in Chapter 2 also suggest that an identification with the organisation is oversimplified by the quick fix. Individual development, outlined in Chapter 4, suggests that the individual naturally develops a social orientation and forms identifications with others. This suggests a mismatch between quick fix assumptions, and the individual's internal world.

The comparison of quick fix practice and the individual unconscious leads to the thesis research question. At the root of the research question is the question of narcissism and identification with the organisation. Quick fix practice is based on the assumptions that the individual is narcissistic, and psychoanalysis describes a natural development away from narcissism to social adaptation and identity.

This chapter describes the requirements and methodology for collecting and analysing data within that framework to answer the thesis research question. The chapter will be divided into four sections:

- Thesis Requirements,

- Data Collection Method,

- Methodology Design, and

- Method of Analysis.

Thesis Requirements, What is being tested?

The research methodology should provide data to enable the analysis of the question posed by the thesis research question.

> Is there a mismatch between the individual's unconscious understanding of the organisation and the organisation's quick fix practice of business management.

The question contains several requirements that the methodology needs to address. These requirements will be defined here and reviewed throughout the design to ensure they are being met.

- Represent the individual and the organisation.

This thesis is focused on the individual's understanding of their environment[11]. That understanding includes how the individual connects to or separates from the organisation and organizational objectives. In other words, whether they have put aside narcissism for an ego-ideal or a group-ideal. Therefore the research methodology should represent aspects of the organisation that are capable of evoking a response in the individual.

- Represent both unconscious and conscious content.

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11 Hirschhorn (1988) building on Trist, Jaques, and Menzies described a 'workplace within'. He explained that the individual experiences anxiety due to the organisation's environment and then binds this anxiety to the relationships within the organisation in unconscious phantasy. More will be said on this in the Discussion chapter 7.

The conscious content is represented by recognizable roles, functions, and situations of business management practice. This is the organisation that is perceived by the individual, and with which they interact. Unconscious content, by contrast, should represent the individual's internal understanding of their perceptions. This will be the content to be psychoanalytically analysed for its associations to the organisation and quick fix assumptions.

- Produce data that can be analysed in terms of narcissism and identification with the organisation.

The elements of the organisation need to be presented in a way that allows the individual to compare them to him or her self. The method is required to evoke responses expressive of the relationship between the self and the organisation both good and bad. The comparison should indicate variations in social involvement and responsibility as characteristics of the ego-ideal and object relations.

- Produce data that can be compared from one respondent to another

Finally, the responses of all subjects in the research should be comparable to each other. The data and the analysis are specific to an individual, but a standard design should allow comparison from individual to individual. A comparison may indicate commonalities in a mismatch to quick fix practices that allows a broader conclusion. To satisfy this requirement, a mixed qualitative and quantitative method is preferred.

To satisfy the above requirements, the method that was chosen was the repertory grid, originally designed by George Kelly (1955)[12].

Data Collection Method, The Repertory Grid

The fundamentals of Kelly's tool supports the requirements for this thesis research outlined above. First, it provides a method to represent the impressions that the organisation makes on the individual. This is the 'workplace within' (Hirschhorn, 1988) that associates experiences of the organisation, both good and bad, to unconscious object relations for the individual. Second, it produces a relationship between the roles and situations of the organisation, and their unconscious representations. Third, the polarity of the responses and the characterization of object relations allows a psychoanalytic interpretation of narcissism. This is narcissism in terms of being able to connect to others and share ideals as defined in the previous chapter. Finally, the method provides a means of comparing individuals from different organizations using quantitative details of the qualitative content.

The repertory grid was designed by George Kelly (1955) as an aid in his psychotherapy practice. Along with the grid, Kelly developed a psychological theory, which will be discussed to the extent it is relevant to the analysis in this thesis. The repertory grid was designed by Kelly on the basis that each person had an idiosyncratic way of construing the world around them (Butt, 2008, p. 34). The individual would not necessarily be aware of their constructs, and the grid was a method to 'transcend the obvious' (Fransella, Bell, Bannister, 2004, p. 7). It allowed Kelly to glimpse how the individual understood their environment without necessarily being able to describe it in more abstract ways.

The individual's constructs, Kelly said, were bipolar. They reflected the

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12 Other research methods considered include: Barbour, 2008, Hinshelwood, 2013, Hinshelwood & Skogstad 2000, Lawrence 2005, Long, 2013

paired opposites that characterized the individual's understanding of past experience, and indicated how they anticipate future experience. The constructs for each person would be unique. One person's construct for a particular experience, for example, could be nice-nasty, while another person's construct for a similar experience could be nice-boring (Fransella, Bell, Bannister, 2004, p. 3). The bipolar pairs are different ways each person has of assigning meaning to that experience. Multiple construct pairs broaden the researcher's understanding of an individual, and provide a glimpse into their personal construct system.

Components of the Grid and Structure of the Interview

The general design and method of Kelly's grid will be described briefly here to demonstrate how it facilitates the research and meets the requirements. The specific design for this thesis research will be elaborated in the next section, including an example of its application and results for a particular respondent.

Elements

The elements of the grid represent roles, situations, or events with which the respondent would have had experience. The respondent is requested to provide a name of someone they know who best represents the role, event, or characteristic. No name is repeated, so each element is unique. They keep this list of names in front of them while the interview proceeds (Kelly, 1955, p. 272).

Sorts and Constructs

Kelly included a variety of elements to cover a range of different experiences,

namely *self*, *situational (e.g. Minister)*, *values* (e.g. ethical person), *family* (e.g. father), *valencies* (e.g. pitied person), *intimates* (e.g. old

flame), and *authorities* (e.g. boss). Fransella, Bell, Bannister, 2004, p. 21

He then selected different groups of three elements into what he called sorts, which were designed to produce the constructs. The respondent is asked to consider the three elements in the sort, and describe what makes two of them alike in some important way (Kelly, 1955, p. 273). The description provided by the individual is recorded as the Emergent Construct. The respondent is then asked to describe what makes the third person different. This is recorded as the Implied Construct. The interviewer might ask for elaboration if a construct is too general (male/ female, old/young), but otherwise the descriptions are accepted as provided.

Scoring

For each pair of constructs (Emergent and Implied) the respondent is asked to consider the other people on their list and rate them based on the two constructs they have provided.

Eliciting pairs of constructs and scoring the elements continues for a designed 'range of convenience' (Kelly, 1955, p. 271). This is intended to cover related events to the extent that each construct pair continues to add unique descriptors, and the descriptions apply to all the elements (Fransella, Bell, Bannister, 2004, pp. 8-9).

Relevance of the Grid to the Thesis Requirements

The repertory grid satisfies the requirements for researching the thesis research question in the following ways.

• Represent the individual and the organisation.

The elements requested of the respondent will be designed to reflect roles and situations from the organisation, as well as a limited number of more intimate or personal roles. Naming the elements makes each set unique to each individual. The method will allow each respondent an opportunity to reveal their connection to or separation from the organisation.

• Represent both unconscious and conscious content.

The elements will represent roles, situations, or characteristics that are recognizable to the individual as being part of the environment of the organisation. This is the conscious content.

The sorts will be designed to evoke constructs that are spontaneous and uniquely descriptive. By transcending the obvious, as Kelly intended, the constructs and scoring will be the unconscious content[13]. The method will allow the expression of unconscious phantasy and the resulting object relations applicable to the individual in the organisation.

• Produce data that can be analysed in terms of narcissism and identification with the organisation.

Since all constructs will be scored for all elements, including the self, the scoring will demonstrate the relationship between the self and others. The construct descriptions add further content for analysis based on unconscious phantasy in the descriptions, and the good or bad polarity of the construct pair. The method will allow for a psychoanalytic

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13 Kelly may not have referred to the constructs as unconscious content specifically. He considered the unconscious of Freud to be a kind of predetermined force that drove people in ways they were not aware. This was not consistent with Kelly's idea of individual rationalism. Butt (2008) reconciles Kelly's theory and grid to the unconscious of Freud, and also makes a strong link between Kelly's theories and that of the Object Relations theories of Klein.

interpretation of unconscious content in terms of ego and group ideals, as

well as identification in terms of splitting, projection and introjection.

• Produce data that can be compared from one respondent to another.

All the elements and sorts, as well as the method of eliciting the

constructs, will be the same for all of the respondents. The consistency of

the design and method should allow a comparison. A quantitative

comparison will be considered both in terms of the scoring relationships

and the construct descriptions.

Methodology Design, Evoking the Organisation through People and Relationships

Kelly's repertory grid allows significant flexibility of design, and it has been

used in a variety of ways (Kelly, 1955; Fransella and Bannister, 1977; Slater, 1976;

Ryle, 1975; Kock, 2006). It has been used to understand nursing practice with

Alzheimer's patients (Clinton, Moyle, Weir, and Edwards, 1995), teachers roles and

relationships to students (Salmon and Clare, 1984), and career counselling (Neimeyer,

1992). Within organisations version of the grid have been used to help managers

understand anxiety (Eden and Jones, 1984), and clarify corporate values (Brophy,

2003). This section of the chapter will set out the design of the repertory grid used to

collect data for this thesis research question.

Research Subjects

There are eleven research subjects who have volunteered to complete the

repertory grid. The subjects are members of five different organisations, including three

very large organisations. Those from the same organisation do not necessarily all

come from the same department or work group, and may not even know each other.

There are four women and seven men. The age of the subjects ranges from early

thirties to mid sixties. All of the subjects have professional, or white collar, careers.

Many, but not all, have a role in a technical field. Some of the respondents are senior

level executives, vice president or above, and some are mid level managers. The

majority of the respondents do not have people management responsibilities.

Research Design, Elements, Sorts and Scoring

Elements

Respondents will be asked to name someone they know for each of 15

elements[14] listed in Table 1.

1	Self
2	Spouse or girlfriend/boyfriend
3	A person at work who is also a friend
4	A person at work whom I recently met and would like to know better
5	A person who is currently a peer, but who I would be willing to work for if they were leading a team
6	A person I know at work whom I would like to help, or for whom I feel sorry
7	A person I know at work who I think avoids me
8	My best boss
9	My worst boss
10	My current boss (or boss's boss if current is best or worst boss)
11	The person most enthusiastic about company products and programs
12	The person most likely to volunteer for social related projects
13	The person who most prefers facts, graphs, and statistics in communications
14	The person who always wants to be doing what is fashionably new and different in business
15	A senior person who hires experts to make or confirm decisions

Table 1

In keeping with Kelly's design format, the elements have been designed to reflect four

main categories of situations or relationships. The groupings are Intimates (1,2,3),

Valency (4,5,6,7), Authority (8,9,10), and the quick fix (11,12,13,14,15).

- Intimates

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14 Note: the names provided by the respondents are not retained as part of the research to protect their privacy.

Intimates are those roles (Spouse (2), Friend (3)) that reflect a close

relationship with the Self (1), and are presumed to include some existing

form of identification. The constructs elicited with these elements will be

used to score the remaining organisational elements. These more

intimate relationships are expected to highlight any difference the

individual might make between work and personal spheres of their life.

- Valency

Valencies include situations that evoke an emotional reaction. These

are expected to be difficult emotions, or difficult or changing relationships.

The emotions include those that might be discouraged at work such as;

- Would Like to Know Better (4) may represent an attraction to another

person. The attraction isn't necessarily sexual, but could be any

perceived similarity, either personal or professional.

- Willing to Work For (5) may represent resentment for moving beyond

being a peer, or they may represent an ideal authority figure.

- Would Like to Help (6) represents someone that the respondent feels

needs them in some way.

- Avoids Me (7) is intended to represent a person who may have

rejected the respondent for unknown reasons.

- Authority

The Authority grouping includes various bosses from the Best Boss

(8), to the Worst Boss (9), as well as a Current Boss (10). (Where the

current boss is either best or worst, the respondent will be asked to name

their boss's boss.) These elements represent the management of the

organisation, and potential proponents of the quick fix. These are persons

with the most influence over the individual's experience of the

organisation and its business management practices. They are expected

to generate feelings of respect, scorn, fear, or idealisation.

• Quick Fix

The last grouping reflects characteristics that are intended to evoke

either the desired behaviour from quick fix practice, or the characteristics

of the authority figures who choose them.

• Enthusiastic About Company Products (11) broadly represents the

desire to engage employee's attention and energy to the organisation's

products and programs.

• Most Likely to Volunteer (12) represents social programs most

associated with Human Resource Management.

• Prefers Facts and Graphs (13) represents components of Taylor's

(1911) Scientific Management.

• The last two elements Fashionably New and Different (14) and Hires

Experts (15) represent the changing nature of business management,

and the experts hired to provide direction.

Sorts

Respondents will be asked to provide construct pairs based on six groups of

three elements. The six sorts are considered sufficient range of convenience to provide

constructs with little overlap. Where they do overlap, the constructs may add

associations for interpretation. The sorts are listed in Table 2.

```
A     Identification (1,2,3)
                        Self
                        Spouse
                        Friend
B     Valency (4,6,7)
                        Would like to know better
                        Would like to help
                        Avoids me
C     Authority (8,9,10)
                        Best boss
                        Worst boss
                        Current boss
D     Belonging (1,5,12)
                        Self
                        Willing to work for
                        Most likely to volunteer
E     Threat (3,7,9)
                        Friend
                        Avoids me
                        Worst boss
F     Corporate (11,14,15)
                        Enthusiastic about company products
                        Fashionably new and different
                        Hires experts
```

Table 2

A. Identification

The first sort is intended to capture how the respondent construes a world that is personal to him or her. They are asked to compare and contrast themselves with Spouse (2) and Friend (3). It is anticipated that Spouse (2) may be more of a match to the Self (1). If personal identification is distinct from the workplace, according to the quick fix, then less correlation would be expected between this construct and others. That is, the individual might have a different symbol system for these object relations based on a personal identification rather than a work-related relationship. They might include different good or bad qualities, and fewer identifications with other organisational objects. This

could show that the quick fix is correct, and the individual reserves

energy for these relationships that may not be available for the

organisation.

B. Valency

This sort approaches the emotional content of workplace relationships.

Similar to Kelly's sort of the same name, this sort includes 'somewhat

phantom figures and one may expect that in interpreting them the client

relies heavily upon projected attitudes' (Kelly, 1955, p. 275).

It is anticipated that respondents may have difficulty construing these

elements. They may elicit descriptions that don't fit easily with

organisational behaviour norms. It is expected that Avoids Me (7) may be

considered different from the other two elements, and draw out a more

anxious or fearful response.

C. Authority

The sort for Authority asks the respondent to consider all of the

bosses. It includes the experience of someone they respect, with

someone they may despise, and a person who has considerable

influence over their experience in the immediate environment.

The characteristics that make a boss either best or worst may provide

a glimpse into the respondent's ideals. It is expected that Best Boss (8)

will have more characteristics in common with Self (1).

D. Belonging

The sort of Belonging is about joining together. The anticipated polarity

is between someone they choose themselves, and someone known to be

a joiner. The two elements are expected to draw out the respondent's view of social interaction where motives may be ambiguous.

E. Threat

The Threat sort is intended to bring out feelings of aggression, paranoia, or fear. It compares someone with shared characteristics, with someone with no shared characteristics, and someone who is not understood. The threatening elements may be revealed in unconscious phantasy and projected parts of the self and objects.

F. Corporate

The final sort opposes three of the elements representing the quick fix. The business management traits are intended to draw out constructs that construe the polarity of being a "company" man or woman. That is, the people named for these roles may be considered by the individual to be identified with the organisation and quick fix practice. The constructs that result may reveal both the hopes and frustrations of respondents with respect to management practice.

Scoring

Respondents will be asked to score each of the fifteen named elements on a scale from 1-5. A score of 1 represents the most similarity with the Emergent Construct. Likewise, a score of 5 represents the most similarity with the Implied Construct. This will be repeated for each of the six sorts, and result in a grid of 90 numbers.

Method of Analysis, A Framework of Inquiry into Narcissism and Mismatch

The grid provides qualitative and quantitative data that allow for psychoanalytic interpretation in four ways that will be demonstrated using Norman's completed grid (Figure 2). Each method of analyzing the qualitative data makes use of a statistical calculation of the quantitative data[15]. The mixed method will be outlined briefly first to assist the reader with the technical nomenclature, calculations, and relevance to the psychoanalytic analysis. This framework will then be demonstrated in detail with Norman's responses.

Correlation Coefficients and Symbol Formation

As described in the last section, the repertory grid is a grid of numbers that results from eliciting descriptive constructs and scoring the people-related elements. For this thesis the grid creates six constructs for fifteen people, and results in a table of ninety numbers (Figure 2). Altogether, the constructs, elements, and scoring are the grid.

It is possible to visually inspect the grid and notice that some constructs are scored similarly to other constructs. This means that people have been scored similarly on each construct. Statistically this can be calculated for every construct pair compared to every other construct pair, and represented by correlation coefficients (for Norman Table 3). The correlation coefficient is a number between -1 and 1. Where the correlation coefficient is 0 it means there is absolutely no correlation between two constructs. That is, each person is scored significantly differently for one pair of construct descriptions compared to the other. Conversely, where the correlation coefficient is 1 it means there is an exact match, or equivalence, between the two constructs. For this to happen each person would be scored with exactly the same

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15 I am grateful to University of Toronto, York University, and University of Waterloo for consults on the statistical analysis.

number for each construct description. Finally, a negative correlation coefficient means

that the similarity (or equivalence) between the constructs is based on reversed poles.

That is, the left side, or Emergent pole of one construct, is similar to the right side, or

Implied pole of the other construct.

The relevance of the correlation coefficients for any grid is its ability to

demonstrate the associations that the respondent makes between their descriptions

(Fransella, Bell, Bannister, 2004, p. 84). In terms of psychoanalysis this represents

Klein's description of symbol formation. In being asked to describe an experience that

generates anxiety, the respondent will provide an answer from unconscious phantasy

that relates to the experience but does not completely describe it. If another construct

touches on the same experience, they will provide a different description that again

attempts to both describe the experience, but distance themselves from the anxiety.

The relationship between the two descriptions will be highlighted by the way they score

the same people on the two scales. Together, two or more constructs will provide the

associations that lead to interpretations.

The six construct pairs designed for this research provide a range of

convenience that produces several possible correlation coefficients. In turn, the

correlations provide a range of associations that open up possibilities for

psychoanalytic interpretation. In terms of narcissism, the correlation coefficients and

associations demonstrate the respondent's ability to use symbolisation to manage

anxiety and aggression. It suggests whether or not the individual is able to view whole

objects and engage with the external world.

Principal Component Analysis and Object Relations

Using the calculated correlations it is possible to conceive of a complex

interrelationship that provides a measure of distance and dependence between all of

the construct pairs and all of the elements. This can be thought of as a cloud, but in this case, a cloud in six dimensions. To make the data more accessible a principal component analysis is used to represent the data in two dimensions.

> The central idea of a principal component analysis (PCA) is to reduce the dimensionality of a data set which consists of a large number of interrelated variables, while retaining as much as possible of the variation present in the data set. This is achieved by transforming to a new set of variables, the principal components (PCs), which are uncorrelated, and which are ordered so that the first few retain most of the variation present in *all* of the original variables. Joliffe, 1986, p. 1 (italics in the original)

The PCA transforms the cloud of data into a two dimensional plot. It does this by calculating the greatest variance in the data, i.e., the widest stretch to the cloud. This becomes the first principal component and the horizontal axis. The next greatest variance, i.e., the next widest part of the cloud, becomes the vertical axis. All of the data points, constructs and elements, can be plotted as a distance from these two axes[16].

Plotting the data in two dimensions demonstrates the relationships between constructs and elements, constructs and constructs, and elements and elements. It is a visual representation of the respondent's internal world and their object relations as discussed in the previous chapter related to Klein. The distance that an element, that is, the internal object that represents the role, is to a construct describes the character of the object. The distance that any object is to another object, including the self, represents how the individual relates their internal objects in unconscious phantasy (Slater, 1976, pp. 84-92). The PCA makes it possible to interpret which internal objects personify which characteristics. In terms of narcissism, the PCA suggests how the respondent uses projection to represent his experience of the organisation, and how they may use introjection to incorporate organisational identifications.

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16 The program RepGrid (repgrid.com) was used for all statistical calculations and plots used in this thesis.

Weighted Components and Anticipating New Situations

The axes that are calculated for the PCA do not represent any one construct pair. The axes are, instead, a relationship to all of the constructs and the elements. The specific relationship of a construct or element to the axes can be calculated. These calculations are called the weightings relative to an axis (Joliffe, 1986, Slater, 1976, Fransella, Bell, Bannister, 2004). The construct or element with the highest absolute weighting (i.e., regardless of negative or positive value) is the construct or element that accounts for the greatest amount of the variance along that axis.

The psychoanalytic relevance of knowing the weighted value of a construct for an axis is its ability to suggest future events (Fransella, Bell, Bannister, 2004, p. 88). The weighted constructs for the horizontal and vertical axis describe the principal ways that the respondent anticipates a new experience. In a new situation they are likely to make choices between the extreme values of their highest weighted constructs. The weightings translate a single interview with the respondent into interpretations that might only result from a longer case study. In terms of narcissism, it suggests the characteristics and object relations that extend to other members of the organisation, and the ideals that drive the individual over time.

Polarity and the Good and Bad Objects

Finally, the polarity of the constructs provides a method to interpret the good and bad aspects of the data. The foundation of Kelly's grid is the polarity of the constructs as choices that the individual makes about situations based on their experiences. The contrasting poles are thought of as good and bad, and as a representations of an ideal self (Slater, 1976, Fransella, Bell, Bannister, 2004). Identifying the good or bad ends of a construct can be accomplished by asking the individual directly, or by including an imagined element that is the 'ideal self'. These are

common methods for psychotherapeutic uses of the grid. These direct methods of identifying good and bad were not employed in this thesis. The author did not want to guide the respondents to think in terms of good and bad, and possibly become guarded in their descriptions and choices.

The method of identifying the good or bad pole of a construct pair for this research included a combination of procedures. In some cases the respondent's expression in the interview betrayed their good or bad choice (e.g., a description delivered scornfully was considered bad). In addition, all of the words in a description were given a hermeneutic examination using dictionary definitions to allow for the broadest interpretation of the language. Similarly, organisational colloquialisms were considered in choosing a good or bad pole (tactical, a lone wolf). Finally, the statistical correlations with other construct descriptions were used to assess good or bad from the associations.

Some grids were more challenging to interpret than others, and sometimes the lack of a clear understanding was itself instructive of the individual's choices (Fransella, Bell, Bannister, 2004, p. 159). For example, where a choice appeared to be what was expected of the individual in a situation, but didn't appear to actually represent the individual (see Susan, Figure 14, and Betty, Figure 16 discussed in the Results).

Once identified, the choices of good and bad for individual constructs determined the good and bad poles of the principal components. By identifying the good and bad ends of the axes, it is possible to divide the two dimensional plot into four quadrants that represent a mix of good and bad. The quadrants are good-good, bad-bad, good-bad, and bad-good, which for simplicity will be called Ideal, Rejected, Personal, and Tolerated (Figure 1).

