Psychological and moral foundations of organizational development

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Resumen

Este artículo propone una clasificación a 3 niveles de los modelos psicológicos disponibles para el desarrollo organizacional: (1) Desarrollo como trabajo dentro del rango ordinario de la capacidad humana, (2) Transformación como un corrimiento hacia niveles más altos y nuevos de las capacidades humanas, (3) Evolución como cambios más profundos en la conciencia.

The psychological foundations of Organizational Development (OD) will determine the nature and direction of the organizational changes. We will look at some of the options among theory models in psychology and recommend an innovative approach. It is important to recognize that we are not locked into one model of human nature or one truth[1] about human consciousness. There are many rare, latent possibilities that in the future could become common.

MANAGERIAL VULNERABILITY

Most managers, especially technical managers, simply adopt an OD approach that happens to be important at the time. This will make the manager vulnerable to the misuse of tools. A first danger is that the direction of change might not match one's own personal, business, and/or moral values, resulting in eventual conflict. A second danger is that the direction of organizational change might not match the future requirements of the business if new markets develop, different types of competitors enter the market, or new technologies change the nature of the business. A third danger is that one may not be willing to manage the resistance to change; many OD efforts are tried on a provisional basis and abandoned because the leaders do not understand the foundations and rationales well enough to persist in the face of resistance.

SELECTION OF A MODEL

Because there is not a universally accepted model of human nature, a manager needs to select a psychological model. Any model of human nature has moral implications because it will imply norms about how we should be. To make a reasonable selection, the manager needs to consider: his[2] degree of authority, business requirements, constraints, and values in relation to the corporate culture.

We will divide the models into three categories: developmental, transformational, and evolutionary (Table I). The population estimate is informal.

Table I: Categories of Psychological Models

Categories	Presupposition	Direction	Population Estimate
Continunity	ordinary processes	education, adjustment	90%
Discontinunity	transformation	critique of society	9%
Evolution	leaps, emergence	genius, great man, world leader	1%

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The traditional, developmental models have difficulty teaching us how to promote three crucial components of competitive advantage: 1). far-reaching creativity, 2). deep-hearted enthusiasm, and 3). self-less cooperation in team-work. Yet no one would deny the competitive advantages that a company could gain if it could use the moral power of its socializing processes and corporate culture to help people reach these higher functional levels.

The Table II lists some theoritities who are representatives of psychological models.

Note that many management theorists have simply developed models of organizational change without attempting to uncover the psychological foundations. However, all attempts to deal with man imply a tacit model of human nature, even if unspecified or unknown. Theories of learning and motivation have developed both in and outside of the discipline of psychology without linking them to the more general concept of personality or personal identity. The following is a list of typical motivational factors in business[3]: setting goals, recognizing work, participation, measurement, fairness, group rewards, team building. In addition to these motivational factors in individuals and groups, Treviño cites the collective or company-wide factors of a common vision, a common mission, intercommunication, and clear company priorities.

Although not all of these motivational issues are established on a clear psychological theory model, they all must find their place in an existing one or a new one. A general theory model will establish the dynamics of personality, consciousness, and personal identity. It is through identity that a person either mobilizes traits or retards them. For example, a cynic may rebel against the team building and make the members of the team a negative reference group: what he does not want to be. Therefore, it is crucial to synchronize two identities: the individual identity and the company identity. Corporate identity answers who we are (together), why we exist as a company or organization, and what is important to us. In other words, psychological tools like motivation theory and learning theory should not be used lightly in isolation from the inter-relationship of individual/organizational identity as united in a more general psychological model. Action items in an OD program have profound implications, largely governed by the underlying psychological model which presupposes a theory of human nature.

A NEW PSYCHOLOGICAL MODEL FOR OD

One of the most promising evolutionary-level models for organizational change is Psychosynthesis. It is a state of the art or leading-edge model for OD.[4] This theory was developed by a psychiatrist in Italy, Roberto Assagioli.[5]

Fig. 1. Roberto Assagioli.

