

**Psychoanalytic Studies of Organizations:
Contributions from
the International Society for the Psychoanalytic Study of Organizations (ISPSO)
1983-2008**

Burkard Sievers (ed.)

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Cover image: tapestry by Max Daches, ca.1969

This book samples the groundbreaking work that has been developed over the last 25 years by psychoanalysts, writers and practitioners associated with the International Society for the Psychoanalytic Studies of Organizations (ISPSO).

What characterizes this collection of original papers is an attempt to look at organizations, groups, teams and organizational role holders using psychoanalytic, systemic and psychodynamic perspectives that collectively eschew superficial, linear, prescriptive and mechanistic views of both the system and the individual within.

These papers, delivered as presentations to the Society during the Annual Symposia of the ISPSO from its inception in 1983 to-date, collectively form an important commentary on the changing societal dynamics and current preoccupations facing the contemporary organizations, their leaders and their workforce. As such, these papers are representative of many that have contributed to and documented the development of the thought and praxis from a psychoanalytic perspective and systems thinking over the last quarter of century. Whilst most of these papers have already been published elsewhere, the ISPSO as an organization wished to include them in this volume, recognizing their lasting influence and legacy as well as their ongoing impact upon the thinking and the practice of its membership and beyond.

The 16 authors contributing to this volume address three important themes: theoretical exploration and application of the psychoanalytic framework for organizational analysis and consultancy (Gould, Menzies Lyth, Lawrence, Hirschhorn, Armstrong, Long) the unconscious dynamics, organizational anxiety and the social character of ritualistic organizational defenses (Diamond, Krantz, Gilmore, Bridger, Stein) and finally, the exploration of the potential for creative leadership and collective creativity (French, Simpson, Harvey, Sievers and Amado).

This book is being offered as *a gift of intellectual legacy* bestowed by the ISPSO during the year in which the Society celebrates its 25th Anniversary, both to the members of the Society, as well as to the wider community of interest. It is offered in the hope that psychoanalytic thought can find an ever wider application as a unique method of thinking and consulting, and that this will contribute to the efforts of our leaders, followers, consultants and researchers addressing the considerable challenges facing organizations today.

The book contains the following papers:

1985 New York

Michael A. Diamond, The Social Character of Bureaucracy: Anxiety and Ritualistic Defense.

1986 New York

James Krantz & Thomas N. Gilmore, The Splitting of Leadership and Management as a Social Defense.

1987 New York

Harold Bridger, To Explore the Unconscious Dynamics of Transition as it Affects the Interdependence of Individual, Group and Organizational Aims in Paradigm Change.

1988 New York

Laurence J. Gould, Using Psychoanalytic Frameworks for Organizational Analysis.

1990 Montreal

Isabel Menzies Lyth, Institutional Consultancy as a Means of Bringing About Change in Individuals.

1995 London

W. Gordon Lawrence, Social Dreaming as a Tool of Consultancy and Action Research.

1996 New York

Howard F. Stein, Death Imagery and the Experience of Organizational Downsizing: Or, is Your Name on Schindler's List?

1997 Philadelphia

Larry Hirschhorn, The Primary Risk.

1998 Jerusalem

David Armstrong, Psychic Retreats: The Organizational Relevance of a Psycho-Analytic Formulation.

2001 Paris

Robert French, Peter Simpson & Charles Harvey, Negative Capability: The Key to Creative Leadership.

2002 Melbourne

Burkard Sievers, Against all Reason: Trusting in Trust.

2005 Baltimore

Susan Long, Sad, Mad or Bad: What New Approaches Should We Take to Study Organisational States-of-Mind?

2007 Stockholm

Gilles Amado, Potential Space: The Threatened Source of Individual and Collective Creativity.

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