Ideal	Tolerated	Good
Personal	Rejected	Bad
Good	Bad	
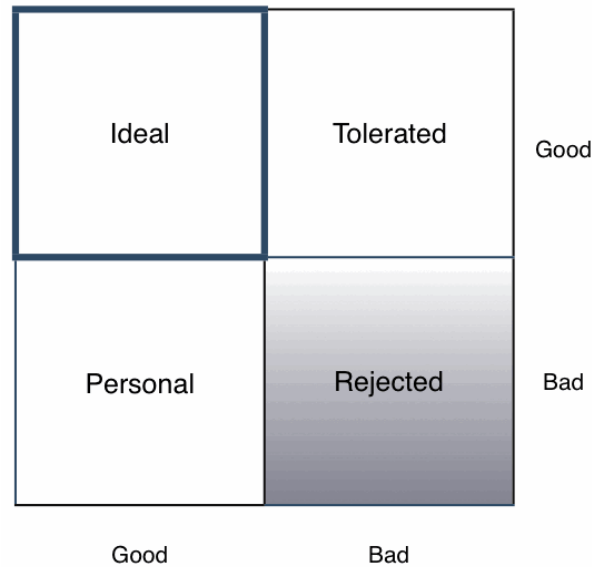
Figure 1

Note: The named quadrants may be located differently for each individual. This is because the good and bad poles of any construct pair are not bound by right and left or top and bottom (Fransella, Bell, Bannister, 2004, p. 84). The placement is due in part to the way the constructs were expressed in the interview, the overall scoring, and the statistical calculations. For example, some Emergent Constructs could be good characteristics and others bad. The statistical correlation places similar constructs together, effectively transposing some endpoints to align with the measurable distance to the most similar construct. The author has not modified the graphs to standardize the display. Each graph will be labelled to aid the descriptions.

The Ideal quadrant contains the positive values on both the horizontal and vertical axis. This quadrant may closely represent what the individual introjects, or considers part of their ego-ideal and also their group-ideal. The Rejected quadrant, on the other hand, includes the negative values of both axis, and may represent what is split off and projected onto others as persecutory. The quadrant that is good on the horizontal axis but bad on the vertical axis will be referred to as the Personal quadrant. This reflects the good end of the stronger horizontal axis offset with the bad end of the vertical axis. Conversely, the quadrant that is bad on the horizontal axis but good on the vertical axis will be called Tolerated. In terms of narcissism, the quadrants allow for an interpretation of an ego ideal, and depending on how it is identified with other objects, a shared ideal. It also allows for the interpretation of the mechanisms of

splitting, projection and introjection, which suggest the ability to accept a whole object, and the ability to connect with reality.

This section has outlined the statistical calculations that are involved in the mixed qualitative and quantitative method of this thesis. It has shown how the quantitative portion of the method aids the qualitative psychoanalytic interpretation. Although the calculations have been described separately, the statistical results are inter-related. For example, correlation coefficients play a role in all of symbolisation, object relations, and good and bad objects. In the Results chapter one method may be used over another to call out an important detail.

The section that follows provides a detailed description of the interview, statistical calculations, and interpretations for Norman. It is used to demonstrate the method for eliciting the data, and the methods used for analysis that apply to all of the data in this research.

Interview Elicitation and Grid Results, Norman

Norman was presented with the list of 15 roles (Table 1) and asked to write down a name for the person who best represented that description. Each role required a unique person. Norman kept this list of names in front of him. He was then asked to consider himself, his Spouse (the second element), and his Friend (the third element). These three elements comprise the sort named Identification, labelled (A) in Table 2. Norman was asked to describe what made two of the people different from the third. Norman's answer was **think alike**. This is recorded as the Emergent Construct on the left side of the first row (A) in the grid (Figure 2, below). Norman was then asked what made the third person different. His response was **asks a lot of questions**. This is recorded on the right side of the first row as the Implied Construct. Norman was then asked to score all of the 15 people in his list on a scale from 1-5 where "1" represented

think alike and "5" represented **asks a lot of questions**. All 15 scores are recorded across the first row of the grid according to the role. For example, Norman scored himself (1) and his Spouse (2) as a "1", his Friend (3) as a "5", the person he Would like to Know Better (4) as a "5", the person he Would be Willing to Work For (5) as a "3", etc..

Note: As demonstrated in this example the format of elements, sorts, and constructs will be standardized to make the narrative easier.

• Elements will be referred to by role description and number, e.g., Most Likely to Volunteer (12). This represents the 12th column in the grid and all scores for this role. The table of elements is Table 1 on page 133.

• Sorts will be referred by the sort name and letter, e.g., Valency (B). This refers to the three elements used to elicit a response, and the row that the response is recorded. The table of sorts is Table 2 on page 136.

• Constructs will be in bold type, e.g., **competence (trust opinions)**. Phrases in brackets are a further explanations for the construct whether provided voluntarily by the respondent or requested of the interviewer.

Interpretations of a respondents internal world will be enclosed in a box to separate it from other respondents and analysis.

For the second row (B), Norman is asked to consider the three people he identified as Would like to Know Better (4), Would Like to Help (6), and Avoids Me (7). These three comprise the sort named Valency, labelled (B). When asked what made two of them the same but different from the third, he replied **competence (trust opinions)**. This became the Emergent Construct and recorded on the left side of the second row (Figure 2). His response for what made the third person different was **incompetence**. This became the Implied Construct, and recorded on the right side of the second row. He was again asked to score all of the 15 people in his list on a scale from 1-5, this time where "1" was **competence (trust opinions)** and "5" was **incompetence**. He scored all of himself, Spouse (2), and Friend (3) as a "1". He scored Would like to Know Better (4) as a "2", Willing to Work For (5) as a "3", and Would like to Help (6) as a "3", etc.. The 15 scores make up the second row of the grid.
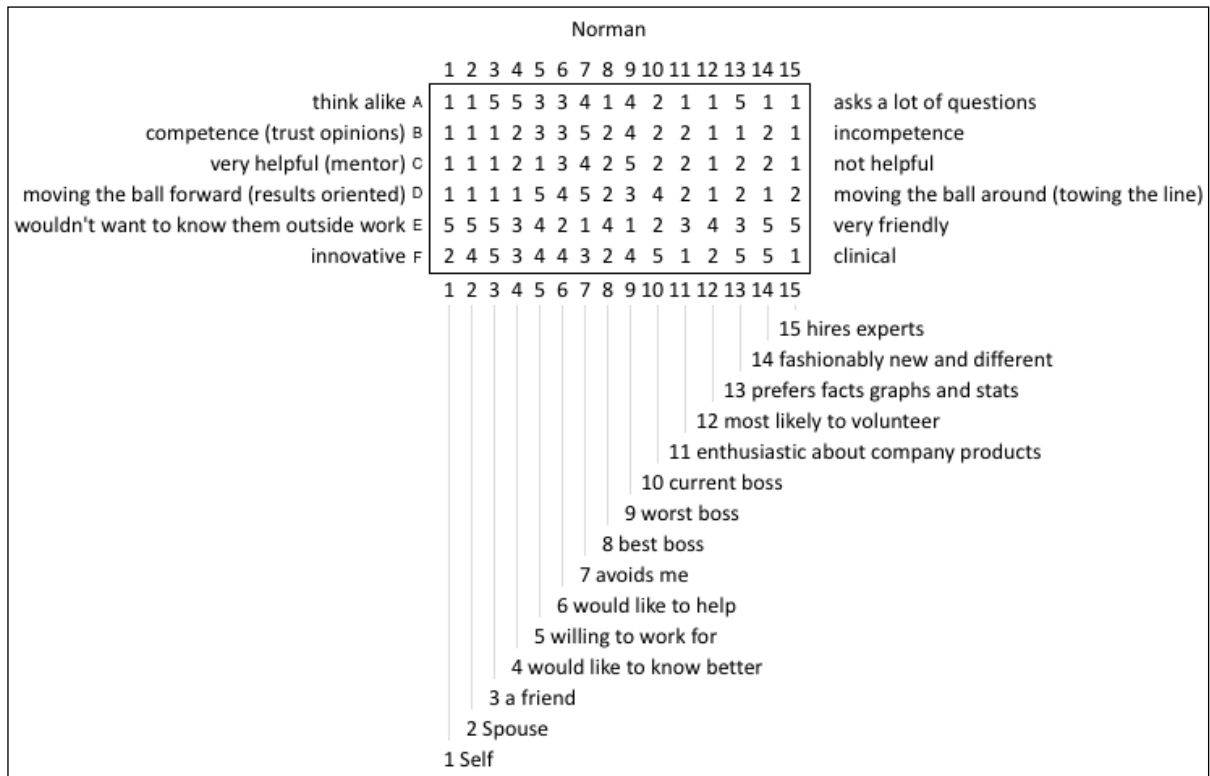
Figure 2

The third row of the grid represents the sort named Authority (C), in which Norman is asked to compare Best Boss (8), Worst Boss (9), and Current Boss (10). Norman's responses are **very helpful (mentor)** and **not helpful**. The scoring uses "1" to represent **very helpful (mentor)**, and "5" to represent **not helpful**.

The fourth row of the grid represents the sort named Belonging (D), in which Norman is asked to compare Self (1), Willing to Work For (5), and Most Likely to Volunteer (12). Norman's responses are **moving the ball forward (results oriented)** and **moving the ball around (towing the line)**. The scoring uses "1" to represent **moving the ball forward (results oriented)**, and "5" to represent **moving the ball around (towing the line)**.

The fifth row of the grid represents the sort named Threat (E), in which Norman is asked to compare Friend (3), Avoids Me (7), and Worst Boss (9). Norman's responses are **wouldn't want to know them outside work** and **very friendly**. The

scoring uses "1" to represent **wouldn't want to know them outside work**, and "5" to represent **very friendly**.

The sixth and last row of the grid represents the sort named Corporate (F), in which Norman is asked to compare Enthusiastic about Company Products (11), Fashionably New and Different (14), and Hires Experts (15). Norman's responses are **innovative** and **clinical**. The scoring uses "1" to represent **innovative**, and "5" to represent **clinical**.

The finished grid for all 6 sorts in the interview is shown as Figure 2.

Correlation Coefficients and Symbol Formation

The grid allows the comparison of Norman's constructs by calculating the correlation coefficients for all of the construct pairs. These are shown in Table 3.The scoring indicates that there is a similarity between his construct pair for the Valency (B) sort (**competence (trust opinions)** and **incompetence**) and the Authority (C) sort (**very helpful (mentor)** and **not helpful**) (see the second and third rows labelled B and C in Table 3). The calculated correlation coefficient is 0.83, which is quite high reflecting a strong relationship between the construct descriptions.The correlation coefficient suggests that one construct expands the understanding of the other. For example, that **competence** is perceived as including being **helpful**, and similarly, that being **not helpful** is an indication of **incompetence**.

Construct Correlations

	A	B	C	D	E	F	
A	1.00	0.33	0.39	0.24	-0.46	0.51	think alike--asks a lot of questions
B	0.33	1.00	0.83	0.77	-0.78	0.11	competence (trust opinions)--incompetence
C	0.39	0.83	1.00	0.48	-0.86	0.17	very helpful (mentor)--not helpful
D	0.24	0.77	0.48	1.00	-0.67	0.18	moving the ball forward (results oriented)--moving the ball around (towing the line)
E	-0.46	-0.78	-0.86	-0.67	1.00	-0.15	wouldn't want to know them outside work--very friendly
F	0.51	0.11	0.17	0.18	-0.15	1.00	innovative--clinical

Table 3

There is a slightly stronger correlation between the sorts Authority (C) and Threat (E) at -0.86. The negative value of the correlation means that the Emergent

construct **very helpful (mentor)** is similar, in this case, to the Implied construct **very friendly** at the opposite pole. Similarly, **not helpful** is related to **wouldn't want to know them outside work**.

> The interpretation is that, for Norman, he feels more personally connected to those people who are **helpful**, and that personal connection is experienced as beneficial to him as a **mentor**, regardless of the work environment. Conversely, if he doesn't **want to know them outside work** they are less likely to be a **very helpful (mentor)**.

Although the constructs for Authority (C) are correlated strongly to both sorts Valency (B) and Threat (E), the correlation between Valency (B) and Threat (E) is not as strong (-0.78).

> The interpretation is that although being **helpful** is related to **competence** for Norman, being **competent** is not as directly related to being **friendly**.

The similarity in Norman's scoring suggests that the associated constructs follow a symbol formation where successive symbols are a method to escape from an anxiety provoking experience. The sorts that produced the similar constructs, namely Valency (B) and Authority (C) and Threat (E), were all designed to draw out difficult emotions even though they use different combinations of roles. For Norman, this has elicited symbolically linked constructs that describe the presence or absence of friendliness, helpfulness, and competence to bridge Norman's boundary between work and non-work environments. It suggests that Norman can form a connection with an organisational role, which suggests that he is not narcissistic. The connection is

defined with both personal and organisational descriptions, which suggests that he

does not separate those two spheres of his life.

Principal Component Analysis and Object Relations

The correlation between Norman's construct pairs suggests relationships

between his objects and emotions, and between the individual and the organisation. In

the example above, only three of the six construct pairs were considered. A principal

component analysis (PCA) allows these relationships to be graphically illustrated by

using the correlation between all of the elements and constructs. This is calculated as

the distance each data point is from every other data point. The resulting two

dimensional plot of Norman's data is shown in Figures 2a, 2b, 2c, and 2d with specific

details highlighted to accentuate one of the methods of analysis.
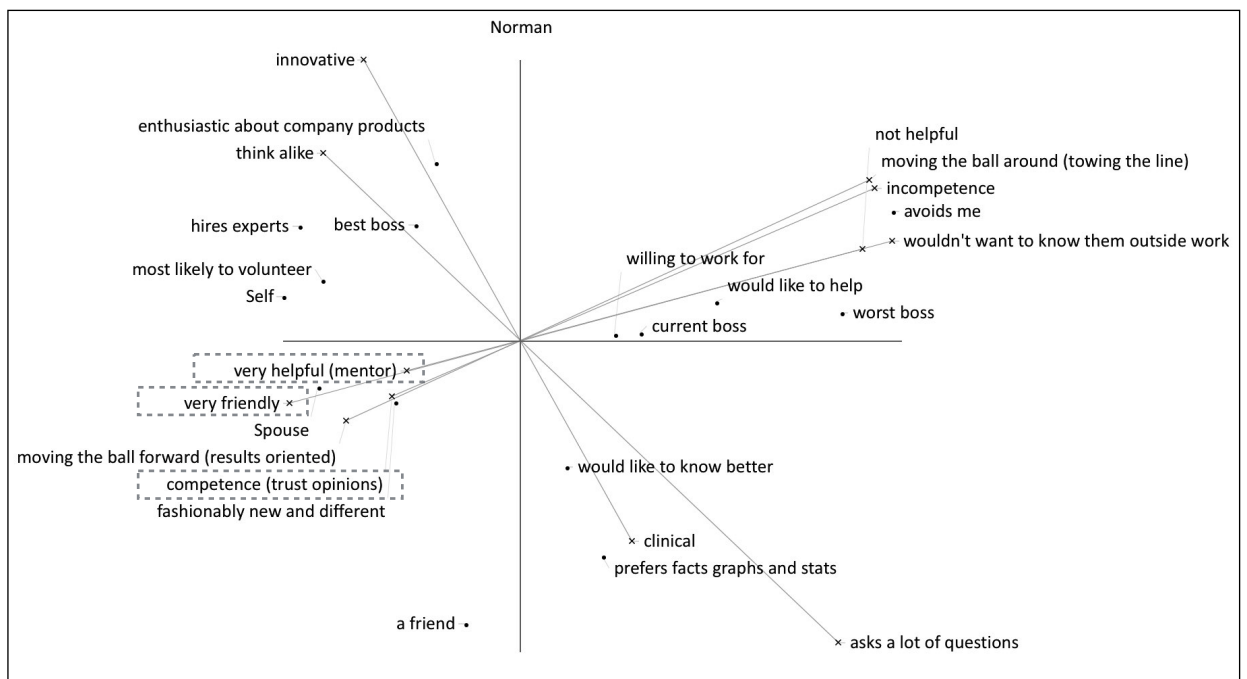
Figure 2a

The PCA calculates the greatest variance in the data, and represents it by

the horizontal axis. The next greatest variance becomes the vertical axis. In order to

make the plot easier to read lines are drawn between each pair of constructs. This

demonstrates the relationship between all of the constructs and elements. The plot

provides a visual representation of the correlations mentioned previously. For example,

it shows the close relationship between the constructs **competence (trust opinions)**,

very friendly, and **very helpful (mentor)** (in square boxes bottom left, Figure 2a).

The plot also shows which of Norman's objects are located close to any one

or more of his constructs. This demonstrates the object relationships in Norman's

unconscious phantasy. For Norman, his Spouse (2) and Fashionably New and

Different (14) are measurably close to the constructs **very helpful (mentor)** and **very**

friendly and may represent projections of these good characteristics (circled bottom

left in Figure 2b). On the other hand, Avoids Me (7) is surrounded by the negative

characteristics including **not helpful**, **incompetence**, **moving the ball around**

(towing the line), and **wouldn't want to know them outside work**. Worst Boss (9) is

also close to these constructs, but not as directly (both circled top right in Figure 2b). In

this case Avoids Me (7) and Worst Boss (9) may represent persecutory objects, and

the projection of bad characteristics.
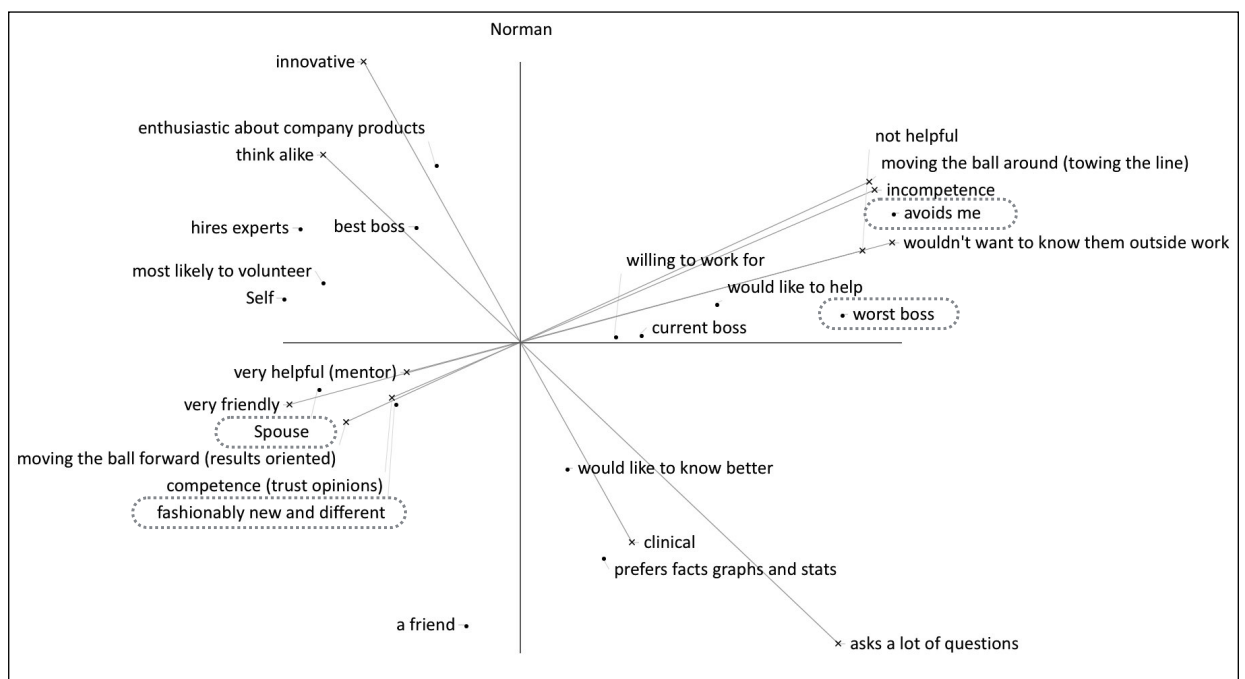
Figure 2b

Although some objects in the PCA plot represent the extreme characteristics of Norman's unconscious phantasy, many others represent a mixture of characteristics. The PCA plot further supports the conclusion that Norman is not narcissistic. He appears able to create whole objects, and he places some of the organisational objects close to himself suggesting that he identifies with their characteristics (top left of Figure 2b).

Weighted Components and Anticipating New Situations

Taking the principal component calculations further, it is possible to determine which elements and constructs are weighted for each axis (Table 4). That is, some constructs and elements will be more aligned with one axis or the other. Those more heavily weighted components will tend to contribute the greatest variance and be most representative of the axis. This benefits the psychoanalytic interpretation by indicating which of the constructs describes how an individual is likely to, unconsciously, anticipate a new relationship or situation in the organisation.

Element Weightings on Each Component

	1	2	3	4	5	
1	−1.57	0.30	−0.17	0.04	0.07	Self (m)
2	−1.35	−0.31	0.45	−0.39	0.03	Spouse (f)
3	−0.37	−1.87	−0.14	0.31	0.22	a friend (f)
4	0.31	−0.83	−1.08	0.24	0.01	would like to know better (m)
5	0.63	0.05	1.05	0.95	0.29	willing to work for (m)
6	1.30	0.26	0.30	−0.04	−0.15	would like to help (f)
7	2.47	0.86	−0.15	0.23	0.31	avoids me (m)
8	−0.70	0.77	−0.10	−0.09	0.12	best boss (m)
9	2.13	0.19	−0.55	−0.74	0.15	worst boss (m)
10	0.80	0.05	0.94	−0.19	−0.67	current boss (m)
11	−0.56	1.18	−0.52	0.02	−0.20	enthusiastic about company products (m)
12	−1.32	0.41	−0.27	−0.06	−0.27	most likely to volunteer (m)
13	0.55	−1.43	−0.20	0.10	−0.41	prefers facts graphs and stats (m)
14	−0.84	−0.41	0.64	−0.91	0.45	fashionably new and different (f)
15	−1.46	0.76	−0.19	0.52	0.05	hires experts (m)

Construct Weightings on Each Component

	1	2	3	4	5	
A	2.10	−1.99	−0.96	0.79	0.12	think alike--asks a lot of questions
B	1.97	0.85	0.08	−0.11	0.75	competence (trust opinions)--incompetence
C	1.86	0.50	−0.55	−0.92	0.23	very helpful (mentor)--not helpful
D	2.14	0.98	1.21	0.91	−0.10	moving the ball forward (results oriented)--moving the ball around (towing the line)
E	−2.46	−0.66	0.46	0.34	0.77	wouldn't want to know them outside work--very friendly
F	1.10	−1.96	1.32	−0.75	−0.04	innovative--clinical

Table 4

The highest weighting on the first principal component is the sort Threat (E). This is the construct pair that contributes the greatest variance in the horizontal axis. Because the weighting is a negative value (-2.46) the construct poles are reversed in

the plot with **very friendly** on the left and **wouldn't want to know them outside work**

on the right (open arrows, Figure 2c). The highest weighting for the second principal

component, and the one most different from the first principal component, is Corporate

(F). The weighting value for Corporate (F) is also negative (-1.96), which places

clinical near the bottom of the plot and **innovative** at the top (closed arrows, Figure

2c).