Table II: Selected Types of Theory Models

Developmental Models	Transformational Models	Evolutionary Models
Conditioning: man is a product of habit or stimulus-response association (B.F. Skinner). An OD application is Management by Objectives and Central control.	Collective: man contains both his personal unconscious and a collective unconscious (C. Jung, E. Von Neumann, Teilhard de Chardin, J. Campbell)	Psychosynthesis: man can identify seven types and integrate lower and higher functional levels of consciousness (R. Assagioli, J.W. Cullen)
Psychoanalytic: man must face unconscious processes and reconcile those instincts with the constraints of society (S. Freud & neo-Freudians) An OD application is conflict resolution.	Intuitive: man can train right-brain and whole-brain processes (R. Ornstein, C. Tart, S. Krippner)	
Role-Theory: man is a socialized being who internalizes various roles and social beliefs (G.H. Mead, P. Berger, D. C. McClelland) OD application are Herzberg's Two-Factors theory of satisfiers/dissatisfiers and group dynamics.	Transpersonal: man can go beyond the ordinary hierarchies of need and find spiritual needs (W. James, A.H. Maslow, J.L. Rosenberg). OD applications would be spirituality in the workplace, business and consciousness, and some aspects of business ethics.	
Cognitive/Developmental: the infant, child, and adult have different structures for their perceptions (J. Piaget, E. Erickson, J. Bowlby)		
Gestalt: man develops through completion and closure (F. Pearls)		
Hierarchical: man must fulfill basic needs before actualizing higher needs (A.H. Maslow). An OD application is Theory Y management with sensitivity training.		
Meaning: man seeks a meaningful existance in terms of values and purposes (V. Frankel)		
Existential: man must live in authenticity or suffer neurosis (L. Binswanger, M. Boss)		
Diological: man exists with intrinsic worth in relationship to other individuals (M. Buber, C. Rogers). OD applications are sensitivity training, Theory Z quality circles, and team building.		

Application of the theory to OD has been explored extensively by John W. Cullen. Below is Figure 2, Assagioli's Basic Model.[6]
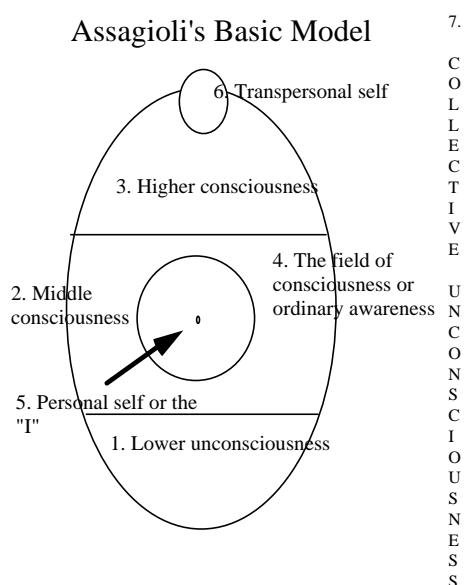
Assagioli's Basic Model

Fig. 2.

One of the first things we notice in Assagioli's model is that in addition to the Freudian levels (numbers 1, 2, 4 and 5) and Jung's additional level (7), there is also the level of higher functionality in consciousness (3) and the transpersonal self (6). It is these latter two aspects of psychodynamics that differentiate Assagioli. His concept of the higher functionality in consciousness (3) includes but goes beyond the aspects being considered in what we referred to above as transformational models. His concept of the transpersonal self places him in the third category of evolutionary models.

In addition to the general model, Assagioli differentiates five levels on which psychological types can manifest: the physical, emotional, mental, personality, and transpersonal. We each have within us all of these levels, and we can be oriented mainly through one. Which ever one is our focus, its type is crucial; the other levels can have other types with modifying influence on the main type. The first three levels are obvious in concept. The fourth level, personality, should be characterized more specifically as an integrating power of a more fully developed self identity which brings the lower three levels into coordination for the purposes of the personal self. This point means that we have to achieve a personality. Prior to that achievement, we may use the idea of "I" or individual interest, but we do so first driven by physical needs, second by emotional drives, or third by mental conceptual systems, ideologies, etc.

