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Outline of manuscript:

Psychodynamic Perspectives on Desire, Power and Authority in Organizations

CHAPTERS OUTLINE:

- I -Introduction: unifying themes
- II -Sociological and psychodynamic language in the study of organizations
- III -Psychodynamic traditions in the study of organizations
- IV -Organizational structure and personality styles
- V -Sexuality in organizational life
- VI -Bureaucratic structures as sources of anxiety
- VII -Organizational culture as collective defenses against anxiety
- VIII -Paradoxes of leadership in different cultures
- IX -The social and psychic boundaries of subordinacy
- X -The impossible profession: consultancy and the creation of
Knowledge in different cultures
- XI -Bridging the gap between sociology, cultural studies and
psychoanalysis

I-INTRODUCTION

- Why this book?

The manuscript is a response to the need to link sociological, psychoanalytic and cultural views of organizations in order to understand social change within a globalization context.

- Unifying themes:

- . The illusion of rationality
- . The links between inner conflicts and structural constraints.
- . Inner resistance and outer conformity to organizational goals.
- . The psychic impact of gendered bureaucratic structures: culture of male domination and fantasies of nurturance;

“the law of the father” and heterosexual control.

. The workplace as a projective screen for the expression of childhood wishes, and unfulfilled emotional needs.

. The language of organization and the myth of the workplace as “Family” and/or friendship patterns.

. Cultural differences in the perception of organizational dynamics.

II-SOCIOLOGICAL AND PSYCHOANALYTIC LANGUAGE IN THE STUDY OF ORGANIZATIONS

- The sociological and psychodynamic meaning of power and authority in organization.
- Rational and non-rational factors in organizational behavior.
- Unconscious factors at work.
- Adult socialization: learning, identification, and internalization of norms.
- Structures: Social and psychic structures.
- Behavior: purposive social action, emotional work, and predispositions.
- Resistance: opposition to normative expectations, unconscious group projections and symptom formation.
- Group, interpersonal, and intrapsychic conflicts.
- Repression and the repressive hypothesis.

Figure II-1 summary of sociological and psychoanalytic concepts in the study of organization (a glossary of terms is being put together by George)

III-PSYCHOANALYTIC TRADITIONS IN THE STUDY OF ORGANIZATIONS

- Introduction. Overview of sociological and psychoanalytic traditions in the study of organizations.
- Psychoanalytic traditions:
 - .Socio-cultural systems
 - .Group Relations model
 - .Psychodynamic approach
 - .Socio-psychoanalytic approach
 - .Psycho-cultural model

Figure III-1 Summary of psychoanalytic traditions in the study of organizations.

Figure III-2 Overview of institutional support for psychoanalytic research on work and organizations.

IV-ORGANIZATIONAL STRUCTURE AND PERSONALITY STYLES

- Organizational needs and personality styles of functioning
- Conflict between organizational goals and emotional needs
- Fit or lack of fit between personality styles and organizational tasks. The Peter principle revisited.

V-SEXUALITY IN ORGANIZATIONAL LIFE

- Sexuality: the forgotten or the forbidden topic in the study of organization?
- The sexuality OF organizations:
 - .The sexuality of power and the power of sexuality.
 - .The control of sexuality: sexual harassment in the work place.
 - .The enforcement of an heterosexual ideology/ homophobic fears.
 - .Desexualization or erotization of the work culture?
 - .Sexual desire in the service of the organization.
- Sexuality IN organizations:
 - Repression of sexual desire and organizational goals.
 - Sexual needs and loyalty to the firm.
 - Sexuality as a binding force: a pre-oedipal model.
 - Sexuality as competition: an oedipal model.

VI-ORGANIZATIONAL STRUCTURE AS A SOURCE OF ANXIETY

- The work place as an idealized projection of "the family" and of friendship groups
 - .Organizational structures and fantasies of nurturance and protection
 - .The family image and managerial control
 - .The representation of the workplace as a big family and the maintenance of gender inequality
- Anxiety provoking social structures:
 - .Discrepancies between power and authority: alienation and entrapment.
 - .Uncertainties of responsibilities and paranoia.
 - .Structures of dependency, layers of accountability and sado-masochistic cycles.
 - .Powerlessness, rule mindedness and rigidity of character.

.Arbitrary authority, surface conformity and passive aggressive stand.

VII-ORGANIZATIONAL CULTURE AS COLLECTIVE DEFENSES AGAINST ANXIETY

- The culture of the workplace and the creation of organizational myths.
- Boundary maintenance and the fulfillment of emotional needs.
- Organizational conformity and identification with the workplace.
- Coping Mechanisms in groups and individuals: the creation of work cultures and a work ethic.
- The "good enough" work environment.

VIII-PARADOXES OF LEADERSHIP IN DIFFERENT CULTURES

- Regression in groups: hostility and nurturance.
- Charismatic authority, narcissistic gratification and the "familial" self.
- Leadership and personality styles.
- Gender identity in leadership.
- Fantasies of power: childhood omnipotence regained.

IX-THE SOCIAL AND PSYCHIC BOUNDARIES OF SUBORDINACY

- Dependency in subordinacy.
- Ego Ideals and structural obstacles to connection.
- Mastery in subordinacy/superior relationships.
- Mentorship: the dilemma of connectedness and separation

X-THE IMPOSSIBLE PROFESSION: CONSULTANCY AND THE CREATION OF KNOWLEDGE IN DIFFERENT CULTURES

XI-CONCLUSION: BRIDGING THE GAP BETWEEN SOCIOLOGY, CULTURAL STUDIES AND PSYCHOANALYSIS