> Note: Where the weighting numbers are close in value, it means that the impact of this construct pair on variance in the data is nearly the same for both components. Visually the construct will appear to be half way between the horizontal and vertical axis. In this situation the next highest weighting, different from the first component, will be used.
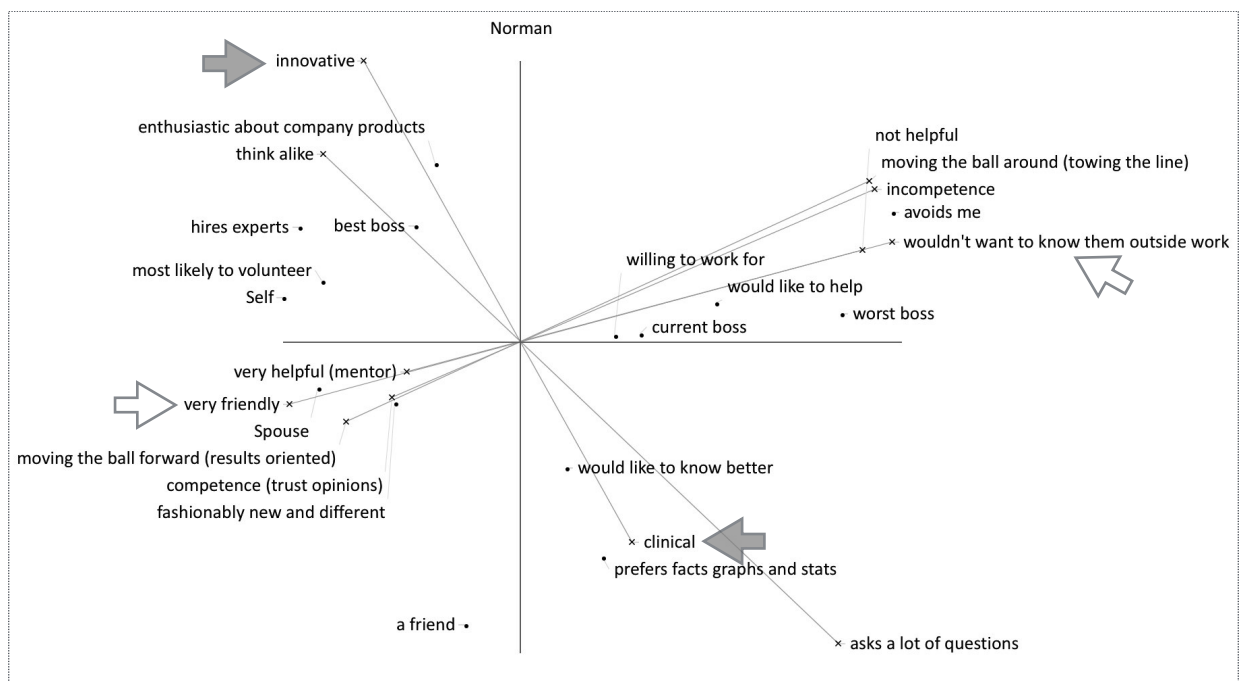
Figure 2c

Because the highest weighted construct pairs contribute the most to the

variance on the associated axis, they suggest an interpretation for how Norman would

be likely to anticipate a new situation.

> When Norman meets a new person, or encounters a new experience, he may anticipate that person first in terms of the

Threat (E) sort, which is his highest weighting for the horizontal axis. This suggests he makes a choice between the construct pair **wouldn't want to know them outside work** and **very friendly** (shown by open arrows in Figure 2c). Similarly the highest weighting on the vertical axis, is the Corporate (F) sort, which is **innovative** versus **clinical** (shown by closed arrows in Figure 2c).

Together, the plot suggests that Norman first determines if this relationship or situation is more work or non-work related, which helps him adjust his response. Then he may try to determine whether a creative, possibly playful, response is appropriate, or if a more analytical, all business, stance is more suitable.

This is illustrated further by looking at the placement of Best Boss (8) and Worst Boss (9). It appears that Norman would be more likely to respond to Worst Boss (9) with clinical, and purely business feedback, while he might be more creative and familiar with Best Boss (8). This is based on their placement with respect to the associated poles of the weighted constructs.

In terms of narcissism, the weightings appear to demonstrate that Norman values close personal relationships with others including those with organisational roles. In addition, those connections with others stimulate creativity, which he also values. These are his ego ideals, and the ideals that he shares with others. But even with those objects that do not share his ideals, Norman is able to understand and adjust his communication to maintain harmony.

Polarity and the Good and Bad Objects

The ability of the grid to provide an interpretation of how the individual might anticipate new experiences calls attention to the polarity of the constructs. In conjunction with the capacity of the grid to measure construct correlations and show the individual's object relations, the grid collects together the characteristics that are good or bad along the principal component axes. This creates four distinct quadrants

in Norman's plot with good and bad characteristics. The axes and quadrants are

labeled in Figure 2d.
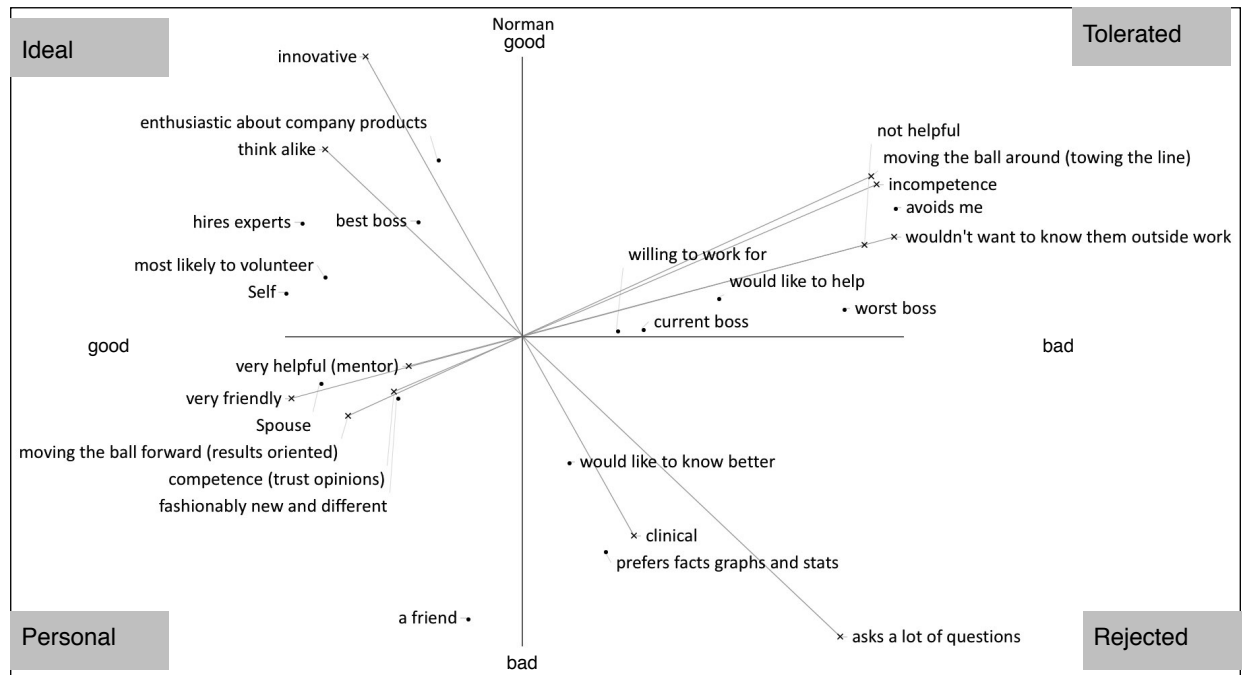
Figure 2d

Identifying the polarity of each axis based on the polarity of the constructs

provides a method to interpret the splitting that occurs in Norman's unconscious

phantasy. The object relations demonstrated by the grid, in turn, provide a method to

identify how Norman projects or introjects the split off characteristics. The Ideal

quadrant suggests what Norman considers his ideal characteristics (good-good), and

with whom he feels he shares these characteristics. For example, Norman's Ideal

quadrant contains the constructs, **innovative** and **think alike**, which are the endpoints

of two construct pairs (see the top left quadrant of Figure 2d). It also contains five

objects including Self (1), Best Boss (8), Enthusiastic about Company Products (11),

Most Likely to Volunteer (12), and Hires Experts (15).

The opposite poles of the above constructs, **clinical** and **asks a lot of**

questions, are contained in the Rejected quadrant (bottom right quadrant of Figure

2d). The objects in the Rejected quadrant include Would Like to Know Better (4), and Prefers Facts Graphs and Stats (13). This suggests the characteristics that Norman finds persecutory, and the objects that he identifies with these characteristics.

The other two quadrants, Personal and Tolerated, contain a mix of good and bad characteristics. In the Personal quadrant, Spouse (2), and Fashionably New and Different (14) are closest to the good poles of many constructs, and the horizontal axis that divides them from the Ideal quadrant. They do not represent the Ideal for Norman because they have a slightly greater affinity to the bad pole of the vertical axis, which includes **clinical** and **asks a lot of questions**. Friend (3) has an even greater affinity for the bad characteristics on the vertical axis, and fewer of the good characteristics of the horizontal axis, which places them close to the bottom middle of the plot. But all of Spouse (2), Friend (3) and Fashionably New and Different (14) contain enough of the good characteristics to be outside the Rejected. The plot suggests that Norman values these objects for the good, and despite the bad, projections.

The Tolerated quadrant has a similar mixture of good and bad except that in this case the objects have more bad characteristics projected on them from the horizontal axis, and more good characteristics from the vertical axis. Willing to Work For (5), Would Like to Help (6), and Current Boss (10) move toward the centre. The quadrant placement suggests that Norman can tolerate their bad characteristics in order to help them or work for them. Even Worst Boss (9) and Avoids Me (7), who both represent the greatest projection of bad characteristics on the important horizontal axis have enough of the good characteristics of the vertical axis to escape being Rejected. For all of these objects Norman may value their **innovation**, or recognize some way that they **think alike**.

The plot suggests the following interpretation of the Ideal and Rejected

quadrants.

In Norman's internal world creativity is highly valued and most likely to occur when people are synchronised. These are the characteristics of the Ideal quadrant. Because Norman places himself in this quadrant, it suggests that he introjects and strives for these qualities as an ego ideal. The presence of others in this quadrant suggests that he shares these characteristics with other organisational objects including a most respected authority figure, Best Boss (8). This relation may suggest that Norman identifies with the organisation and that his ego ideal is aligned with the organisation's group ideal.

On its own, this quadrant doesn't mean that Norman is completely comfortable in the organisation. The Rejected quadrant includes cold and intrusive characteristics that he attributes to the person who Prefers Facts Graphs and Stats (13). The danger in the Rejected quadrant is the lack of creativity that results from having to investigate and measure. The lack of creativity and likeminded community puts the Rejected in opposition to the Ideal.

But, even though the Rejected characteristics may not be part of Norman's ideal, he appears open to them by including the person to whom he is attracted, Would Like to Know Better (4). He is attracted to Would Like to Know Better (4) despite their having bad characteristics. This may be possible because he sees them as a whole object, and it allows him to approach the characteristics he fears.

Norman's responses, and the plotted relationships, suggest that Norman is able to form and share ideals, and connect to roles in the organisation, even those with characteristics that he describes as bad. He values aligning himself with others and generating work and ideas. His plot suggests that he is not narcissistic, and that he is capable of realistic identification.

Summary of the Method of Analysis

The method of analysis of a respondent's grid will use the data of the grid to i) find comparisons among the symbols, ii) calculate the object relations, iii) use the plotted weightings to anticipate new experiences, and iv) use the polarities of the constructs to assess ideals and the mechanisms of splitting, projection and introjection.

All of the grids from the respondents' data can be similarly compared, plotted and named[17]. This allows for consistency in describing characteristics for each individual. It also allows for a comparison across all of the respondents to note similarities in relationships and descriptions.

Interrogating the Data, Questions to Assess a Mismatch

The data collection is designed to provide a glimpse into the individual's internal world, and how they understand their experience. It will be used to answer the thesis research question of a mismatch between this unconscious understanding of the individual, and some of the major assumptions of quick fix practice. The principle assumption is based on the character of the individual, namely, that they are narcissistic. The second is an assumption that the individual can be made to identify with the organisation and its objectives. If the data show that individuals are not self-serving, or identified with the organisation, or both, then it may be possible to conclude that there is a mismatch.

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17 All completed grids and plots can be found in the Appendix A.

In order to provide, in the space of this thesis, a detailed analysis to support the research question, the results will focus on the first assumption of narcissism.

Is the individual narcissistic?

As was shown in Chapter 3 many of the historical and contemporary quick fix business practices assume that the individual is primarily self-serving. In Chapter 4 the common usage of self-serving by the quick fix is equated to psychoanalytic concepts of narcissism, and the individual's development toward a social orientation. The social orientation includes putting aside narcissism for an ego ideal and possibly a shared group ideal according to Freud, and achieving the depressive position and identification with realistic objects according to Klein.

On the assumption that narcissism is antithetical to the culture that is designed for the organisation, quick fix practice attempts to eliminate it. This thesis will ask if there is evidence in the individual's internal world that suggests they are narcissistic. It will look for characteristics in the internal world that suggest they have not developed an ego ideal or identifications that orient their social relationships. The quick fix assumption is that the individual seeks immediate satisfaction of personal needs, and requires incentives for cooperation and loyalty. A mismatch could be concluded if characteristics such as the following are in evidence.

- Teamwork

    Does the individual's internal world include a preference for joining with others? This would need to suggest more than a temporary sublimation. Instead it would need to evidence an inclination to social over individual ambitions.

- Commitment

Does the individual's internal world indicate a commitment to either people or ideas? This would be a commitment over time. It suggests that an ego ideal drives the individual to pursue progressive goals rather than an immediate gain.

- Consideration of Others

Does the individual's internal world show a care for objects other than the self? This could be a protectiveness of others, accommodation of difference, or generosity. It suggests that the individual is connected to others and values the relationship.

Interpretations will be drawn based on the unconscious phantasy of construct descriptions, anticipating future events, relationship to objects in the internal world, and the polarity of good and bad. The data will be analysed for each of the individual respondents.

Does the individual identify with the organisation?

The question of identification follows on the assumption of narcissism. The quick fix is based on the assumption that the individual does not already identify and support the objectives of the organisation. In addition, fundamental to quick fix practice is the assumption that the individual can be changed by practical steps to conform to behaviour that is designed.

A mismatch with these assumptions will be analysed only briefly in this thesis due to space constraints. Two brief types of analysis will be included. In the first, summary data for all the respondents will be used to interpret similarities between which objects are associated with good and bad quadrants. In the second, the plots for two subjects will be used to look at possible indicators for anxiety and defence. The

presence of anxiety and defence could indicate a mismatch that arises from quick fix practice.

An interpretation of the individual's internal world related to identification and defences deserves a more thorough analysis that will be reserved for future work. The question of a mismatch with the quick fix attempt to modify behaviour may benefit from a different method specifically geared to identification and defences. The data to be analysed in this thesis are expected to provide indicators for this further research.

Summary, Relevance of the Grid to the Thesis Requirements

The research methodology for this thesis has been designed to provide data that allow for an answer to the thesis research question using psychoanalytic interpretation. The design has been structured around components of the thesis research question, and the psychoanalytic theories of narcissism that underlie the assumptions in quick fix practice.

In this way, the repertory grid method supports the requirements for this thesis research. First, it provides a qualitative method to represent the impressions that the organisation makes on the individual. It allows for the expression of unconscious symbolism and its relation to the self and objects from the organisation. And, it allows for the representation of difference between the personal ideals of the individual or shared ideals with the organisation.

Second, the quantitative method reflects a relationship between the conscious roles and situations, and their unconscious representations. The repertory grid method elicits responses that reflect the individual's unconscious phantasy of the organisation, and how they anticipate people and situations within that environment. The symbolism in the correlation of the responses, the characterization of object

relations, and the good and bad polarity allows a psychoanalytic interpretation based on narcissism and identification.

Narcissism can be analysed by the presence or absence of being able to connect to others and share ideals. In addition, the good and bad characteristics and the objects that represent these characteristics allow for interpretation of splitting mechanisms, projection of persecutory anxiety, and the introjection of realistic whole objects.

6. Results
Data Analysis and Conclusions

The data collected from research subjects for this thesis support a conclusion to the thesis research question.

> Is there a mismatch between the individual's unconscious understanding of the organisation and the organisation's quick fix practice of business management.

The conclusion is that there is a mismatch between the quick fix practice of business management and the individual's unconscious hopes and fears of that environment. The data collected describe an internal world for the individual. It represents unconscious phantasy and object relations from an organisational environment. The unconscious content was analysed as outlined in Chapter 5 to determine if the individual's unconscious is a mismatch with a quick fix practice assumption. The assumption considered is that individuals are self-serving, or narcissistic. This chapter summarizes the result that the individual is not narcissistic and therefore there is a mismatch with the quick fix.

First, the data from two respondents will be analysed in depth. The interpretation of their constructs will reveal a unique symbolism that reveals the individual's method of understanding the external world. The good and bad characteristics of unconscious phantasy will allow interpretation of the individual's relation to their objects. It will be shown that the data have a consistency of meaning from one individual to another, while retaining a unique character for each respondent. The data reveal that the individuals emphasize social connection through teamwork, commitment over time, and consideration for others. These findings support the

conclusion that the individual's internal world is a mismatch with the quick fix assumption of narcissism.

It will not be possible to provide the same detailed analysis of each of the eleven respondents in the space allotted for this chapter[18]. The second part of the chapter will confirm the findings of a mismatch for all the respondents by analysing only the constructs and elements that are weighted for each of the component axes. These are the construct pairs, and significant objects, that represent the two main methods used by the individual to assess new people or situations. The abbreviated data are sufficient to confirm that individuals are not narcissistic, and therefore there is a mismatch with quick fix practice.

Narcissism, Self and Others

The analysis of the data will consider Freud's definition of narcissism, against the quick fix assumption of the individual's tendency to be self-serving. It is important to remember that narcissism is not necessarily pathological. Primary narcissism, Freud said, is that temporary state for the infant during which they feel completely self-sufficient. There is the experience of being omnipotent over all activity in their world. This passes quickly and becomes the basis for the ego ideal. The individual strives for their ideals to regain the original state of perfection, even though it cannot be achieved. But, Freud allowed that the psychical agency that oversees the measurement of the ego to its ideal, also ensures that the ego obtains some satisfaction. Rewarding the self with intermediate and attainable goals ensured that self interest continued to be drawn to ever higher goals.

Secondary narcissism, Freud defined as the withdrawal of connection from objects into the self. His model for this theory was that of energy, so where energy was

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18 All data are available in Appendix A

increased it had to be decreased elsewhere. This could result in psychopathology, but could also be the result of personal experiences such as the intoxication of falling in love, or the grief of mourning. Some ability for self interest was normal and healthy, Freud concluded, and it balanced itself with social connection and obligation.

Quick fix practice concentrates on the zero sum effect of the energy model as the basis for the assumption of narcissism. The quick fix promotes the idea that in order to maximize the effectiveness of an individual, the organisation would need to limit the individual's self interest. Some quick fixes will even state that the satisfaction that occurs with the achievement of goals is counter-productive because it takes away from the urgency of trying to reach a goal[19]. Stretching a goal, it suggests, delays satisfaction and generates the urgency needed to increase productivity. The perspective of quick fix practice is that discipline keeps the individual from withdrawing into themselves, or seeking immediate satisfactions. Continual vigilance is deemed necessary to ensure the individual is joining harmoniously with others and committing to a goal.

Analysis of the individual's development from narcissism to ideals and their social connectivity will be completed using a Kleinian interpretation of the constructs and elements. Together they reveal the unconscious phantasy of the internal world. The constructs define the relative extremes of good and bad used by the individual to assess the external world. The internal objects are those elements, named by the respondents, who were scored according to the good or bad characteristics. The scoring places these objects in relation to constructs and other objects within the plots.

For Klein the internal world contained a personification of experiences. That is to say that in the unconscious the attribution of a characteristic to an object

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19 Macey et al. (2009) p. 40 See Chapter 3 for a brief summary of Macey et al. and Marciano (2010) on Employee Engagement.

represents how the individual experiences that person, their role, or the situation that the person represents. The characteristics of the constructs are similarly not assumed to be unique to the people who were named by the respondent, but could result from situations or roles these people represent. Therefore in the analysis the elements are referred to as objects rather than people.

The characteristics associated with the object are the unconscious phantasy that the individual employs to understand the situation the object represents. Good objects are likely to be introjected, and their characteristics identified with the self. Bad characteristics are more likely to be projected onto external objects that are then felt to be hostile. Each of the internal worlds captured by the methodology portrays this process of understanding the environment of the organisation.

The conclusion of this analysis is that the individual is socially oriented rather than narcissistic, therefore there is a mismatch. The constructs for the internal world demonstrate a genuine concern for others and a willingness to commit to a common cause. The common cause envisioned by the respondents isn't necessarily, or not exclusively, the organisation's objectives. This does not make the individual narcissistic, but it does indicate a mismatch between the individual's desire to commit, and the organisation's requirement of commitment. The responses indicate that the individual would not commit to an idea or leader that did not match their ideals. More importantly, they would resist an imposed ideal if it was considered insincere.

Gabe

The first example, Gabe, is an internal world described by uniquely personal values. The idiosyncrasies of Gabe's unconscious might suggest that he is self referential and withdrawn. Yet he reveals a willingness to respect difference and a desire for connection with others. Gabe's social focus shows evidence of collaboration,

care for his objects, and long term thinking. A quick fix practice that categorized Gabe as self serving would miss how Gabe incorporates the organisation by understanding it based on his terms. In this way Gabe is a mismatch to the quick fix assumption of narcissism.

In addition, Gabe's unconscious content demonstrates a healthy self interest that serves to reject ambiguous communication, or a lack of respect for his differences. It suggests he would be a mismatch with a quick fix program that attempted to insert organisational objectives into his method of understanding his environment. There is no evidence to suggest that either of these mismatches reduces Gabe's ability to perform his job, or be committed to the organisation.

To demonstrate the link between the Gabe's repertory grid responses and the interpretation, the results will be elaborated to first show the interview process and resulting statistics. (This same process will underlie the remaining interpretations for the other respondents even though not explicitly provided.)

Interview Elicitation and Grid Results, Gabe

Gabe was presented with the list of 15 roles (Table 1) and asked to write down a name for the person who best represented that description. Each role required a unique person. Gabe kept this list of names in front of him. He was then asked to consider himself, his Spouse (the second element), and his Friend (the third element). These three elements comprise the sort named Identification, labelled (A) in Table 2. Gabe was asked to describe what made two of the people different from the third. Gabe's answer was **likes music parties and dance**. This is recorded as the Emergent Construct on the left side of the first row (A) in the grid (Figure 3). Gabe was then asked

what made the third person different. His response was **too old to party**. This is recorded on the right side of the first row as the Implied Construct. Gabe was then asked to score all of the 15 people in his list on a scale from 1-5 where "1" represented **likes music parties and dance** and "5" represented **too old to party**. All 15 scores are recorded across the first row of the grid according to the role. For example, Gabe scored himself (1) and his Spouse (2) as a "1", his Friend (3) as a "4", the person he Would like to Know Better (4) as a "1", the person he Would be Willing to Work For (5) as a "2", etc..

For the second row (B), Gabe is asked to consider the three people he identified as Would like to Know Better (4), Would Like to Help (6), and Avoids Me (7). These three comprise the sort named Valency, labelled (B). When asked what made two of them the same but different from the third, he replied **not selfish, not cheap**. This became the Emergent Construct and recorded on the left side of the second row (Figure 3). His response for what made the third person different was **saves a penny, no happiness**. This became the Implied Construct, and recorded on the right side of the second row. He was again asked to score all of the 15 people in his list on a scale from 1-5, this time where "1" was **not selfish, not cheap** and "5" was **saves a penny, no happiness**. He scored all of himself, Spouse (2), Friend (3) and Would like to Know Better (4) as a "1". He scored Willing to Work For (5) as a "3", and Would like to Help (6) as a "1", etc.. The 15 scores make up the second row of the grid.