The fifth level, transpersonal, refers to the even greater achievement of reaching the transpersonal self and becoming oriented through a higher level of functionality in consciousness that goes beyond the needs and values of the ordinary world.[7] As noted, only a small percentage of people can be said to have achieved this higher level of functionality in consciousness, but proportionately we believe that it will be shown that these people are increasing more rapidly than any other group in both numbers and influence. The recent research of Mihaly Csikszentmihalyi, at University of Chicago, points in this direction.[8] It is nevertheless important that we view the ordinary levels as stepping stones to this higher fuctional level so we know where we are going and what is possible.

SEVEN PSYCHOLOGICAL TYPES

One of the most practical applications of Assagioli's model to OD is the differentiation of seven psychological types or qualities, itemized in Table III, Part 1.

Table III, Part 1: Typology in Psychosynthesis[9]

Types	Characteristics	Pathology	Leadership Styles	Counseling Styles	Sub-Personality
1. WILL	Power, direction, purpose, planning, independence, leadership, synthesizer	Paranoia	Directive, top-down	Tell them what is wrong, get on with it	+ Dictator – Doormat, passive
2. INCLUSIVE-NESS	Attraction, group consciousness, inclusion, wisdom, understanding, love	Schizophre-nia	Participa-tive, sensitive	Non-directive, client-centered	+ Suffer rejection – Unfeeling, cold
3. CREATIVE ACTIVITY	Abstraction, organization, manipulation, skill with energy, money and processes	Compulsive-ness	Manipula-tion	Rational, give arguments and reasons	+ Workaholic – Lazy
4. HARMONY	Harmonization of conflicting elements, creativity, imaginative, intuitive, artistic	Manic-Depressive	Conflict resolution	Synthesis, find common elements & patterns	+ Conflictive Indecisive – Unappre-ciative
5. SCIENTIFIC	Concrete mind, searching, discovering, analyzing, exact, separative, demanding hard evidence	Self-detachment Schizoid split	Expertise, bring in the facts	Behavior Modification, Conditioning	+Mental constipation, one rigid truth – Unground-ed, flaky
6. IDEALIST	Devoted, one-pointed focus, devoted, loyal, reverent, self-sacrificing, fanatical	Obsession, fanaticism	Charis-matic, inspira-tional	Invocative, able to portray the highest ideals to strive for	+Fanatic – Meaning-lessness
7. ORGANIZER	Order, rule, precedent, detail-oriented, implementation, formal, ceremonial, either superficial or enlightening physical plane living	Rigidity, repetition compulsion	Organizing ability used to coordinate all elements	Put life together, get organized, get things done	+ Over structured, super-organized, procedural – Slob, careless

Table III, Part 2: Typology in Psychosynthesis[10]

7 Types with Their 5 Levels	1. Physical	2. Emotional	3. Mental	4. Personality	5. Transpersonal
1. WILL	Strong, athletic	Cut off, unfeeling	Concentrated, focused, will directs the mind	Being in charge of oneself	Inspired leader
2. INCLUSIVE-NESS	Sexuality, collections of things	Romantic, attracts and is attracted to others	Collector of ideas, dilettante	High self-esteem	Impersonal love, wisdom
3. CREATIVE ACTIVITY	Highly active	Moderate emotions, stoicism	Cognitive strength, manipulation of ideas	Very successful, financiers, stock brokers	Active servers for world causes
4. HARMONY	Love of beauty	Constant cycles of highs wonderful and lows awful	Intuitive, able to see many sides of issues, takes a long time to make up his mind	Fine artist, negotiators, sympathetic counselors	Great artist, intuitives, able to find underlying unity
5. SCIENTIFIC	Observing, gathering facts. Trivia.	Insensitive. Sticks to sense data, so rarely looks inside.	Primary mode, cognitive dexterity	Scientist, analytic type	Illuminated, with grand insights, often break-throughs beyond paradigms. Science of the self.
6. IDEALIST	Physical perfection, movie star	Extreme attachment to ideals. Worship heroes, gurus	Absorb the values attached to the ideals	Gain realism about ideals, beginning to be more practical	See possibilities of many ideals, acceptance of diversity. Seek to invoke trans-personal values.
7. ORGANIZER	Put things together, builder	Calm. Follow the book. Impersonal.	Structured, ordered thought processes. Not scattered.	Organizational genius, able to get others to fit into the right place. Ritualist.	Creating new rituals. Manifest the visions and energies of the transpersonal.

