

BBC -- Winter 2019

Psychoanalytic Perspectives on Group and Organization Life: An Introduction.

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Course description:

From the earliest days of psychoanalysis, Freud reminded us that our intrapsychic and interpsychic worlds are inextricably linked: “In the individual’s mental life, someone else is invariably involved, as a model, as an object, as a helper, as an opponent; ... (which) ... is at the same time social psychology as well.” (1921). This course considers the links between concepts familiar to us in our clinical dyadic work as psychoanalysts and what Bion later called the “Group of Two” to the psychodynamics of membership in groups and organizations as living dynamic systems. We will present a conceptual frame for the regressive and progressive forces that operate, often out of conscious awareness, in group and organizational life. The power of the transference and countertransference and the object relational “organizations in the mind” of the group and organizational identifications, which populate our internal worlds and the associated defenses against basic anxieties will be highlighted. Freudian, Kleinian, and Bionian models, as well as contemporary object relational, relational, intersubjective and field theories will be considered along with dyadic, group and organizational illustrations of how systems impact the intra-psychic world of individuals, and how individuals impact the systems in which they participate.

Learning Objectives:

- 1) Participants will learn how to apply psychoanalytic theory to understand group, organizational and systemic dynamics.
- 2) Participants will consider the mutual, intersubjective forces that both shape experience in small and large groups, and organizations, and that contribute to the structure and dynamic cultures of these systems.
- 3) Participants will learn rudimentary forms of psychoanalytically informed consultancy; assessment, diagnosis, intervention and change.

Main Text:

Diamond, M.A. (2017) *Discovering Organizational Identity: Dynamics of Relational Attachment*, Columbia: University of Missouri Press.

Recommended Readings:

Anderson, D.K. and White, J.D. (2002). Psychoanalytic Organizational Theory: Comparative Perspectives. *Free Associations*, 9:500-525.

Bion, W.R. (1959) *Experiences in Groups and other papers*, New York: Basic Books.

Freud, S. (1921) *Group Psychology and the Analysis of the Ego*, New York: Norton.

Kernberg, O. (1979) “Regression in Organizational Leadership.” *Psychiatry*, 42: 24-39.

Levinson, H. (2002) *Organizational Assessment*, Washington, D.C: American Psychological Association Press.

Menzies, I.E.P. (1960) "A case in the functioning of social systems as a defense against anxiety: A report on the nursing service of a general hospital." *Human Relations*, 13: 95-121.

Further Readings:

Allcorn, S. (2015) "Understanding Organizational Dynamics and Leadership: A Comparison of Four Perspectives." *Organisational and Social Dynamics*, Vol. 15, No.2: 181-209.

Armstrong, D. (2005). *Organization in the Mind: Psychoanalysis, Group Relations and Organizational Consultancy*. London: Karnac.

Diamond, M.A. and Allcorn, S. (2009) *Private selves in public organizations: The psychodynamics of organizational diagnosis and change*. New York and London: Palgrave Macmillan.

French, R. and Simpson, P. (2010) "The work group: Redressing the balance in Bion's experiences in groups," *Human Relations* (63) 12: 1859-1878.

Freud, S. (1933) *The new introductory lectures on psychoanalysis*, New York: Norton.

Gabriel, Y. (1999) *Organizations in depth*. London: Sage.

Gould, L.J., Stapley, L.F., and Stein, M. (2001) *The Systems Psychodynamics of Organizations: Integrating the Group Relations Approach, Psychoanalytic, and Open Systems Perspectives*. London: Karnac.

Gould, L.J. (1997) "Correspondences between Bion's basic assumption theory and Klein's developmental positions: An outline." *Free Association* 7: 15-30.

Jaques, E. (1955) "Social systems as defense against persecutory and depressive anxiety. In M. Klein, et al. (Eds.), *New directions in psychoanalysis* (pp.478-498). New York: Basic Books.

Kernberg, O. (1980) *Internal World and External Reality: Object Relations Theory Applied*, New York: Jason Aronson.

Kernberg, O. (1998) *Ideology, Conflict, and Leadership in Groups and Organizations*, New Haven, CT: Yale University Press.

Kets de Vries, M.F.R. and Associates (ed.) (1991) *Organizations on the Couch: Clinical perspectives on organizational behavior and change*, San Francisco, CA: Jossey-Bass.

Kets de Vries, M.F.R. (2006). *The leader on the couch: A clinical approach to changing people and organizations*. West Sussex, ENG: Wiley.

Klein, M. (1959) "Our adult world and its roots in infancy." *Human Relations*, 12: 291-303.

Klein, M. (1946) "Notes on some schizoid mechanisms." *International Journal of Psychoanalysis*, 27: 99-110.

Rizzolo, G. (2012). Rethinking Tavistock: Enactment, the analytic third, and the implications for group relations. *Psychoanalytic Psychology*, 29: 346-367.

Sievers, B. (ed.) (2009) *Psychoanalytic studies of organizations: Contributions from the International Society for the Psychoanalytic Study of Organizations (ISPSO)*. London: Karnac.

Stein, H.F. (2017) *Listening Deeply: An Approach to Understanding and Consulting in Organizational Culture*, Second Edition, Columbia: University of Missouri Press.

Winnicott, D. (1971) *Playing and Reality*, London: Tavistock.

Assigned (and Recommended) Readings by Week:

To prepare for Week One: M. Diamond, Introduction and Chapter 1 (Recommended - D.K. Anderson and J.D. White)

For Week Two: M.Diamond, Chapter 2 (Recommended -- S.Freud, *Group Psychology* and the Analysis of the Ego.

For Week Three: M.Diamond, Chapter 3 (Recommended -- W.R.Bion, Chapter - Re-View on Group Dynamics).

For Week Four: M.Diamond, Chapter 4 and 5 (Recommended -- I.E.P.Menzies).

For Week Five: M.Diamond, Chapter 8 (Recommended -- O.Kernberg, Regression ...).

For Week Six: M.Diamond, Chapter 6 and 7. (Recommended -- H. Levinson, Organizational Assessment).

Proposed Weekly focus for BBC Course:

Week One: Introduction to the psychoanalytic study of organizational life – overview, history of the field, components and constituents (OR's, GR's, Systems theory etc.), and therapeutic interventions in organizations, and consideration of differences and similarities with individual and group therapy

Week Two: Organizational Culture, Self and Organizational Identity, a multi-layered model of organization (see Diamond, Figure 2 p.50)

Week Three: Group Dynamics, including the typology of regressive and defensive work groups

Week Four: Transference, Countertransference and Potential Space: Interpreting group and organizational dynamics

Week Five: Narcissism and Leadership, Group Identity in Organizations and Society

Week Six: Psychoanalytically Informed Consultancy – Assessment/ Diagnosis, Feedback, Intervention, and Change.