The third row of the grid represents the sort named Authority (C), in which Gabe is asked to compare Best Boss (8), Worst Boss (9), and Current Boss (10). Gabe's responses are **honesty, good people, doesn't beat around the bush** and **liar, out for himself**. The scoring uses "1" to represent **honesty, good people, doesn't beat around the bush**, and "5" to represent **liar, out for himself**.


```
                                                                Gabe
                                               1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
              likes music parties and dance A  1 1 4 1 2 1 1 4 1 2  5  3  3  5  5   too old to party
                  not selfish, not cheap B     1 1 1 1 3 1 5 4 1 2  2  1  3  5  2   saves a penny, no happiness
honesty, good people, doesn't beat around the bush C  2 1 2 2 2 2 4 2 5 2  2  1  2  5  2   liar, out for himself
                            jokesters D         1 3 2 2 1 1 2 2 2 3  3  5  2  1  5   down to earth
    can hold an intelligent conversation, interesting E  2 1 1 2 1 2 1 1 5 1  1  2  1  2  1   asshole, non-logical, doesn't get it
         look out for others best interests F  2 1 2 2 2 2 4 4 5 2  1  1  3  5  1   selfish
                                               1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
                                                                           15 hires experts
                                                                          14 fashionably new and different
                                                                         13 prefers facts graphs and stats
                                                                        12 most likely to volunteer
                                                                       11 enthusiastic about company products
                                                                      10 current boss
                                                                     9 worst boss
                                                                    8 best boss
                                                                   7 avoids me
                                                                  6 would like to help
                                                                 5 willing to work for
                                                                4 would like to know better
                                                               3 a friend
                                                              2 Spouse
                                                             1 Self
```

Figure 3

The fourth row of the grid represents the sort named Belonging (D), in which Gabe is asked to compare Self (1), Willing to Work For (5), and Most Likely to Volunteer (12). Gabe's responses are **jokesters** and **down to earth**. The scoring uses "1" to represent **jokesters**, and "5" to represent **down to earth**.

The fifth row of the grid represents the sort named Threat (E), in which Gabe is asked to compare Friend (3), Avoids Me (7), and Worst

Boss (9). Gabe's responses are **can hold an intelligent conversation, interesting**, and **asshole, non-logical, doesn't get it**. The scoring uses "1" to represent **can hold an intelligent conversation, interesting**, and "5" to represent **asshole, non-logical, doesn't get it**.

The sixth and last row of the grid represents the sort named Corporate (F), in which Gabe is asked to compare Enthusiastic about Company Products (11), Fashionably New and Different (14), and Hires Experts (15). Gabe's responses are **look out for others best interests** and **selfish**. The scoring uses "1" to represent **look out for others best interests**, and "5" to represent **selfish**.

The finished grid for all 6 sorts in the interview is shown as Figure 3.

Correlation Coefficients and Symbol Formation

The correlation coefficients calculated for all of Gabe's construct pairs are shown in Table 5. The scoring indicates that there is a similarity between his construct pair for the Authority (C) sort (**honesty, good people, doesn't beat around the bush** and **liar, out for himself**) and the Corporate (F) sort (**look out for others best interests** and **selfish**) (see the third and sixth rows labelled C and F in Table 5). The calculated correlation coefficient is 0.87, which is quite high reflecting a strong relationship between the construct descriptions.The correlation coefficient suggests that one construct expands the understanding of the other. For example, that **honesty, good people, doesn't beat around the bush** is perceived as

including **look out for others best interests**, and similarly, that being **selfish** is an indication of being a **liar, out for himself**.

The next highest correlation coefficient indicates that there is also a relationship between the construct pair for Valency (B) and Corporate (F). It is not as strong a relationship at 0.61 as the previous, but serves to indicate a symbolic link between the construct description **not selfish, not cheap**, and **look out for others best interests**. And conversely, that **selfish** relates to **saves a penny, no happiness**.

```
Construct Correlations
         A      B      C      D      E      F
  ___
  A    1.00   0.33   0.01   0.34  -0.35  -0.04   likes music parties and dance--too old to party
  B    0.33   1.00   0.50  -0.26  -0.31   0.61   not selfish, not cheap--saves a penny, no happiness
  C    0.01   0.50   1.00  -0.40   0.57   0.87   honesty, good people, doesn't beat around the bush--liar, out for himself
  D    0.34  -0.26  -0.40   1.00  -0.16  -0.52   jokesters--down to earth
  E   -0.35  -0.31   0.57  -0.16   1.00   0.47   can hold an intelligent conversation, interesting--asshole, non-logical, doesn't get it
  F   -0.04   0.61   0.87  -0.52   0.47   1.00   look out for others best interests--selfish
```

Table 5

And although, the sort Corporate (F) has a relationship to both Valency (B) and Authority (C), the latter two do not have as strong correlation to each other (0.50). It suggests that **not selfish, not cheap** and **honesty, good people, doesn't beat around the bush**, while related, are not as directly linked symbols.

Principal Component Analysis and Object Relations

The PCA calculates the greatest variance in the data, and represents it by the horizontal axis. The next greatest variance becomes the vertical axis. In order to make the plot easier to read lines are drawn between each pair of constructs. This demonstrates the relationship between all of the constructs and elements. Gabe's plot provides a visual representation of the construct correlations

mentioned previously (Figure 3a with Emergent constructs in square

boxes). It shows how the two constructs with the highest correlation
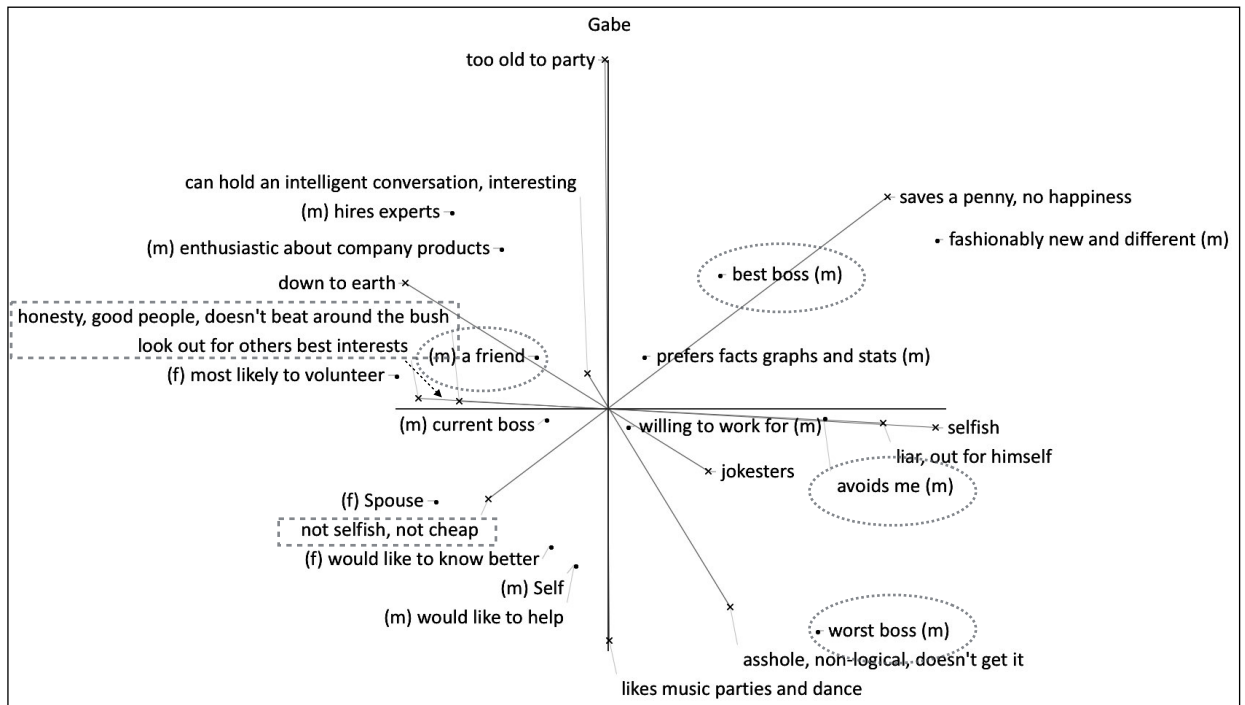
Figure 3a

coefficient nearly overlap, while the construct with the lower correlation

coefficient is measurably further away.

The plot also shows which of Gabe's objects are located close to

any one or more of his constructs. This demonstrates the object

relationships in Gabe's unconscious phantasy. For Gabe, Friend (3) is

located close to his highest correlated constructs (circled left in Figure

3a). This shows the object relationship between Friend (3) and the

projected good characteristics of **honesty, good people, doesn't beat**

around the bush, and **looks out for others best interests**. Whereas,

Avoids Me (7) and Worst Boss (9) are at the opposite ends of the

same constructs (circled bottom right in Figure 3a). These two objects

may represent persecutory objects and the projection of the

characteristics **selfish**, and **liar out for himself**. Worst boss (9) has the added characteristic of **asshole, non-logical, doesn't get it**.

Weighted Components and Anticipating New Situations

Taking the principal component calculations further, it is possible to determine which elements and constructs are weighted for each axis (Table 6). That is, some constructs and elements will be more aligned with one axis or the other. Those more heavily weighted constructs will tend to contribute the greatest variance and be most representative of the axis. This benefits the psychoanalytic interpretation by indicating which of the constructs describes how an individual is likely to, unconsciously, anticipate a new relationship or situation in the organisation.

Element Weighting on Each Component

	1	2	3	4	5	
1	-0.25	-1.12	-0.30	-0.41	-0.05	Self (m)
2	-1.24	-0.66	-0.39	0.30	0.01	Spouse (f)
3	-0.52	0.38	0.13	-0.73	0.01	a friend (m)
4	-0.42	-0.99	-0.07	-0.04	-0.01	would like to know better (f)
5	0.14	-0.13	-0.86	-0.20	-0.13	willing to work for (m)
6	-0.25	-1.12	-0.30	-0.41	-0.05	would like to help (m)
7	1.54	-0.06	-0.72	0.99	-0.25	avoids me (m)
8	0.79	0.97	-0.35	-0.02	0.59	best boss (m)
9	1.49	-1.59	1.57	0.07	0.06	worst boss (m)
10	-0.46	-0.08	-0.19	0.34	-0.03	current boss (m)
11	-0.77	1.15	0.23	-0.42	-0.28	enthusiastic about company products (m)
12	-1.52	0.25	0.70	0.54	0.20	most likely to volunteer (f)
13	0.26	0.38	-0.38	-0.03	0.26	prefers facts graphs and stats (m)
14	2.34	1.22	0.26	-0.32	-0.16	fashionably new and different (m)
15	-1.13	1.41	0.69	0.34	-0.20	hires experts (m)

Construct Weighting on Each Component

	1	2	3	4	5	
A	-0.03	2.85	0.78	-0.81	0.04	likes music parties and dance--too old to party
B	1.96	1.48	-0.99	0.71	-0.04	not selfish, not cheap--saves a penny, no happiness
C	2.08	-0.12	0.80	0.11	-0.61	honesty, good people, doesn't beat around the bush--liar, out for himself
D	-1.49	0.92	1.07	1.26	0.07	jokesters--down to earth
E	0.70	-1.15	1.40	-0.10	0.10	can hold an intelligent conversation, interesting--asshole, non-logical, doesn't get it
F	2.53	-0.15	0.37	0.11	0.55	look out for others best interests--selfish

Table 6

For Gabe, the highest weighting on the first principal component is the sort Corporate (F) at 2.53. This is the construct pair that contributes the greatest variance in the horizontal axis, **look out for others best interests** and **selfish** (open arrows, Figure 3b). The highest weighting for the second principal component, and the one

most different from the first principal component, is Identification (A) at

2.85. This is the construct pair **likes music parties and dance** and

too old to party (closed arrows, Figure 3b). The weightings are so

high for both these construct pairs that they almost exactly overlap the

principal components represented by the horizontal and vertical axes.

Gabe
too old to party ×

can hold an intelligent conversation, interesting
(m) hires experts
(m) enthusiastic about company products
down to earth ×
honesty, good people, doesn't beat around the bush
look out for others best interests
(f) most likely to volunteer
(m) a friend
(m) current boss
willing to work for (m)

× saves a penny, no happiness
• fashionably new and different (m)
• best boss (m)
• prefers facts graphs and stats (m)
× selfish
liar, out for himself
avoids me (m)
× jokesters

(f) Spouse
not selfish, not cheap
(f) would like to know better
(m) Self
(m) would like to help

• worst boss (m)
asshole, non-logical, doesn't get it
likes music parties and dance

Figure 3b

Because the highest weighted construct pairs contribute the most

to the variance on the associated axis, they contribute to an

interpretation for how Gabe would be likely to anticipate a new

situation.

Polarity and Good and Bad Objects

The ability of the grid to provide an interpretation of how the

individual might anticipate new experiences calls attention to the

polarity of the constructs. In conjunction with the capacity of the grid to

measure construct correlations and show the individual's object

relations, the grid collects together the characteristics that are good or bad along the principal component axes. This creates four distinct quadrants in Gabe's plot with good and bad characteristics. The quadrants are labeled in Figure 4.
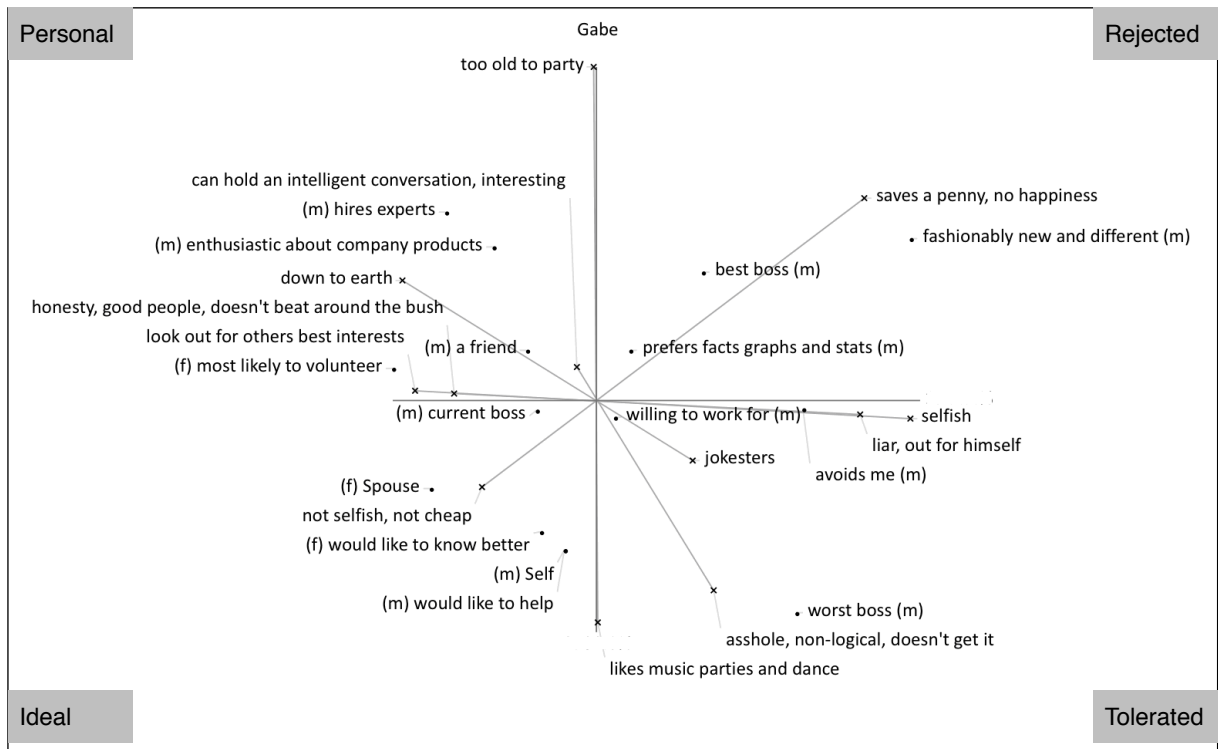
Figure 4

Identifying the polarity of each axis based on the polarity of the constructs provides a method to interpret the splitting that occurs in Gabe's unconscious phantasy. The object relations demonstrated by the grid, in turn, provide a method to identify how Gabe projects or introjects the split off characteristics. The Ideal quadrant suggests what Gabe considers his ideal characteristics (good-good), and with whom he feels he shares these characteristics. For example, Gabe's Ideal quadrant contains the constructs, **not selfish, not cheap** as well as being influenced by the nearly vertical construct **likes music parties**

and dance (see the bottom left quadrant of Figure 4). It also contains five objects including Self (1), Spouse (2), Would Like to Know Better (4), Would Like to Help (6), and Current Boss (10). These are the objects that Gabe associates with his ideal characteristics.

The opposite pole of the construct above, **saves a penny, no happiness**, is contained in the Rejected quadrant and influenced by the opposite end of the nearly vertical construct **too old to party** (top right quadrant of Figure 4). The objects in the Rejected quadrant include Best Boss (8), Prefers Facts Graphs and Stats (13), and Fashionably New and Different (14). This suggests the characteristics that Gabe finds persecutory, and the objects that he identifies with these characteristics.

The other two quadrants, Personal and Tolerated, contain a mix of good and bad characteristics. In the Personal quadrant, Friend (3), Most Likely to Volunteer (12), Enthusiastic About Company Products (11), and Hires Experts (15) are close to the good poles of many constructs. But they do not represent the Ideal for Gabe because they have a greater affinity to the bad pole of the vertical axis, **too old to party**. The plot suggests that Gabe values these objects for the good, and despite the bad, projections.

The Tolerated quadrant has a similar mixture of good and bad except that in this case the objects have more bad characteristics projected on them from the horizontal axis, and more good characteristics from the vertical axis. Willing to Work For (5), Avoids Me (7), and Worst Boss (9) are scattered in this quadrant. Willing to

Work For (5) occupies a nearly central location on the plot as a whole. The objects are not overly extreme on any good or bad pole. Worst Boss (9) by contrast is central to the Tolerated quadrant and represents more of the bad characteristics of the horizontal axis as well as more of the good characteristics of the vertical axis. The location of Avoids Me (7) at the border between the Rejected and Tolerated quadrants demonstrates their association with the bad characteristics on the horizontal axis, but having less extreme projections from the vertical axis.

Based on Gabe's responses for the grid, and the statistical calculations that yield his symbolisation, object relations, and ideals, the following interpretation is made regarding his state of narcissism and identification with the organisation.

The horizontal axis in Gabe's plot (Figure 4) is determined by two closely matched construct pairs. These are **look out for other's best interests** versus **selfish**, and **honesty, good people, doesn't beat around the bush** versus **liar, out for himself**. Based on Gabe's data these are the predominant characteristics he would use when assessing a new person or situation. On the one hand, something could be direct, genuine, and presumed good. While on the other hand, it could be deceptive, greedy, and bad.

When assigning these characteristics to his objects, Gabe allows for nuances that further elaborate his construct system. For example, the bad or difficult objects - Worst Boss (9) and Avoids Me (7), score poorly for both constructs, which would be anticipated. But, a good object like Best Boss (8), which rates highly for

honesty, good people, doesn't beat around the bush, rates poorly for **look out for other's best interests**. Best Boss (8) is granted many good qualities, but he can sometimes have similar characteristics to Gabe's bad objects. Because of this, Best Boss (8) is not as influential to, or representative of, Gabe's ideals. This is represented on the plot by placing Best Boss (8) at a distance from Self (1), Spouse (2), and the Ideal quadrant.

The distribution of objects in Gabe's internal world is further determined by being stretched on the vertical axis by the construct pair **likes music, parties and dance** versus **too old to party**. This adds a different understanding of good and bad. Best Boss (8) is considered by Gabe to be **too old to party**, while Worst boss (9) **likes music, parties, and dance**. This construct pair describes Gabe's joyousness. It is Friend (3) that elicits the bad pole of **too old to party**, yet he doesn't score at the extreme. The relatively bad quality applied to relatively good objects like Friend (3) and Best Boss (8) indicates that someone reserved or single-minded doesn't fit with Gabe's ideals. Regardless, Gabe can still respect the friendship and best abilities of these objects without modelling himself after their characteristics.

The polarities in the vertical axis move the two bosses away from each other on the plot. Best Boss (8) moves further into the Rejected quadrant, and Worst Boss (9) sits in Tolerated. The apparent incongruity is interpreted as Gabe assessing his objects first as people and only secondarily based on their function. Gabe is

saying that despite what makes Best Boss (8) best at his function, Gabe cannot identify with the whole object because they do not share some important ideals. Similarly, despite what makes Worst Boss (9) worst at his function, Gabe can appreciate some characteristics they share.

These distinctions become more apparent when we look at the objects and characteristics that represent Gabe's Ideal. In the Ideal quadrant we find Gabe, his Spouse (2), Would like to know better (4), and Would like to help (6). Gabe draws to himself objects that are very familiar, or those he feels drawn to, or generous towards. All four of these objects cluster around the construct **not selfish, not cheap**, whose opposite pole is **saves a penny, no happiness**. This pair of constructs is determined more by the absence rather than the presence of characteristics. Gabe is saying that happiness is possible when selfishness or stinginess are absent. This is his representation of the Ideal as the combination of **honesty, good people, doesn't beat around the bush**, **look out for others' best interests**, and **likes music, parties, and dance**.

The Rejected quadrant, by contrast, is where there is **no happiness**. It conveys a criticism of organisational objects. It is Best Boss (8), Prefers Facts, Graphs and Stats (13), and Fashionably New and Different (14) that represent putting efficiency and economy over joy and **others' best interests**. The changes, measurement, and single-mindedness of the organisation's goals, are negative characteristics that threaten Gabe's understanding of

generosity. Between the Ideal and Rejected quadrants the object Willing to Work For (5) is at the centre of the plot indicating Gabe's hope that the role can be filled by someone balanced in all directions.

One final construct to mention is the one that isolates the worst characteristic of Worst Boss (9). Gabe rates most people in his internal world highly for the characteristic **can hold an intelligent conversation, interesting**. Worst Boss (9) is the only one that Gabe considers an **asshole, non-logical, doesn't get it**. The interpretation is that Gabe is willing to respect and follow those who likewise respect his ability to engage through logic and personal interests. What he objects to is organisational selfishness where it disregards its impact on individuals. Little can redeem Worst Boss (9) from not being able to **get it**. He can be Tolerated, but not rate the passion of disagreement that the Rejected quadrant represents.

Gabe's internal world exhibits many idiosyncratic constructs, but it is not narcissistic. Gabe has developed his ideals from significant people in his development and experience. He is very concerned for the best interests of others. He wants to enjoy himself, but would put this to one side to help someone else. Gabe tolerates difference and doesn't need everyone to be exactly like himself in order to recognize their merits. He is a mismatch for the total commitment defined by quick fix practice, which insists that personal and corporate characteristics be aligned. For Gabe, holding onto well established ideals is compatible with integrating the people and situations of the

organisational environment. He demonstrates a mismatch with the quick fix assumption of being self-serving and narcissistic.
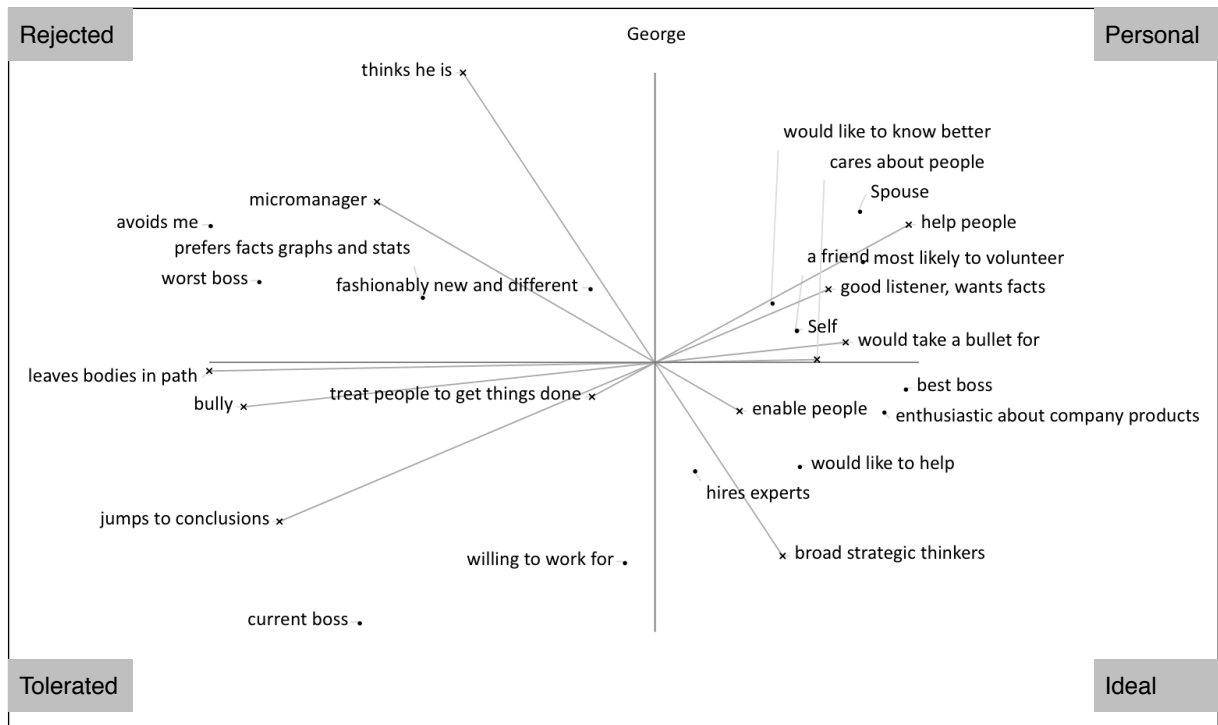
Figure 5

George

In this second example, George demonstrates a different presentation of the internal world, but a similar mismatch. In contrast to Gabe, George's internal world appears to be described by more conventional constructs that might be better understood by the organisation's management. Despite the difference in his style, George's internal world remains unique to hm.

Like Gabe, George demonstrates that he is not narcissistic in the self-serving way that the quick fix assumes as a foundation of management. George's internal world is about forming relationships based on care of others, and working toward the future. The characteristics of his internal objects indicate a healthy self-interest, and like Gabe, a skepticism of organisational influence and control. George

assigns good and bad characteristics to organisational roles as they represent a facet

of his experience and values.

The horizontal axis in George's plot (Figure 5) is determined by two significant constructs. These are **would take a bullet for** versus **bully**, and **cares about people** versus **leaves bodies in path**. He is describing his process of assessing a new situation based on the difference between mutual trust and reckless threat.

The life and death themes are softened by the vertical axis. In this secondary assessment, George considers whether the situation includes **broad strategic thinkers**, or a person who only **thinks he is**. George understands the difference between a visionary leader who can inspire others, and someone who can only pose as if they were that leader. The latter presumably has little ability to draw others to an idea. For George, the single poser tends towards being a **bully** to control a situation, whereas the inclusive forward **thinkers** can draw intense loyalty.

The internal objects that George assigns the bad characteristics of both axes cluster around the construct **micromanager**. These objects include Avoids Me (7), Worst Boss (9), Prefers Facts, Graphs and Stats (13), and Fashionably New and Different (14). For George, these people represent those experiences of an empty plan driven by an indifferent force. Opposite this Rejected quadrant, the construct **enable people** represents the good qualities of each axis. It is here that George groups those objects which represent leadership that not only draws

others to an idea, but encourages them to lead. These people include Would like to Help (6), Best Boss (8), Enthusiastic about Company Products (11), and Hires Experts (15).

George doesn't place himself or his intimate objects in the Ideal quadrant. Instead they are found in Personal, which retains the important good characteristics of the horizontal axis. It is here that George locates an object that **cares about people** and **would take a bullet for** them. In this space the qualities are strengthened by the constructs **help people** and **good listener, wants facts**. George, his Spouse (2), Friend (3), Would like to Know Better (4), and Most likely to Volunteer (12) represent the qualities of being focused on people and really trying to understand rather than assuming. These objects represent for George the cultivation of community best described by the construct that can alternate object and subject. It isn't just that *they* **would take a bullet for** *me*, but that *I* **would take a bullet for** *them*.

In the Personal quadrant George's objects are good without being ideal. The Ideal may be something that George strives towards, and is optimistically drawn to in others. George appears to recognize that finding all the best characteristics in a leader is desirable, even if not necessarily realistic. The object representing Willing to Work For (5) has the best qualities of vision and leadership, but is only close to the midpoint in relation to caring about others. The construct that moves him between Best Boss (8) and Worst Boss (9) is his tendency to **jump to conclusions** instead

of taking the time to gain understanding. George would be willing to follow the leadership that this role offers, but hold himself back in case the recklessness proves harmful to himself, or others.

One final consideration in George's internal world is a construct whose meaning varies depending on which object is assigned the attribute. As a pair, **treat people to get things done** is the polar opposite of **help people**. This suggests that **treat people to get things done** is a bad characteristic, and this is supported by its similarity with other bad constructs. For instance, at times it demonstrates the same scoring as **leave bodies in path, micromanager,** and **bully**. These are all violent and persecutory constructs. But, at other times, George scores **treat people to get things done** in the same way as **cares about people** and **enable people**.

George assigns **treat people to get things done** as a bad construct when it is related to Avoids Me (7), Worst Boss (9), and others with a preponderance of bad characteristics. But, he also assigns it to himself, Friend (3), and Would like to Know Better (4) who generally all are scored with good constructs. There are only a few who George assigns the opposite pole of **help people**, including Spouse (2) and Best Boss (8). The interpretation is that George understands that sometimes the interaction with people is focused on the need to **get things done**. This can be accomplished with a caring and enabling method, or it can be accomplished by control and pressure. George's experience is that Spouse (2) and

> Best Boss (8) represent those who have found a way to succeed without any need to **treat people** by trying to change their behaviour.

George's internal world is infused with the hope for collaboration and consideration for others. He is a mismatch for the quick fix assumption of being self-serving and narcissistic. George is committed to long term thinking as well as getting things done, but not by any means. George's internal world indicates that he senses when he is being manipulated, and he experiences it as persecutory. He identifies himself with the people who most closely share his values, but this doesn't preclude his commitment to different objects. He anticipates finding his ideals in the people and situations of the organisation, even if he has been disappointed in the past.

Teamwork

In these first three abbreviated examples, Martin, Norman, and Eric reveal a similar ideal for teamwork, and the anticipated rewards of that commitment.

Martin

> For Martin (Figure 6), the first important decision when faced with a new situation is to determine whether it is **tactical** and **practical**, or **creative** and **visionary**. This is a decision between a commitment in the moment, to a commitment that looks to a more distant future and challenging goal. The vertical axis develops this distinction for Martin, by opposing **team player** and **self centered**. In order to reach his ideal goal Martin favours joining with others. He associates being single-minded with attaining only immediate goals.

> The objects that are most influential for Martin's axes are Willing to Work For (5) on the horizontal axis, and Best Boss (8) for the vertical axis. Martin would be willing to follow a person with immediate goals as long as they were not too **self centered**, even if they were not completely a **team player**. But so strong is the longing for a **visionary** goal, that Martin would accept as best only someone serving their own needs.
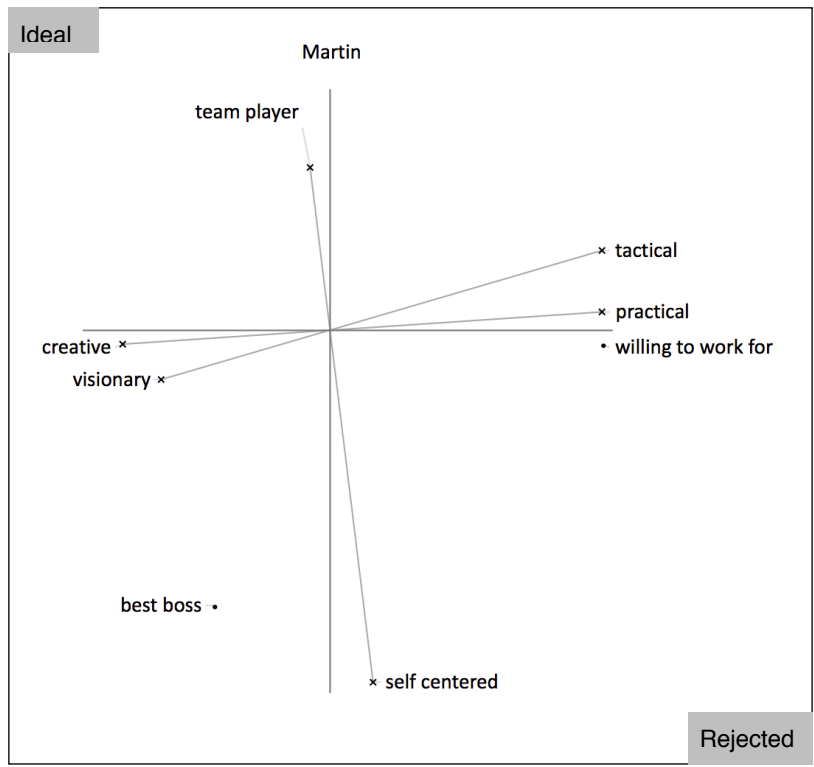
Figure 6

Martin confirms that he values the community of others over the narcissism of himself or others. He further associates community with the ability to reach for new and higher goals.
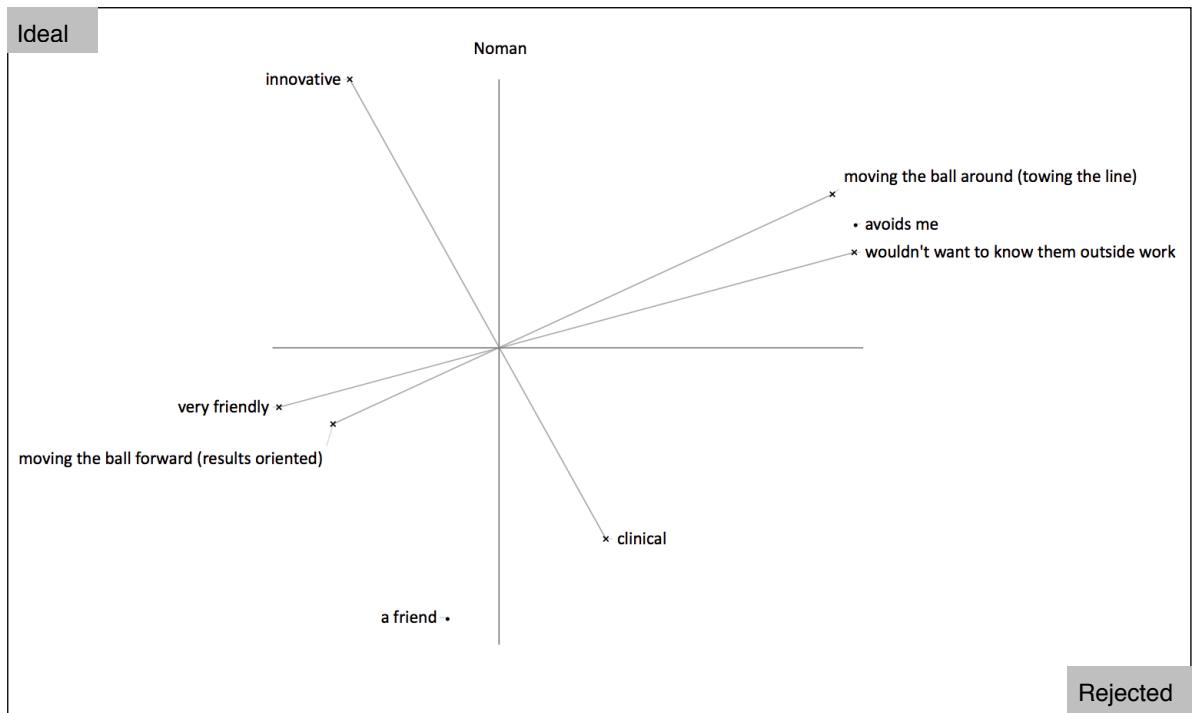
Figure 7

Norman

Norman (Figure 7), whose plot was covered in the Methodology, is similar to Martin except that his priorities are reversed. In Norman's internal world connection to others is the first consideration. He assesses a new situation to determine if the people are **very friendly**, or if he **wouldn't want to know them outside work**. The ability to connect with people contributes to teamwork, that Norman describes as **moving the ball**. When a group of people is capable of connecting harmoniously they are **moving the ball forward (results oriented)**. Whereas if they are conforming, they are only **moving the ball around**. Norman has no desire to connect with this type of activity, or the people who perpetuate it. For Norman, it is the ability to connect with like-

minded people that allows for **innovation**. Otherwise the tasks are only **clinical**.

The objects that are most influential for Norman are Avoids Me (7) on the horizontal axis, and Friend (3) on the vertical axis. Avoids Me (7) represents the bad characteristic. This is an object Norman may want to avoid as much as he imagines he is avoided. Whereas, similar to Martin, Norman is willing to accept the good characteristics of Friend (3) even when they represent the bad end of the construct because they have the ability to connect.

Norman has also indicated, unconsciously, that being part of a team that achieves something is associated with connection and collaboration. Similar to Martin, he associates the absence of narcissism with generating new ideas.
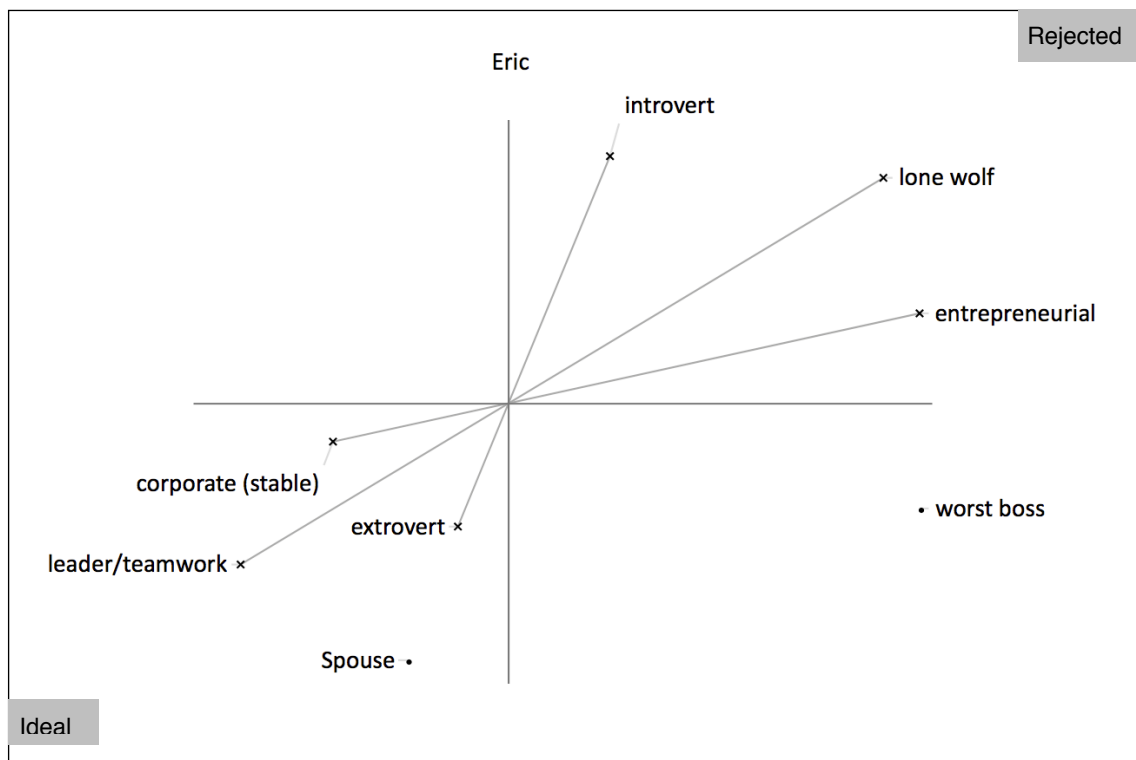
Figure 8

Eric

For Eric (Figure 8), **teamwork** is reiterated as an important distinction to understanding a new situation, and the connection leads to stability. By joining **leader** and **teamwork** together Eric's emphasis for the good characteristic is that the leader fosters the team by being part of the team. The opposite pole depicts the bad characteristic as the detached ruthlessness of a **lone wolf**. Committing to others as equals over the long term is preferred by Eric over the brutal creation of one person's goal. The vertical axis repeats the value of being an **extrovert** over being an **introvert**.

Similar to Norman, Eric's most influential object on the horizontal axis represents the bad characteristics. Worst Boss (9) may not be a complete **introvert**, but they represent drawing people in to a disconnected effort. For Eric, his Spouse (2) represents all the Ideal characteristics not only of being an **extrovert**, but of committing and stabilizing.

Similar to others, Eric considers a team to be ideal. For him, the person who does not act with the team is a dangerous object. The danger is in upsetting the stability Eric experiences with connection. Eric not only exhibits a mismatch with narcissism, but an aversion to those objects with this characteristic.

Commitment

The similarity in the next three plots is the emphasis on commitment either to people, activities, or ideas. It is a variation on the teamwork theme above, and maintaining a mismatch with the quick fix assumption of narcissism.

Betty

Rejected

Betty

× work is too much of their life

a friend (f)
· Self (f)

rude racist vindictive bully ×

hardworking, informs you of information you need
×

(m) worst boss ·

× strategic, very big picture, help to progress

not helpful, take satisfaction in your not knowing ×

laid back, don't get stressed about work ×

Ideal
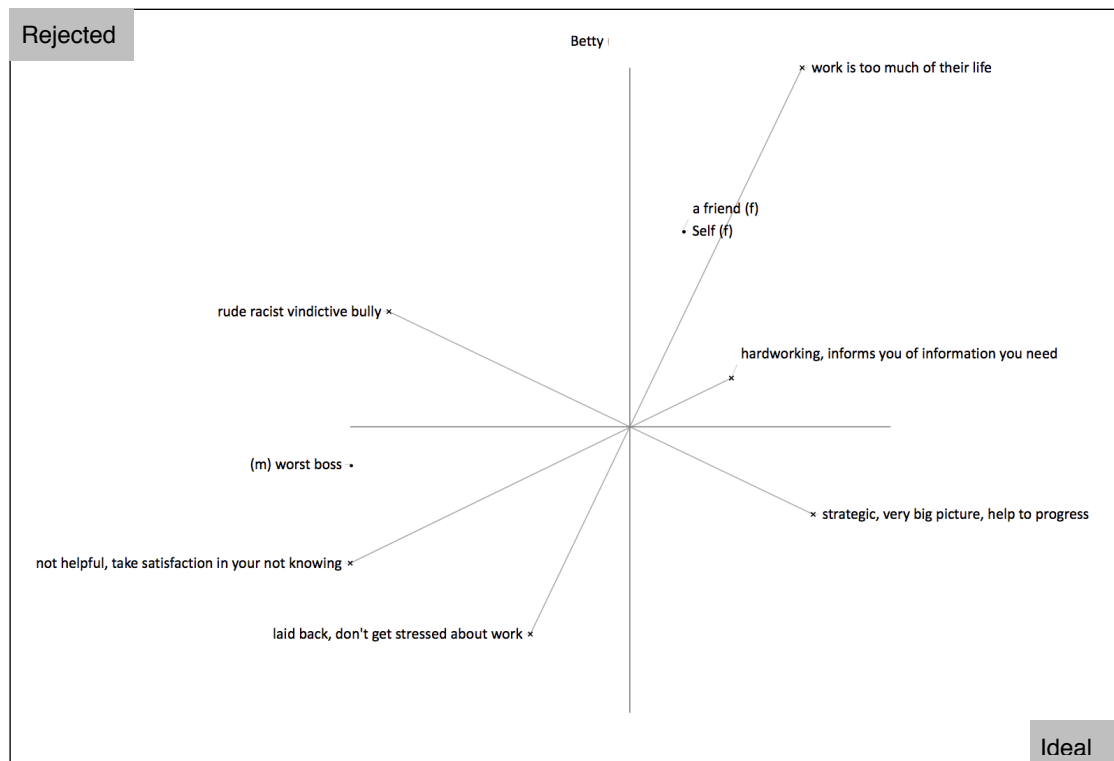
Figure 9

The characteristics that Betty (Figure 9) is looking for when understanding a new situation are the constructs **hardworking, informs you of information you need** and **strategic, very big picture, help to progress**. Within each construct Betty combines different symbols to characterize what good represents. The opposite of providing what she needs is the construct **not helpful, take satisfaction in your not knowing**. Similarly the opposite of helping her to progress over time is a **rude, racist, vindictive bully**. Objects with the good characteristics can be relied on to be collaborative and mentoring. While the bad characteristics describe a situation that is competitive and antagonistic. These horizontal constructs become distributed along the vertical axis by the

> construct pair **laid back, don't get stressed about work** and **work is too much of their life**. There is a danger here for Betty that working hard may be bad for her, but being relaxed requires finding others to trust.
>
> Worst Boss (9) is the object that most characterizes the bad qualities of the horizontal axis. It may be a fear of this object that keeps her and Friend (3) from moving closer to the ideal.

Similar to Eric above, Betty experiences a threat from objects that are not willing to commit to others. That commitment includes unselfishly sharing with others to ensure everyone succeeds. Narcissism, for Betty, is not just a mismatch with her ideals, but a threat to her peace of mind.
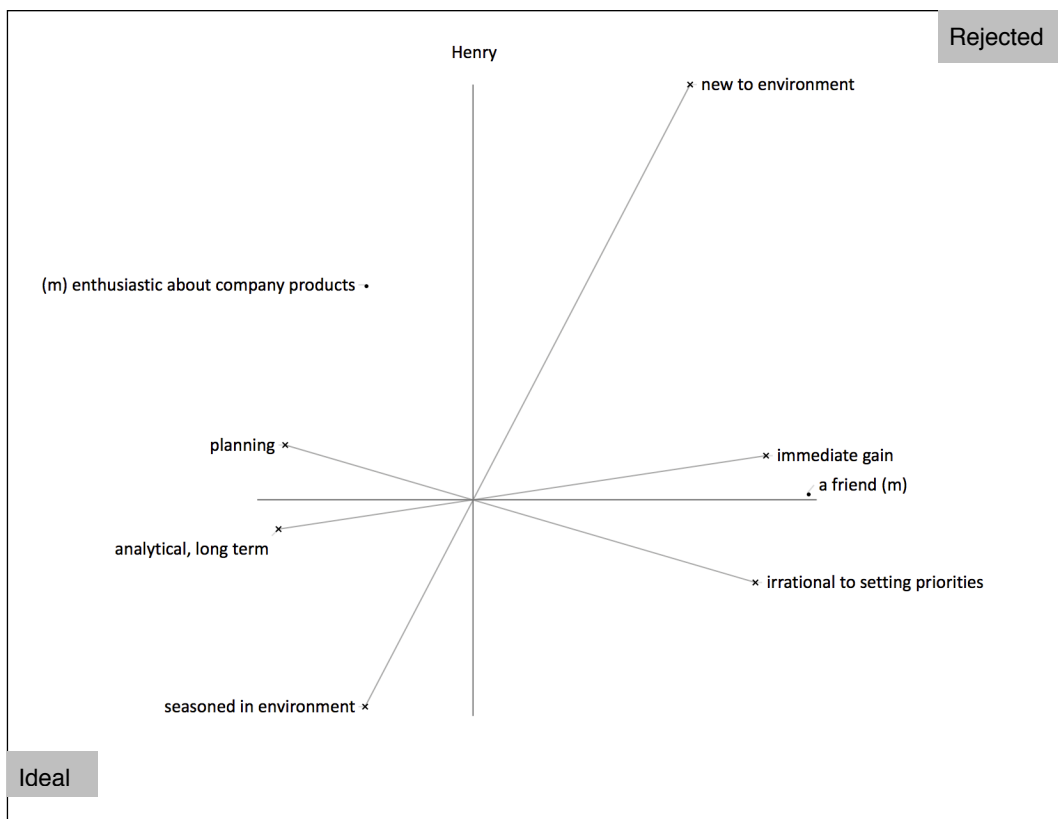
Figure 10

Henry

Henry (Figure 10) is also looking at the long term when considering a new situation. For him, the **analytical, long term** is preferable to an **immediate gain**. He is comfortable that such a long view requires **planning**, and considers the opposite **irrational to setting priorities**. The priority for Henry is to establish plans for the future. The vertical axis reinforces this idea by opposing **new to environment** with **seasoned in environment**. Henry is not likely to accept a new plan from someone without experience in the environment that he and others know well.

He is willing to accept someone like Friend (3) who represents the bad characteristics of the horizontal axis, and this may be because they are neither new nor seasoned. Similarly, just because Henry may be uncomfortable with a lack of experience doesn't mean that he doesn't value change. The object Enthusiastic about Company Products (11) can be accepted for being new because the change is a commitment to the long term.

Henry is a mismatch with narcissism because of his inclination to commit to others. He is most comfortable with long term in-depth connections, but is open to considering, and understanding those who may be different from himself.

Lisa

Lisa's plot (Figure 11) values commitment to ideas and the effort to bring them about, but she sees the value of directing attention elsewhere. For Lisa, being **lazy** is a related construct to
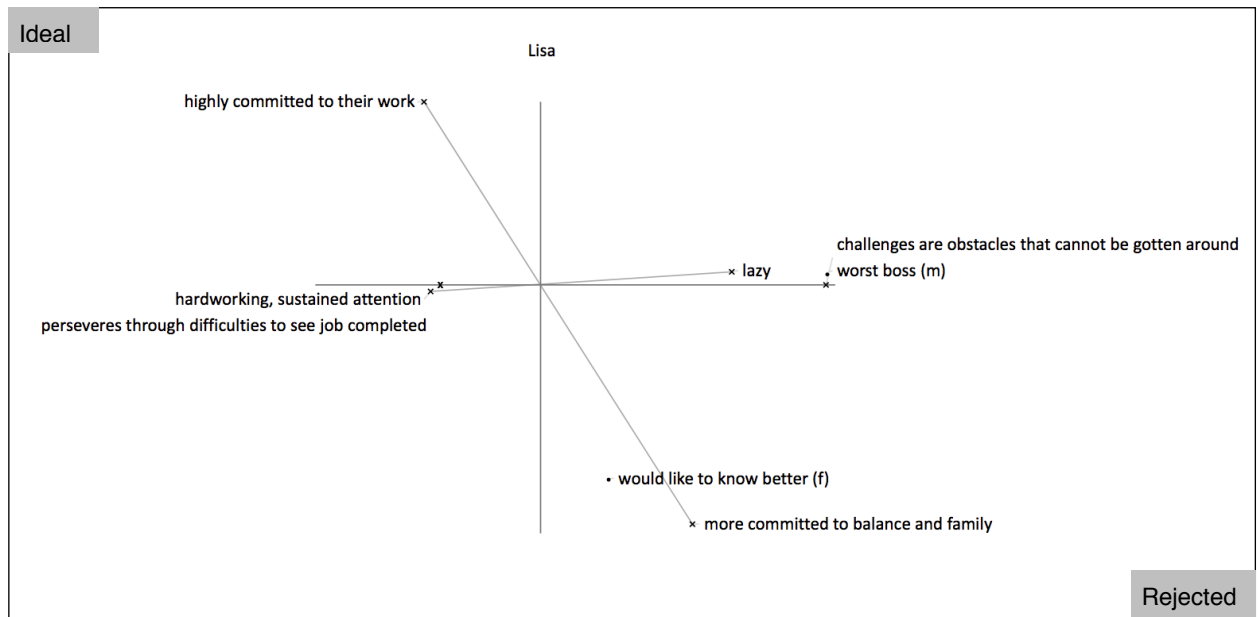
Figure 11

the approach that **challenges are obstacles that cannot be gotten around**. Lisa would judge such a situation in which people give up without trying as bad. The opposite pole of each construct represents what she considers good. It is at this end that someone is **hardworking, sustained attention** and **perseveres through difficulties to see job completed**. Lisa is describing a goal that is a constant struggle, yet the commitment provides satisfaction. The vertical axis recognizes the value she places on those objects **highly committed to their work**. Lisa talks of work, or a job, and not of an organisation like some others. It suggests that her objects come together around an idea, and it is the idea that motivates and sustains them.

For Lisa, it is Worst Boss (9) that characterizes the horizontal axis. All other objects are measured in relation to those bad qualities. On the vertical axis, Would Like to Know Better (4)

> represents Lisa's construct. It is this object at the relatively bad end
> who is **more committed to balance and family**. Yet, by
> representing an object that Lisa is attracted toward she
> acknowledges that there are good reasons why this object may be
> less ideal. Reasons that do not benefit Worst Boss (9).

Lisa's commitment to ideas is also a mismatch with narcissism. She is able to value something outside herself, and joins with those others who share this ideal.
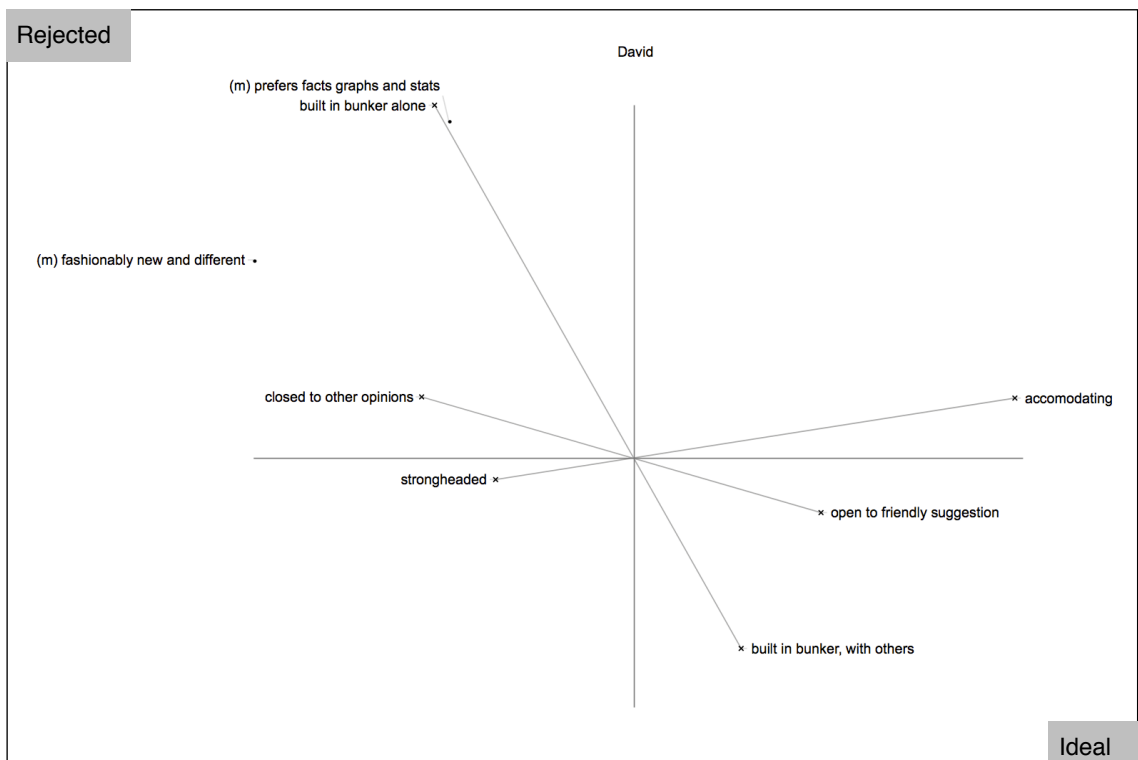
Figure 12

Consideration of Others

The similarity in the last three respondents is their emphasis on others especially with respect to the sharing of ideas. They value accommodating and being accommodated, and they express frustration at being marginalized.

David

David's (Figure 12) horizontal axis is characterized by the difference between **accommodating** and **strongheaded**. This construct pair is further strengthened by the construct pair **open to friendly suggestion** and **closed to others opinions**. David's approach to a new situation is to understand whether he and his ideas can contribute to a collaboration. Rigid control over an idea represents a bad situation. David's vertical axis describes a closed and fortified environment that is differentiated by the inclusion of others. So the bad pole of the construct is **built in a bunker alone**, and the good end is **built in a bunker with others**. Work is being done in both environments, but only one provides a sense of community.

Both of David's axes are represented by a bad object. On the horizontal axis Fashionably New and Different (14) represents the unbending characteristic. On the vertical axis Prefers Facts and Graphs (13) personifies the isolation of performing a restrictive task. Both of these objects are Rejected by David, they share little of the good characteristics elsewhere in the plot.

David is a mismatch for narcissism because of his desire to collaborate with others. He would be likely to reject a program that proceeded without consultation with those involved.

Karen
• most likely to volunteer (f)
× proud, have to accept their point of view
Rejected

detail oriented
knowledge born of experience ×

• would like to help (m)

× soft skills, thinks about people, challenging
× superficial, not patient

Ideal
truth, leading to a goal ×
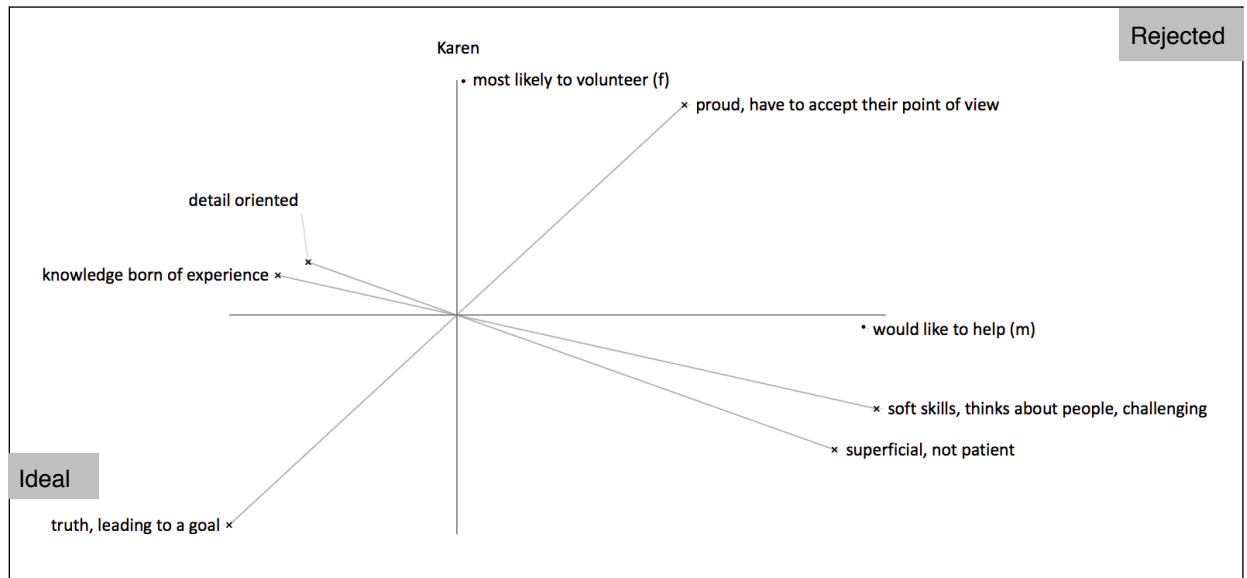
Figure 13

Karen

For Karen (Figure 13), there is also a desire to include many voices, but she expresses it first in the way people approach each other. On the horizontal axis this is described as the difference between **soft skills, thinks about people, challenging** and **knowledge born of experience**. It is the latter that expresses for Karen a natural getting to know someone based on shared experiences. This is a good characteristic as opposed to the challenge of applying skills by thinking only. Presumably the application of skills is undertaken because being **superficial, not patient** is expedient. The good end of this construct for Karen is to be **detail oriented**. That way nothing is overlooked. The vertical axis elaborates what can be accomplished. At the good end Karen locates **truth, leading to a goal** versus **proud, have to accept their point of view** at the bad end. For Karen, the Ideal contains an idea of perfection that leads forward by being detailed and using all

of one's experience. The contrasting idea is one forcefully applied from outside to serve a single purpose or person.

The objects that best represent the axis hold the bad characteristics. Would Like to Help (6) sits at the extreme of being rational and expedient, and Most Likely to Volunteer (12) represents autocratic rule. Although each object is extreme on a particular axis, Karen judges them as neutral on the other. She may be willing to help one object because they are not proud, and may be led to truth. Similarly she may allow that one who volunteers does so because they do not yet have the experience, but do have some patience.

Similar to David, Karen rejects the forceful implementation of an idea. She values the patient unfolding of relationships with others that contributes to a higher goal. In this way, Karen is a mismatch for narcissism.
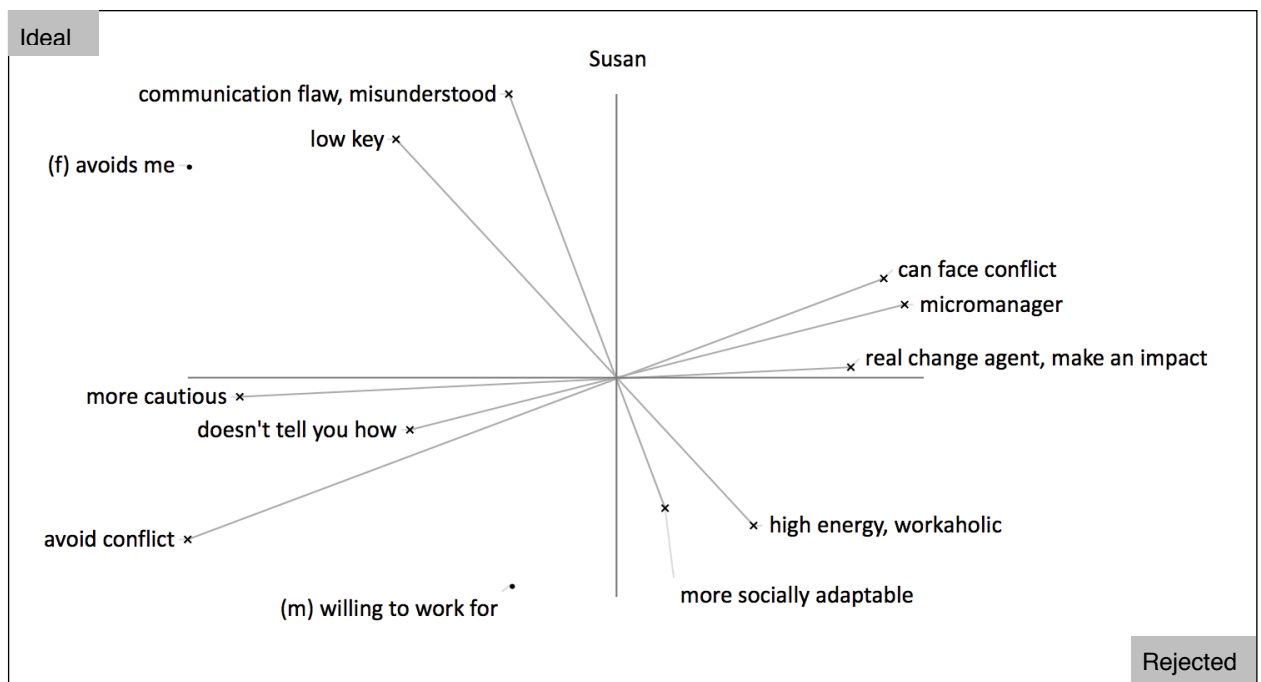
Figure 14

Susan

Susan's plot (Figure 14) is the most difficult to interpret. This is in part because her symbols are quite limited and the emotion likewise restrained. She appears to apply good characteristics to others as if it is expected, but it doesn't carry conviction. To assist the analysis the next highest weighted construct for each axis is included.

The horizontal axis at the bad end is described by the constructs **can face conflict**, **real change agent, make an impact**, and **micromanager**. These constructs represent characteristics that Susan may feel she is supposed to have, like being able to face conflict and make more of an impact. But they also represent a bully who controls interaction and activity. At the good end of these combined constructs the characteristics are **more cautious**, **avoid conflict**, and **doesn't tell you how**. In contrast they describe a situation that is more accommodating and encouraging. In this situation Karen could expect activities to be more thought out, discussed by all, and less confrontational.

The vertical axis similarly appears to describe characteristics that Susan may feel she should prefer. The good end of her construct is interpreted to be the characteristics **communication flaw, misunderstood** and **low key**. She's acknowledging that they aren't the characteristics that are generally rewarded, but she doesn't feel confident enough to declare them as preferred. They are misunderstood but valuable to her. At the

opposite end are the characteristics that she feels she is supposed to have and admire, which are **high energy, workaholic** and **more socially adaptable**.

The object that best represents the horizontal axis for Susan is Avoids Me (7). This object may be a projection of how Susan experiences herself, as unappreciated by others. Yet this object has the characteristics she values. On the vertical axis the object Willing to Work For (5) holds what she views as the socially acceptable characteristics. But it also leans towards the more harmonious situation she hopes for.

Susan's desire to find acceptance with others makes her a mismatch for narcissism. Like David and Karen, she would resent a heavy handed approach, although she may not be as vocal.

Narcissism, A Mismatch

The data, represented here by the respondents' inner worlds, are evidence of a mismatch with the quick fix assumption of the individual's self-serving nature. The individuals demonstrate that they value relationship to others, and share similar ego ideals of commitment over time, collaboration, and acceptance. The desired relationships are long term with realistic whole objects that can have both good and bad characteristics. The respondents demonstrate that they accept individual idiosyncrasies, and strive to understand and be understood. The worst relationships are those designed to serve an immediate purpose without regard for individuals or individuality. The thesis research demonstrates that individuals perceive the quick fix practice of business management in their environment. Their unconscious constructs

describe a forceful control of behaviour as among the split off and projected

characteristics that create bad objects. Even if understanding only happens

unconsciously, the data demonstrate that individuals recognize attempts to control their

allegiance and behaviour, and they reject it.

Although the individual is a mismatch with the quick fix assumption of

narcissism it does not necessarily mean that they share the ideals of the organisation.

The one is not a simple alternative to the other. Likewise, the data do demonstrate that

the individual's unique way of understanding the environment, what the organisation

may regard as narcissistic, doesn't preclude relating to and identifying with that

environment. Relating for the individual means integrating new people, ideas, or

situations, rather than supplanting established ways of understanding. The individuals

in this thesis research demonstrate that they attempt to integrate both good and bad

objects to their personal constructs and ideals. The quick fix will remain a mismatch if it

first, assumes that the individual is narcissistic, and secondly, that they will be

influenced to modify the self for an organisational objective. An elaboration of the quick

fix attempt to bring about identification will be discussed in the section that follows.

Discussion, Identification

Narcissism was identified as one of the main assumptions of the quick fix

from which other practices evolved to advance the organisation's objectives. These

other practices operate on similar assumptions, and the data in this thesis suggest that

these are also mismatched with the unconscious of the individuals. One of those

practices discussed earlier in this thesis was identification. The quick fix of business

management works to encourage the individual to identify with the organisation and its

objectives. This assumes that the individual needs to be convinced to abandon

narcissistic interests in favour of the collective goals of the organisation. If this can be

achieved then the individual will require less management, and labour will be less

expensive. The individual, it is assumed, will work toward the organisation's goals

because those goals will become personal goals. Each individual will then have the

same goals or ideals and the organisation will benefit from strong and efficient culture.

Demonstrating that the individual is not narcissistic, and therefore a

mismatch with the foundational assumption of the quick fix, does not automatically lead

to the assumption of identification. As has been shown in the examples above the

individual is oriented to others in their environment. This social orientation does not

eliminate a reasonable self-interest. The data suggest that the individual maintains

their ideals and uses them when evaluating identifications. It further suggests that the

individual would reject any forceful re-alignment of their ideals, either outright, or with

the use of defences.

The full exploration of these ideas will be reserved for further study, but a

few examples will be provided to demonstrate the mismatch that is implied. The first

examples analyse the plots to interpret which of the objects the individual identifies

with their ideals. It looks at how the individual organises objects that represent ideals,

personal identifications, and organisational roles and situation. The second examples

look at the defences that the constructs suggest are used by the individuals to protect

themselves, or ideal objects, from the harm of unconscious phantasy.

Objects for Identification, Good and Bad

When interpreting the plots for identification I looked at where an individual

placed certain objects and what good or bad characteristics they represented. This

involved looking at the quadrants defined in the methodology (Chapter 5, Figure 1).

- Ideal for good characteristics on both axes

- Rejected for the bad characteristics on both axes

- Personal for good characteristics on the horizontal axis, and bad characteristics on the vertical axis

- Tolerated for bad characteristics on the horizontal axis, and good characteristics on the vertical axis

The analysis looks at the groups of elements designed to reflect different roles within the individuals life, and the similarity that each respondent had in loading these objects. The groups of objects, as defined in the methodology (Chapter 5) are,

- Intimates including Self (1), Spouse (2), and Friend (3)

- Valency including Would Like to Know Better (4), Willing to Work For (5), Would Like to Help (6), and Avoids Me (7)

- Authority including Best Boss (8), Worst Boss (9), and Current Boss (10)

- Quick Fix including Enthusiastic About Company Products (11), Most Likely to Volunteer (12), Prefers Facts, Graphs, and Stats (13), Fashionably New and Different (14), and Hires Experts (15)

There were some interesting results for each category. It must be noted that although the results are summarized for all of the respondents, the respondents are not a group. They come from different industries, professions, organisations and workgroups. The results are not meant to reflect group ideals, but the general inclinations of individuals. This is a perspective that could be studied further both for related groups and random individuals.

For the respondents to this research the Self (1) is overwhelmingly[20] placed most often in the Ideal quadrant, and is never placed in the Rejected quadrant. This is to be expected since

20 see Table 7 in Appendix A for the frequency of scoring objects by quadrant.

the constructs describe the respondent's internal world. The constructs in the Ideal may be those that the individual has introjected and identifies with. That is not to say that the individual considers themselves ideal. As has been shown in the previous analysis above the respondents rarely consider themselves the best representative of a component axis. Rather, these are ideals they aspire to attain and maintain.

Spouse (2) and Friend (3) are located most often in the Personal quadrant. This gives them the good characteristics of the principal component, yet not necessarily of the secondary component. This suggests that these close relationships are based on an identification with the most important of the Self's ideals. It also suggests that the internal world retains a separation between objects that are private versus organisational.

The Valency objects could be found in any quadrant, which is consistent with the uncertainty designed into those object relations. Would Like to Know Better (4), tends to be found more often in the Personal quadrant with Spouse (2) and Friend (3). This suggests that being drawn to an object is more likely based on an identification of personal rather than organisational qualities. Willing to Work For (5), on the other hand, tends to be either Ideal or Tolerated with stronger organisational characteristics.

The relation with the bosses delivered some surprises. The Worst Boss (9) is never in the Ideal or Personal quadrants as expected. Yet, surprisingly, they are not consistently placed in the

Rejected. Being predominantly in the Tolerated quadrant, the respondents seem to be suggesting that as bad as the Worst Boss (9) may be, that object is identified with the organisation. Similarly, the Best Boss (8) is not predominantly Ideal, and rarely Personal. Just as the bad characteristics of the Worst Boss (9) can sometimes be good, the good characteristics of the Best Boss (8) are not enough to keep them from being Rejected.

Finally with the quick fix objects, they have a tendency to be Rejected but not overwhelmingly. Two of the Quick Fix objects are marginally more often in the Ideal. These are Most Enthusiastic about Company Products (11) and Hires Experts (15). These objects may represent a respect for passion and the desire to do the right thing. But because they are also found in the other quadrants it suggests that optimism may have a tendency to become disappointment.

The comparison of respondents' scoring for related objects suggests that a process of identification incorporates organizational objectives in similar ways. These generally include, ideals being representative of the self, a separation of characteristics as either more personal or more organisational, and authority figures being neither idealized nor demonized. The respondents place their objects in relation to good characteristics that may be unique for each individual, but which represent their ideals. The respondents do not appear to be biased for or against the organisation's objectives, but assess them based on each individual's ideals for community as a whole.

Identification, Anxiety and Defence

In this next analysis the respondent's data suggest various types of defences may be in use. These defences would be attempts by the individual to manage anxiety that they experience with respect to their object relations and the situations they represent. It may be, as suggested in the previous discussion above, that individuals need to manage the difference between personal and organisation roles and responsibilities. Although the respondents participate in the organisational environment, unconscious phantasy may generate anxiety, and make identification difficult.

The experience of anxiety, as Klein has articulated, is continually present. In manageable amounts it can serve to stimulate understanding, learning, and creativity. Anxiety can be prompted by new situations, an impending deadline, or a lack of satisfaction. Many people use their understanding of themselves and others to overcome a temporary anxiety and adapt within a dynamic environment. The greater the anxiety - either in one experience, or over time, the more likely the individual may struggle with how to manage that situation. They could respond by erecting defences in the short or long term to protect a vulnerable ego or object.

Two brief examples of anxiety and defence will be presented for discussion. Henry and Betty were chosen because they are similar to others, but also because they have distinctive characteristics that aid the illustration.

- In Henry's case, anxiety appears to limit his ability to articulate his ideals or his aggression. Withdrawing in this way may limit his ability to understand the situation he faces, or form a beneficial identification. (Susan and Martin may be similar examples.)

- Betty, on the other hand, appears to manifest her anxiety in extreme splits of ideal and bad. In her internal world aggression may make even good objects into persecutors, and, similar to Henry, limit identification. (George and David have some similarities.)

| Personal | | Rejected |

Henry

× new to environment

(m) enthusiastic about company products ·

· best boss (f)

· worst boss (m)

goal oriented
(f) Spouse
detailed
planning ×
take initiative ×

would like to help (m)
× immediate gain
· a friend (m)

(m) avoids me ·
analytical, long term
(m) willing to work for
(m) fashionably new and different
(m) hires experts
(m) Self

× follows direction
× irrational to setting priorities
disorganized

· would like to know better (m)

· most likely to volunteer (f) × participating for sake of knowing people
prefers facts graphs and stats (m)

seasoned in environment ×
(f) current boss ·

| Ideal | | Tolerated |

Figure 15

Henry

The plot of Henry's data (Figure 15) shows several closely overlapping constructs along the horizontal axis, and a single construct defining the vertical axis. The overlapping constructs reiterate his concerns for the long term without elaborating on the meaning it contains. He similarly clusters his objects together making little distinction of one from the other.

The imagery of Henry's constructs is mostly about work and the organisation. Personal characteristics are expressed within these constructs, but with little emotional attachment. In his scoring, Henry grants almost everyone with good characteristics, and only infrequently assigns a bad characteristic. He scores some groups of people exactly the same. With others a slight difference in scoring can cause a significant difference on the plot.

Henry's plot suggests a limited ability to express aggression, and as a result, a limited symbolism. He may excessively project his good experiences onto objects, and then feel dependent on them. This may cause him further anxiety out of a concern for protecting these objects, but not wanting to be dependent on them.

Henry might appear on the service to be a match for quick fix practice because he appears to control his emotions, and put organisational priorities first. But defended emotions are not necessarily controlled, and dependence is not identification. Henry's defences suggest a depressive anxiety. He has concern for his objects, but may not be able to reach reparation because he doesn't allow for aggression. In denying his psychic reality Henry may continue to use defences, which in turn may limit his adaptability and creativity. Henry is a mismatch with the quick fix expectation that an alignment with the organisation will make him more engaged and flexible to change.

Betty
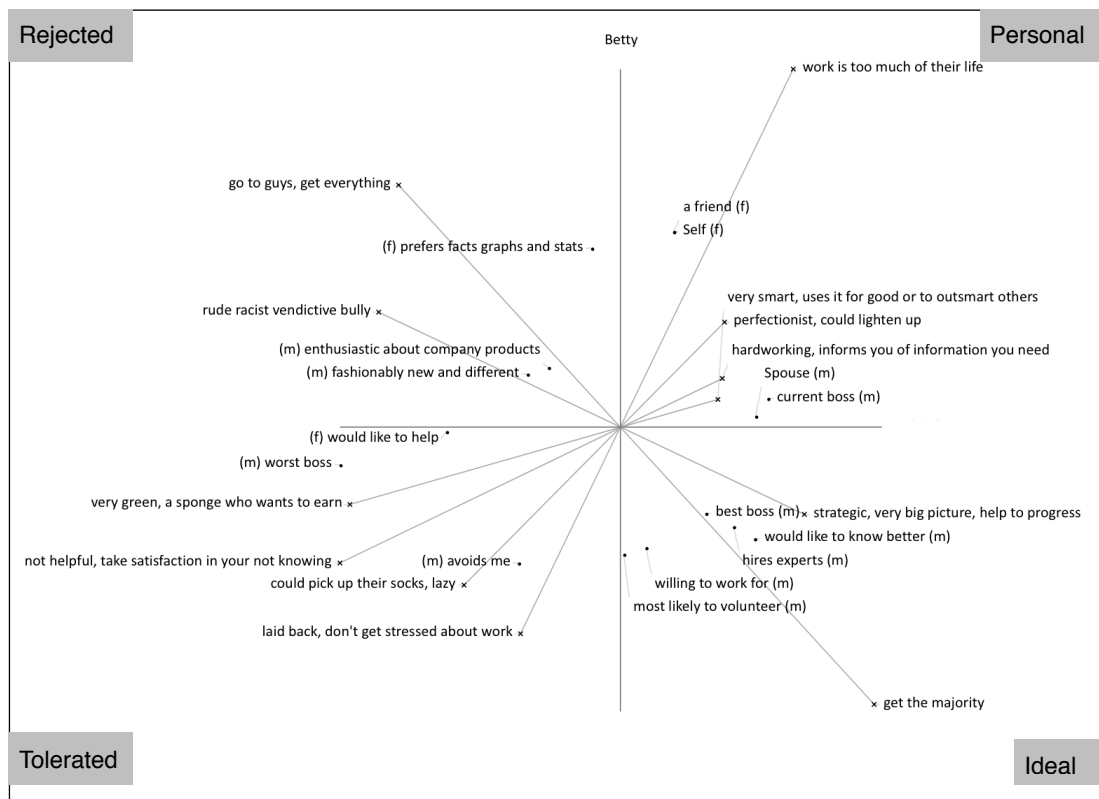
Figure 16

Betty (Figure 16) presents a different picture of anxiety and defence, which is evident in the visual layout of her plot. Where Henry's constructs are clustered together, Betty's spiral around the plot almost equidistant apart. There is an association between her construct pairs that diminishes from one to the next. The symbolism in each construct pair contains an association she might use to understand an originating anxiety.

The imagery of Betty's constructs is also different from Henry's in the richness of description and idiosyncratic language. She combines multiple descriptions in each construct to represent the depth and breadth of her unconscious phantasy. Yet, they can sometimes contains both an endorsement and a judgement as if

trying to satisfy more than one ideal. Scoring people at both extremes of her constructs may represent her attempt to defend against this anxiety.

Betty's more extreme constructs and scoring may contain the threat of persecution from which she needs to protect herself. But she has a much more freely expressed aggression. Betty uses aggression to project bad characteristics onto objects that appear threatening, and maintain an image of an ideal object. So strong is her understanding of the world as split between mentors and saboteurs that this construct pair is a determinant of the horizontal axis.

Identification for Betty might be challenging. She appears to want to commit but, might find it difficult to compare her values with those of the organisation. Containing bad characteristics might invite criticism. Her constructs suggest she is torn between what she is rewarded for, and characteristics she is encouraged to adopt.

Betty is a mismatch for the quick fix because, although she attempts to incorporate the ideals that are promoted, she seems to have trouble identifying. Betty appears to use excessive projection to rid herself of bad characteristics, generating many persecutors. Betty's anxiety and defences suggest a paranoid-schizoid defence. The result may be a fragmented internal and external world, and a confusion of ideals. Betty may have difficulty integrating the necessary good object for identification.

Identification, a Mismatch

The data interpreted for Henry and Betty suggest that a mismatch may be possible to demonstrate between the individual's process of understanding, and the anxiety that may result from the quick fix practice of business management. Their constructs suggest that how they interact with the external world of the organisation is influenced by how the organisation impacts on their internal world. Contrary to quick fix assumptions, malleability for Henry and Betty means integrating new experiences, not displacing existing objects. Their distinct differences in understanding also provide evidence that they are not uniform in their experience of the organisation. Finally, they demonstrate that attempting to control strong emotion, as the quick fix promotes, is either ineffectual, or generates other consequences. More research in this area would be recommended to understand both the individual and the organisation.

The examples provided above to relate the respondents' data to identification and defences provide an intriguing glimpse into ideas that will require more space than this thesis provides. It is hoped that a further study can be designed to continue the investigation into these areas.

Conclusion, A Mismatch

The analysis of the thesis research data provides a conclusion to the thesis question.

> Is there a mismatch between the individual's unconscious understanding of the organisation and the organisation's quick fix practice of business management.

The data have provided evidence of a mismatch between the assumptions of business management practice about the character of the individual, and the unconscious

understanding of the organisation by the individual. The assumption that the individual

is narcissistic is a mismatch with the individual's ego ideal and object relations. Not

only is the individual not narcissistic, but they express narcissism as a bad

characteristic to be projected onto persecutory objects. In addition, the quick fix

assumption that the individual can be identified with the organisation's objectives

through the establishment of norms of behaviour is also a mismatch. The individuals'

data demonstrate a rejection of control over their process of symbol formation and

introjection. It further demonstrates that individuals can suffer anxiety from the

environment that includes the quick fix of business management practice.

       The conclusion provided by this thesis research suggests an explanation for

the failure of fashionable business management practices like the quick fix. Where

there is a mismatch between assumptions about the individual, and the individual's

unconscious understanding, a practice to modify the individual will likely fail. Yet, the

quick fix and its assumptions remain. An explanation for the ongoing attraction of quick

fix business management practice is also contained within the data for this thesis, and

leads to the discussion in the next chapter.

7. Discussion and Future Work
Narcissism and the link with current and future psycho-social analysis of groups and organisations

This thesis has focused on the unconscious of the individual and narcissism in particular. It has done this as a means to provide evidence of a mismatch between the individual and the quick fix of business management practices of the organisation. Narcissism has been a link between the assumptions of quick fix practice and a psychoanalytic interpretation. Narcissism is the premise for which a quick fix determines that identification with the organisation and its goals is the solution. Being narcissistic is a problem that is seen by business management to hinder identification, or engagement. And to an extent, psychoanalysis would appear to agree. Narcissism could keep the individual from forming ideals, and identifying with others based on these ideals. A narcissistic individual would be less likely to collaborate with others for the greater good of all.

The apparent alignment between the assumptions of the quick fix and the psychoanalytic theory of individual development provided an approach to the question of a mismatch. This thesis has concluded that individuals are not narcissistic, and they are therefore a mismatch with the assumptions of the quick fix. While this has been a fascinating exploration of the unconscious of individuals related to their work environment, it opens up many more questions. For example, while the individuals in this study are not narcissistic, they often related narcissistic characteristics to other objects in their internal world. Within the data collected for individuals using the repertory grid, narcissism was a bad characteristic. Being selfish, a loner, or a bully were common characteristics to be feared and rejected. And these characteristics were

not necessarily limited to a select few objects. The individual's assessment of an

object's narcissism could determine the closeness or distance with the self.

The individuals participating in the repertory grid come from a broad

spectrum within the structure of organizations. They represent some of those within an

organisation who choose and implement quick fix management practices. The data

they provided contributed to the conclusion that they are a mismatch with the

assumption of narcissism, yet they may also contribute to the assumptions. This would

be the next step in the examination of the mismatch demonstrated in this thesis.

Two areas of further research will be explored briefly in this final chapter,

and posed for future work. The first question that arises asks, where does the

assumption of narcissism come from? If the individuals are not themselves narcissistic,

how is a fear of narcissism generated. The second question asks what happens when

multiple individuals similar to those in this study come together in a group? If, as these

individual indicate, there is a desire to identify and share ideals, why does it fail? Both

of these questions are supported by significant work in many fields. The purpose of

this chapter is not a literature review of this other work. It seeks only to place this

thesis in a larger context.

A Society of the Fragmented and Narcissistic

This thesis has not been designed to look at the causes of narcissism, or

even the causes of narcissism as an assumption for the quick fix. But as has been

shown in Chapter 3 narcissism underlies how business management has evolved and

continues to be practiced. It may be, as Freud proposed in *Totem and Taboo*, that the

institutions of society have been designed to continuously guard against a primitive

inclination in the individual to satisfy his or her own needs. That is, the idea of

narcissism in the quick fix may be part of the greater culture to which each individual

belongs, and in which they are raised to accept its institutions and doctrines. Those

institutions change over the course of time and are influenced by emerging ideas, even

psychoanalysis itself.

Detachment, Rieff

Rieff (1966) documents a change in society where religion as an institution

was replaced by a culture of therapy. On the one hand, a moral demand system

determined obedience to established norms, and directed dependence upon a

personified authority (p. 12). The individual, he said, could not detach him- or herself

from this system without severe penalties. Therapy, on the other hand, encouraged

detachment in order to be free to make ones own choices, while remaining connected

to the social (p. 60). The two systems, religion and therapy, Rieff said, had similarities

as systems of control that established an adequate social functioning while forestalling

psychological collapse (p. 36).

> Both demand complete honesty in performance; only thus can both
> become ways of finding out what is wrong with oneself. The process of
> receiving help in finding out what is inwardly wrong presupposes
> establishment of that inner attitude whereby the patient, or the
> worshiper, may become more receptive to the sources of help. Finally,
> psychoanalysis and faith converge as ways in which character can be
> transformed. p. 36

The therapeutic system, Rieff said, created a 'psychological man' (p. 50) whose

purpose is a 're-education' (p. 55) to eliminate the symptoms of contradictions in their

life. This re-education helps the individual adjust to the contradictions without the need

for judgement about good or evil.

The detached individual, Rieff said, who was free of principles or strong

emotions could then be used by the organisation.

> Freed from suspicions of divinity, psychological man can continue to
> work efficiently in all kinds of institutions, but without permitting his
> feelings to be entrapped by institutional service. ... It was as if man

> were made to be used by the organization, rather than the
> organization made to be used by man. p. 61

The organisation, he said, provides the authority and instruction necessary for the

individual's re-education without seeming to impinge on the individual's right to remain

independent.

Narcissism, Lasch

Lasch (1979) was more direct in referring to the individual as narcissistic.

He attributed narcissism to changes in industrial production that created large

organisations. This, he said, changed both culture and the individual (p. 154). One of

the ways that this was accomplished was by the organisation taking over many of the

functions of the family.

> Almost everyone agreed that the family promoted a narrow, parochial,
> selfish, and individualistic mentality and thus impeded the
> development of sociability and cooperation. p. 156

This created, Lasch argues, a system of experts that replaced the authority of previous

institutions, including the family. It also made the individual more dependent on the

state, organisations, and bureaucracies (p. 10). This dependency, he said was a

characteristic of the narcissist, more than omnipotence. It eroded the individual's ability

to think for themselves, and required pre-digested points of view (p. 153).

Like Rieff, Lasch said this made the individual a good match for the

organisation.

> For all his inner suffering, the narcissist has many traits that make for
> success in bureaucratic institutions, which put a premium on the
> manipulation of interpersonal relations, discourage the formation of
> deep personal attachments, and at the same time provide the
> narcissist with the approval he needs in order to validate his self-
> esteem. pp. 43-4

The narcissist, Lasch said, sought out cults and therapies to provide a purpose in living

(p. 99). It was, he said, a therapeutic view of authority where there would be no

hierarchy and everyone is able to speak their mind (p. 184).

The practice was not as utopian as might have been desired. Lasch

asserted that it allowed the narcissist to be part of a system of control that was on the

surface anti-control.

> The popularization of therapeutic modes of thought discredits
> authority, especially in the home and the classroom, while leaving
> domination uncriticized. Therapeutic forms of social control, by
> softening or eliminating the adversary relation between subordinates
> and superiors, make it more and more difficult for citizens to defend
> themselves against the state or for workers to resist the demands of
> the corporation. p. 185

What was lost was the ability of the individual to reflect on their environment. Without

being able to see themselves as having agency, they could not demand that it be

different.

Fragmentation, Craib

Craib (1994) called the individual fragmented instead of narcissistic. It was a

fragmentation, he said, of the self from the social that resulted from a post-modernist

philosophy, and a therapeutic culture. Therapy, he said, encouraged the removal of

repression and the right to self expression (p. 7). The new culture encouraged the

individual to deny difficult adjustments to experience as a way to avoid disappointment

(p. 12). Fragmentation, he said, was desirable when compared to a system that

produced order by making judgements about right and wrong both factually and

morally (p. 108). When judgement is removed he said it created an individual with no

personal authority, but one willing to accept a bureaucratic authority. The bureaucracy

is attractive to the fragmented individual particularly because it is anonymous.

> the authority in a bureaucracy is anonymous, and I do not have to
> 'restrict' myself by taking in another real person and making that

person part of myself; … It is therefore quite possible for people to think of themselves as ordered, or wanting to be ordered, in an abstract bureaucratic way and maintaining all the fragmentation of their experience' (p. 109).

In a work bureaucracy, Craib said, the individual can accept expert advice, practice consistency, and control emotion. The fragmentation of the self from the social, and the centralisation of social life, he said, were complementary processes (p. 93). It would be difficult for most people to grasp the ever changing patterns of society, and this leads to a focus on the self as a consistent organising function (p. 94). The 'system' of control is abstract, Craib said, and fragmentation is closer to consciousness (p. 95).

Summary

The changes to culture continue. Neoliberalism is a current trend whereby markets are thought to benefit from being open with less regulation by governments. The practice is applied to many different organizations in the form of a marketization of the social that is thought to promote efficiency from competition. It is argued (Glynos, 2014) that this creates a split in the individual between independence and a sense of self sufficiency, and dependence and a desire to care for others (p. 6).

Whether the changes to society result in the individual being considered detached, narcissistic, fragmented, or split, it is the individual that is the focus of attention and treatment. It may be, as some of these authors have pointed out, that the narcissist is only an object of fear because the system of control is too abstract, or too much denied, to be the focus of change. It is the individual who is seen as separating themselves from the social, rather than the social generating and maintaining that separation. The quick fix of business management supports the view that it is not the nature of work that requires change. Narcissism may remain the focus of business management, even when faced with the failure of its practices.

For business management to be able to adjust its focus away from individual behaviour may require a change of perspective that orients the individual within the larger context of the organisation. This may, in turn, require being able to consider the place of the organisation in an even larger social context. The reflection required to do this may be extremely difficult in an environment that demands immediate results and the constant growth of profit.

As the authors covered above suggest, society has generated a contradictory trend toward both independence and dependence, yet away from cooperation. The organisation is accepted, unconsciously, as an institution of re-education (Rieff), pre-digested points of view (Lasch), and the avoidance of disappointment (Craib). Similar to how cultural changes have placed an emphasis on the individual, the organisation itself is thought of as an entity, i.e., an individual. It can be argued that the idea of the organisation as an entity is supported by Freud's concept of the organised group needing to obtain the characteristics of the individual (1921, p. 86). In other words, a functional organisation needs an ego ideal, one that can be shared with the members of the group to make them a whole.

What may be lost in quick fix thinking is the realisation that the organisation is a result of a complex social system with both external and internal, and conscious and unconscious, impacts. This section of this chapter has looked at some of the external impacts on the organisation, similar to the literature review that looked at the conscious impacts of business management. The next section will look at the internal impacts of the organisation, just as the literature review looked at the unconscious of the individual.

This thesis has provided evidence that the individual is not narcissistic. They desire connection to, and care for, others. But even though the individuals disprove

narcissism, it has been shown that they are themselves part of the system that supports it. This raises the second avenue of investigation, which is the psycho-social functioning of the organisation.

A Coordination of Individuals

This thesis has been focused on the individual to provide evidence of a mismatch with quick fix business practice, which also focuses on the individual. Within that evidence is the acknowledgement that the individual is seldom isolated from others. They are influenced by family and friends, as well as the community, organisations, and society. Psychoanalysis recognizes the impact that these object relations have on ideals and identifications of the individual, and sociology looks at the impacts of the structure of the system as a whole. The bridge between these disciplines is what Trist (1950) called the psycho-social process of culture. Culture is an intervening term (p. 540), he said, that combines social structural elements and the psychological understanding and use of those structures by the individual. On the one hand, he said, culture is something learned by the individual out of frustrating necessity in order to get along with others in the social system (p. 543). Trist described the cultural patterns as being located in the individual as a kind of 'internal society' (p. 542). The individual, he said, may not have any awareness of the social origin of the internal objects, or how they shape his or her experience of the social environment.

Group Behaviour, Bion

An important innovation into the understanding of group behaviour started with experiments in group therapy at the Northfield hospital in 1942 (Fraher, 2004). It was here that Bion proposed the idea of a therapeutic community, rather than group therapy within the regular hospital community (Bridger, 1990). This provided Bion with unique observations on how groups were formed and how they operated, which he

documented in a series of articles from 1948 to 1952, and later combined into a book in 1961. The original seven articles were not derived using psychoanalysis as its foundation. This was done deliberately, according to Bion, in order to 'divest myself of any earlier psychoanalytic theories of the group in order to achieve an unprejudiced view' (1961, p. 165). It was only with the last article, *Re-View*, that Bion applied Kleinian mechanisms to understand the behaviour of the group.

Bion defined the concept of the group's collective emotional expression as a 'basic assumption'. The basic assumption, he said, is that 'people come together as a group for purposes of preserving the group' (p. 63). Because the basic assumption is to preserve the group, he concluded that the group can be in conflict with any creative work they may have as a task (p. 64). The outward appearance would be inefficiency, even chaos.

The basic assumption, according to Bion, could take one of three different forms - dependence, pairing, and fight/flight. In the first basic assumption of dependence, or baD (p. 105), the basic assumption is that there is an external object whose function is to provide security to the group (p. 74). The group is relieved of any activity as it attempts to find the member of the group with the required attributes of omnipotence and omniscience (p. 94). The second basic assumption of pairing, or baP (p. 105), describes a group where two people are highlighted and expected by the group to produce a solution like the procreation of a child. The third basic assumption Bion called the fight/flight group, or baF (p. 105), because the basic assumption 'is that the group has met to fight something or to run away from it. It is prepared to do either indifferently' (p. 152).

The Individual as Part of the Group

The Northfield experiments, and Bion's work particularly, generated continued interest in group relations. Theorists (Rice (1965), Miller and Rice (1967), Trist (1950), Lewin (1947), Obholzer (1994), Kernberg (1998), Kets de Vries (2006), Levine (2010), and others) went on to define areas of the psycho-social system in terms of boundaries, tasks, roles, authority, leadership, motivation, or the operation of an open or closed system. Bion's basic assumptions were expanded to include new observations from experiential group relations conferences. The first was by Turquet (1975) who observed that there was a desire in the group to be homogenous as a way to protect the individual from intense anxiety (p. 91). This fourth basic assumption was called baO, or the basic assumption of oneness (Lawrence et al, 1996, p. 32). A fifth basic assumption was proposed by Lawrence and his co-authors to be the opposite of baO, or baM (p. 33). This was the basic assumption of Me-ness (p. 29). Lawrence clarified that this was not individual narcissism, but a cultural phenomenon (p. 29). The individual withdraws to the internal world in order to deny change that causes anxiety (p. 33).

The individual's internal world is an important part of group experience. It has been characterized as 'the workplace within' (Hirschhorn, 1988), or the 'organisation in the mind' (Armstrong, 2005). For Armstrong the phrase originated with Turquet who observed that participants in a group relations conference appeared to form a culture based on unconscious assumptions and phantasies. The organisation in the mind for Armstrong belonged to the organisation as a whole. It was, he said, 'the inner world of the organization in the inner world of the client' (2005, p. 7).

Hirschhorn's idea was that the workplace within was the individual's response to anxiety in the organisation. They created symbolic representations of

threatening situations by personifying them in the internal world. 'Thus the unknown environment becomes known symbolically as particular people represent its different dimensions' (1988, p. 27).

It is the individual's representations in the internal world that have been the focus of this thesis. The next step would be to interpret the anxiety generated by the organisation, and the ways in which each individual's phantasies combine to impact back on the task, the group, and the organisation.

Social Defences, Jaques and Menzies

Two theorists best known for establishing this type of work were Jaques (1955) and Menzies (1959). Both make use of Klein's mechanisms of introjection and projection to describe the integration of the individual to the group culture, and the effect of the group on the individual. They described an apparent coordination of defences within the group as social defences, or a social defence system.

Jaques

The structure of the institution, Jaques (1955) said, is comprised of roles that are taken up by members. The culture defines the behaviour that is allowed for one role in relation to another (p. 479). In this way, the institution can be used by the members as a means to defend against anxiety that is generated within the organisation from the work task. Occupying the roles and behaving in accordance with the culture is what Jaques said binds the members to the institution (p. 479).

The employees, according to Jaques, co-operate unconsciously to reinforce internal defences against anxiety and guilt (p. 481). The co-operation creates social defences that reflect the internal defences of all of the members (p. 482). The roles of the organisation, Jaques said, are used to enact these defences by the use of splitting, projection and introjection.

> When external objects are shared with others and used in common for
> purposes of projection, phantasy social relationships may be
> established through projective identification with the common object.
> These phantasy relationships are further elaborated by introjection;
> and the two-way character of social relationships is mediated by virtue
> of the two-way play of projective and introjective identification. p. 482

The group unconsciously projects a split off experience onto an object provided by the institution. That object is identified by the group as having that function. Individuals, Jaques said, then assume the role of that object effectively introjecting and identifying with the split off experience for the benefit of the group. In this way, he said, there could be good and bad managers, and good and bad employees. The bad roles were taken up by people who introjected the hostility projected by the group. The people inhabiting the bad roles could escape anxiety about their aggressiveness, he said, because the role was sanctioned by the group (p. 490).

Jaques proposed that the capacity of the group to complete a work task was based on the success of these social defences. He determined that the mechanism of introjecting the role but not the impulse was not completely successful (p. 492). While the operation of the social defence benefited some work tasks through idealized good objects, it interfered with other tasks. A team, he said, that was left with a concentration of bad persecutory objects had an increased risk of harming the ideal objects of the group and suffering guilt (pp. 492-93).

According to Jaques, it is the function of society to provide the roles that can be used by groups of individuals. The individual needs the group, according to Jaques, because the group allows them to operate defences against anxiety while maintaining relationships and contributing to social functions even as those functions may generate anxiety.

In a later paper Jaques (1995) rejected the psychoanalytic approach to organisations. He determined that it was the inadequate construction of organisations

that resulted in disturbing acting out by employees (p. 343). He advocated for the study

of organisations as a total system, and warned that psychological observation was a

blind alley (p. 348). Commenting on Jaques change of focus, Long (2006) argues for

recognizing both structure and interpersonal dynamics. She cautions that the positions

are interconnected and shouldn't be judged by linear causality (p. 290).

Menzies

Menzies' approach to a social system takes a more critical view of the work

environment and the causes of anxiety, as well as the benefits and harm that come

with the defences against that anxiety. For Menzies the institution is modified by the

individual by the operation of defences, and the individual is modified in turn by the

institutionalization of the defences.

The social organisation, for Menzies, was being influenced by a number of

interacting factors,

> crucial among which are its primary task, including such environmental
> relationships and pressures as that involves; the technologies
> available for performing the task; and the needs of the members of the
> organization for social and psychological satisfaction, and, above all,
> for support in the task of dealing with anxiety. 1959, p. 100

Of these three components, she felt that the primary task and the technology were of

secondary importance. The viability of the task and the availability of technology were,

for her, only limiting factors in the overall organisation of the institution.

> Within these limits, the culture, structure, and mode of functioning are
> determined by the psychological needs of the members. p. 101

In contrast to Jaques, Menzies considered the structure of the organisation to be a

direct result of the needs and experiences of its members at work.

The roles, relationships, and performance of the work are defined by the

members, Menzies said, to protect them from the nearly overwhelming anxiety

inherent in the work and the environment. This creates what she called the 'socially

structured defence mechanisms' that evolves into a 'social defence system'.

> A social defence system develops over time as the result of collusive
> interaction and agreement, often unconscious, between members of
> the organization as to what form it shall take. The socially structured
> defence mechanisms then tend to become an aspect of external reality
> with which old and new members of the institution must come to terms.
> p. 101

The collusion between the members in the social defence is dependent on each

member using the same defence mechanisms of denial, splitting and projection. Once

the community creates a shared system of defences, Menzies says, those defences

become not just culturally acceptable to the group, but required of each new member

(p. 105). Menzies maintained that the capacity for symbol formation was inhibited by

the social defences because of this 'enforced introjection' (p. 116).

Menzies described how the social defence system could never be

completely successful at eliminating the experiences that generated anxiety. There

needed to be a compromise between the social defence system and the primary task

(p. 109). The compromise, she said, allowed the reality of the situation, and the

anxiety, to intrude on the defences. Menzies concluded, that 'the social defence

system itself arouses a good deal of secondary anxiety as well as failing to alleviate

primary anxiety' (p. 110).

Menzies did not credit the institution for facilitating the defences. The

defences, according to Menzies, were only operated by individuals, and it is the

combined behaviour of individuals that links the individual psychic defences to the

institution (p. 115). The matching processes that Menzies described to align the social

and individual defences used the mechanisms of projection and introjection.

> The processes by which an adequate degree of matching is achieved
> are too complicated to describe here in detail. It must suffice to say
> that they depend heavily on repeated projection of the psychic defence

> system into the social defence system and repeated introjection of the social defence system into the psychic defence system. This allows continuous testing of match and fit as the individual experiences his own and other people's reactions. p. 115

The match and fit processes that Menzies described explain how some individuals can fail to form a lasting relationship within an organization. The match between an individual and an organisation needs to be based on the mutual operation of the defences in order for the relationship to last (p. 115). Unfortunately this match and fit process also makes innovation and change extremely difficult to introduce. As Menzies concludes, 'It is the tragedy of the system that its inadequacies drive away the very people who might remedy them' (p. 117).

Menzies has been criticized for not giving enough weight to social issues (Chernomas (2007), Auestad (2011)). Her critics argue that the organisation's foremost purpose is capitalistic, and that issues of class and gender are intertwined with the work task and social system. This doesn't negate the existence of the social defence system, but may add other elements from the social to the psycho-social perspective.

Summary

Even though the eleven respondents to this thesis were not a group, nor were they all from the same organisation, their repertory grids displayed many common characteristics. It suggests that individuals have common constructs of work, and would be liable to join with others to protect themselves or their ideals. The same repertory grid method applied in a group might reveal patterns of projection, introjection, and identification around similar ideas and personifications.

Without an understanding of unconscious processes, business management's perspective of the individual may be limited to narcissism. From this perspective, as the literature review of business management shows, it appears as

logical that if employees are not seen to adopt the organisation's objectives it is

because of a narcissistic lack of identification with the organisation. Therefore it

appears to follow that the solution is equally logical. Individual behaviour must be

changed to ensure success. This view of the problem and its solution simplifies the

complexity of individuals and their interaction with the organisation.

The psycho-social perspective gives prominence to part of the result

uncovered by the research for this thesis. That is, that narcissism is common to many

respondents' constructs. It points to narcissism as something that originates from

within an organisation, and becomes representative of the individual's understanding

of that culture, or system. It may be part of what Bion called the 'group

mentality' (1961, p.50).

> It can be seen that what the individual says or does in a group
> illumines both his own personality and his view of the group;
> sometimes his contribution illumines one more than the other. Some
> contributions he is prepared to make as coming unmistakably from
> himself, but there are others which he would wish to make
> anonymously. If the group can provide means by which contributions
> can be made anonymously, then the foundations are laid for a
> successful system of evasion and denial p. 50

The respondents' unconscious data assert that individuals are not narcissistic. Yet, the

data also reveal a tendency of the group to use narcissism as a description of others.

Looking at the organisation as an entity, the authors in this section suggest that it may

be the organisation that is narcissistic. It is the organisation as a whole that serves only

its own purposes by working primarily to perpetuate its existence through continuous

growth. This is similar to Bion's description of a basic assumption group, that is, its task

is to preserve the group.

The narcissism of the organisation may be the root of the failure of the

individual's identification. There may be a lack of good characteristics for the individual

to introject. The organisation's objectives, put forward as shared ideals, are too self-

serving and fleeting. They may not satisfy the individual's desire for a noble ideal to

define the future. The result is that narcissism is a rejected characteristic that is

projected onto bad objects. The individuals in this thesis research have demonstrated

that they can relate to organisational objects, and they can accept the good and bad

characteristics of a whole object. The individual is not narcissistic, but the bad

characteristics that they reserve for their split off persecutory objects are those of

narcissism.

        The organisation does not recognize its own narcissism, and it has created

a method to both voice narcissism and deny it by projecting the group narcissism onto

individuals. This is evident in the individual unconscious data that describe narcissism

as a bad characteristic to be feared and projected. Narcissism exists within the system

but cannot be acknowledged or addressed. This can contribute to the anxiety that

perpetuates the system like the social defence system described by Klein. The

individual assumes a role, whether manager or employee, to express the anxiety

generated by the system (Jaques). Within this system, the quick fix contributes to the

group function. It also makes that function fail and need to be repeated.

        The purpose of the quick fix isn't to make employees happy, or to resolve an

adversarial relationship between workers and managers, or to fix an unsuccessful

business. The quick fix is part of the system of business management practice

because anxiety is part of the system, regardless of whether it originates from external

or internal sources. The quick fix focuses on narcissism because narcissism is part of

the anxiety of the organisation. If the relationship between the anxiety and the defence

cannot be reflected on and interrupted, it confirms why the quick fix persists. It persists

even though it fails to resolve the stated problem - identification with the organisation

and its objectives.

The quick fix perspective has a complex history and an equally complicated present that puts together the unconscious processes of the individual with unconscious social processes. It is that complex interaction that cannot be swiftly or easily directed to a different result as the quick fix may promise. It is hoped that this thesis contributes to the conversation and continued research into an area that effects many people and the effectiveness of many organisations.

Appendix A

	Page

George															
treat people to get things done	1	5	1	1	1	1	1	4	1	1	3	4	1	1	1	help people
enable people	1	2	1	2	2	1	5	1	3	1	1	4	2	2		micromanager
bully	5	5	5	5	4	4	1	5	1	1	5	5	3	3	4	would take a bullet for
good listener, wants facts	1	1	1	1	5	1	4	1	4	5	1	1	4	2	2	jumps to conclusions
leaves bodies in path	5	5	5	5	5	5	1	5	1	1	5	5	3	4	4	cares about people
broad strategic thinkers	3	3	3	3	1	1	5	1	5	1	1	3	4	4	1	thinks he is

Figure 17 - George Grid Results

Figure 18 - George PCA Plot

Martin

softspoken	1	4	1	5	5	2	3	3	3	4	4	3	5	5	2	boisterous
loyal	1	1	1	1	2	1	5	3	4	1	2	1	2	4	2	untrustworthy
visionary	2	4	2	3	4	3	1	1	5	1	2	2	3	4	1	tactical
creative	1	3	2	3	5	4	2	1	4	3	1	1	4	4	3	practical
self centered	5	5	4	5	3	4	5	1	2	1	5	4	5	4	3	team player
thinks out loud	3	5	4	4	2	1	3	2	1	3	3	2	4	2	4	thinks before speaking

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 19 - Martin Grid Results

Figure 20 - Martin PCA Plot

Analytical	2	4	1	2	1	2	1	1	3	1	1	1	1	2	Emotionally driven
leader/teamwork	1	1	3	5	2	1	1	3	5	4	2	2	4	3	3	lone wolf
corporate (stable)	1	1	1	2	1	3	2	2	5	2	2	4	3	2	2	entrepreneurial
extrovert	1	2	3	2	1	3	2	2	1	2	2	5	4	3	2	introvert
adventurous (willing to try new things)	4	2	4	4	3	4	1	3	1	2	3	2	1	3	2	play it safe
frugal	4	2	3	4	3	4	2	2	1	2	4	2	4	1	1	spendthrift

Heading: Eric

Entities (top to bottom):
hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 21 - Eric Grid Results

Figure 22 - Eric PCA Plot

Norman

think alike	1 1 5 5 3 3 4 1 4 2 1 1 5 1 1	asks a lot of questions
competence (trust opinions)	1 1 1 2 3 3 5 2 4 2 2 1 1 2 1	incompetence
very helpful (mentor)	1 1 1 2 1 3 4 2 5 2 2 1 2 2 1	not helpful
moving the ball forward (results oriented)	1 1 1 1 5 4 5 2 3 4 2 1 2 1 2	moving the ball around (towing the line)
wouldn't want to know them outside work	5 5 5 3 4 2 1 4 1 2 3 4 3 5 5	very friendly
innovative	2 4 5 3 4 4 3 2 4 5 1 2 5 5 1	clinical

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 23 - Norman Grid Results

Norman

innovative ×

enthusiastic about company products
think alike ×   not helpful

                                                          moving the ball around (towing the line)
                                                          × incompetence
hires experts .   best boss .   × avoids me
                                                          × × wouldn't want to know them outside work
most likely to volunteer
Self .   willing to work for
                              would like to help
very helpful (mentor) ×   . worst boss
very friendly ×   current boss
Spouse
moving the ball forward (results oriented)
competence (trust opinions)   . would like to know better
fashionably new and different

                                          × clinical
                                        . prefers facts graphs and stats

a friend .

                                          × asks a lot of questions

Figure 24 - Norman PCA Plot

Betty															

perfectionist, could lighten up — 1 3 1 2 3 3 5 2 4 1 3 3 2 3 3 — could pick up their socks, lazy

very smart, uses it for good or to outsmart others — 1 1 1 1 2 4 2 2 5 1 1 3 3 2 2 — very green, a sponge who wants to earn

strategic, very big picture, help to progress — 3 2 3 1 3 4 2 1 5 1 4 3 4 4 1 — rude racist vendictive bully

laid back, don't get stressed about work — 5 5 5 1 1 1 1 1 1 4 2 1 5 2 2 — work is too much of their life

not helpful, take satisfaction in your not knowing — 5 4 5 5 4 3 1 5 1 4 4 4 5 4 5 — hardworking, informs you of information you need

go to guys, get everything — 1 5 1 5 5 1 3 4 1 4 1 5 1 1 5 — get the majority

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 25 - Betty Grid Results

Figure 26 - Betty PCA Plot

David

strongheaded	1	4	1	2	1	3	1	2	1	3	4	4	1	1	2	accomodating
willing to cooperate for greater good	2	3	3	1	3	1	4	3	3	2	4	5	1	4	4	just deliver, short term targets
dedication to Organization	3	1	2	3	1	2	3	1	5	1	1	3	4	3	4	dedication to self
thirst for power	1	4	1	3	1	4	1	1	1	1	3	5	3	1	1	doesn't care for power
closed to other opinions	4	3	4	3	3	4	1	2	3	4	4	5	3	1	3	open to friendly suggestion
built in bunker, with others	1	2	2	3	2	2	4	3	1	1	1	3	5	5	1	built in bunker alone

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 27 - David Grid Results

Figure 28 - David PCA Plot

Figure 29 - Karen Grid Results

Karen

thinks in terms of numbers, thinks it thru, doesn't jump	1	5	2	1	1	5	3	1	4	4	3	1	4	5	2	just starts doing
detail oriented	1	1	2	1	1	5	2	1	4	1	3	1	2	5	2	superficial, not patient
knowledge born of experience	1	1	1	1	1	5	2	1	5	1	4	2	1	5	2	soft skills, thinks about people, challenging
work as a team, read their mind, compliment	1	2	2	2	1	5	4	1	3	2	1	5	1	3	2	impose a point of view, not flexible
proud, have to accept their point of view	5	2	2	4	5	1	1	5	1	3	3	1	5	3	4	truth, leading to a goal
everything that is flying is taken for granted, not consistent	5	5	5	5	5	1	5	5	5	5	3	5	5	2	5	show the flag

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 30 - Karen PCA Plot

Henry

analytical, long term	1	1	5	3	2	4	1	3	5	2	2	3	3	2	2	immediate gain
take initiative	3	1	4	2	1	5	1	3	1	2	1	3	2	1	1	follows direction
planning	2	1	5	3	2	4	1	1	5	4	1	3	3	2	2	irrational to setting priorities
goal oriented	1	1	4	2	1	5	1	2	1	2	1	5	3	1	1	participating for sake of knowing people
disorganized	4	5	1	3	4	3	5	4	1	4	5	3	1	4	4	detailed
seasoned in environment	1	3	4	1	1	4	1	5	5	1	5	1	1	1	1	new to environment

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 31 - Henry Grid Results

Figure 32 - Henry PCA Plot

avoid conflict	1	5	1	2	1	1	1	5	5	5	5	5	5	5	5	can face conflict
go getters, make the most of every day, interesting lives	4	3	3	2	2	2	5	2	1	2	1	2	5	3	3	doesn't interest me
micromanager	4	5	5	5	5	3	5	4	2	2	2	1	1	3	3	doesn't tell you how
high energy, workaholic	5	3	3	2	1	1	5	5	2	3	1	1	2	2	2	low key
communication flaw, misunderstood	2	4	5	5	4	4	1	5	1	3	5	5	4	3	5	more socially adaptable
real change agent, make an impact	5	2	5	4	2	3	5	3	1	1	1	1	1	1	3	more cautious

Susan

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 33 - Susan Grid Results

Figure 34 - Susan PCA Plot

Gabe

likes music parties and dance	1	1	4	1	2	1	1	4	1	2	5	3	3	5	5	too old to party
not selfish, not cheap	1	1	1	1	3	1	5	4	1	2	2	1	3	5	2	saves a penny, no happiness
honesty, good people, doesn't beat around the bush	2	1	2	2	2	2	4	2	5	2	2	1	2	5	2	liar, out for himself
jokesters	1	3	2	2	1	1	2	2	2	3	3	5	2	1	5	down to earth
can hold an intelligent conversation, interesting	2	1	1	2	1	2	1	1	5	1	1	2	1	2	1	asshole, non-logical, doesn't get it
look out for others best interests	2	1	2	2	2	2	4	4	5	2	1	1	3	5	1	selfish

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 35 - Gabe Grid Results

Figure 36 - Gabe PCA Plot

Lisa

theoretical	2 2 3 2 4 4 3 3 4 4 4 3 4 2 3	learning to be theoretical
highly committed to their work	1 1 2 5 3 2 2 5 4 1 2 5 2 3 3	more committed to balance and family
entirely competent	2 2 2 2 4 2 2 4 2 4 3 3 2 2	self serving, poor leader
politically motivated for social justice	1 2 2 4 4 4 3 4 3 4 1 3 2 3	not informed
hardworking, sustained attention	1 2 2 3 2 3 1 3 5 3 3 2 3 2 2	lazy
perseveres through difficulties to see job completed	1 1 1 3 2 4 1 3 4 1 3 2 3 1 1	challenges are obstacles that cannot be gotten around

hires experts
fashionably new and different
prefers facts graphs and stats
most likely to volunteer
enthusiastic about company products
current boss
worst boss
best boss
avoids me
would like to help
willing to work for
would like to know better
a friend
Spouse
Self

Figure 37 - Lisa Grid Results

Lisa

prefers facts graphs and stats (m)
highly committed to their work ×
enthusiastic about company products (f)
not informed
(f) current boss
would like to help (m)
learning to be theoretical
(f) avoids me
self serving, poor leader
(m) Spouse
(f) Self   (f) a friend
challenges are obstacles that cannot be gotten around
willing to work for (f)
hardworking, sustained attention
lazy   worst boss (m)
perseveres through difficulties to see job completed
(m) fashionably new and different
politically motivated for social justice ×
theoretical
best boss (f)
entirely competent
(m) hires experts
would like to know better (f)
more committed to balance and family
most likely to volunteer (f)

Figure 38 - Lisa PCA Plot

	Element	Ideal	Rejected	Personal	Tolerated
1	Self	8	0	2	1
2	Spouse or girlfriend/boyfriend	3	0	6	2
3	A person at work who is also a friend	2	1	7	1
4	A person at work whom I recently met and would like to know better	2	2	5	2
5	A person who is currently a peer, but who I would be willing to work for if they were leading a team	4	1	1	5
6	A person I know at work whom I would like to help, or for whom I feel sorry	2	2	3	4
7	A person I know at work who I think avoids me	4	3	1	3
8	My best boss	5	3	1	2
9	My worst boss	0	4	0	7
10	My current boss (or boss's boss if current is best or worst boss)	4	1	3	3
11	The person most enthusiastic about company products and programs	4	2	3	2
12	The person most likely to volunteer for social related projects	2	4	4	1
13	The person who most prefers facts, graphs, and statistics in communications	1	6	0	4
14	The person who always wants to be doing what is fashionably new and different in business	1	5	2	3
15	A senior person who hires experts to make or confirm decisions	5	1	3	2
		47	35	41	42
					165

Table 7 - Frequency of objects by quadrant

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