Like Jung's model which differentiated four types, the knowledge of a psychotypology allows us to understand others and their different viewpoints, values, and presuppositions. With understanding can come cooperative rather than conflictive patterns of work. Assagioli's model differentiates three major types: decision making, inclusiveness and practical intelligence, shown in the triangle in Figure 3. The minor types are considered sub-divisions of the third major type, Practical and Creative Activity (sometimes called Active Intelligence).

Will

Inclusiveness

Practical Creative Activity

- 4. Harmony
- 5. Scientific
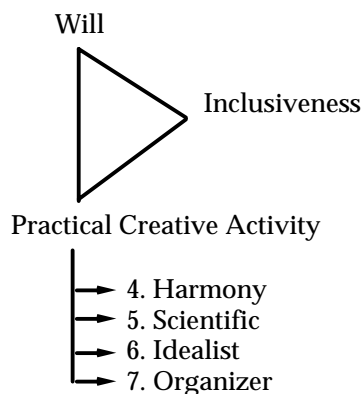- 6. Idealist
- 7. Organizer

Fig. 3. Major and Minor Types

Note, the category of subpersonality in Table III, Part 1, refers to what happens when there is too much (noted with +) or too little (noted with –) in makeup of the person.

Above, in Table III, Part 2, are the five levels. There can be a different qualities for each of the five different levels, for example, a person can have the first quality (Will) on his mental level but the second quality (Inclusiveness) on his personality level. The quality which will exert the strongest influence will be determined by which of the five levels is the strongest in the person.

Table IV, based on Cullen, also describes associations between his new 7 types and the more familiar matrix of 4 types proposed by Jung:[11]

Table IV: Types of Jung and Assagioli[12]

Jung	Assagioli
Mental:	The assertive Odd Numbered assertive qualities: 1. Will, 3. Practical, 5. Scientific, 7. Organizer
Feeling:	The receptive Even Numbered Receptive Qualities: 2. Love, 4. Beauty, 6. Ideal
Sensing:	5. Scientific, 2. Love as sensuality, 4. Beauty as visible expression
Intuitive:	4. Beauty as inner expression 1. Will as visionary leadership

The seven types each have qualities which contain positive and negative characteristics. In addition to list of "too much and too little," noted in Table III, Part 1, we can glimpse some of the negative sides of each type by citing what each type needs as a supplementary quality to balance out its negative tendencies[13] as seen in Table V.

One key element for organizational evolution and achieving the latent possibilities of the transpersonal self is that one fulfills the positive characteristics of the various types, avoids the negatives, and suplements the inherent deficiencies. A second key element is the development of the transpersonal self. which includes what José Vasconcelos called conscience and the ability to get beyond self-interested needs and motivations. Although these elements are now rare, they are the foundations of future competitive advantage.

Table V: Supplementary Qualities Needed

Psychological Type	Supplementary Quality Needed
1. Will	Inclusiveness to open to other's perceptions and needs
2. Inclusiveness	Centralization to establish a point of focus
3. Practical Creative Activity	Stillness to slow down frenetic, compulsive, workaholic activity
4. Harmony	Steadfastness to stop swinging back and forth between oppositions
5. Scientific	Detachment to let go of material facts and appreciate subjective worlds
6. Idealist	Silence to still the frenzy of fanaticism and the conviction that your belief is the only truth
7. Organizer	Flexibility to keep the organization from becoming all powerful and all controlling

In conclusion, we need to investigate the range of psychological models in order to understand the direction which an OD system of change might take us. The leading-edge model of Psychosynthesis is most appropriate if:

- Your position in the company allows you latitude to implement OD

- Your company's business requirements include rapid change, whether in competitors, technology, financial volatility, or short product life cycles

- You are not constrained to avoid a long-term investment in organizational change, so you can modify culture and build a learning organization

- You personally value creativity, team work, honesty, and integrity, and you believe that people can achieve higher functional levels than are now common.

We can better pursue new organizational models like Total Quality Management[14] and the learning organization when we can appreciate how the range of psychological models includes evolutionary leaps. Whatever psychological theory we use or tacitly presuppose, we automatically establish a set of "oughts" and moral norms about how we should behave and what kind of consciousness we should have.

Fig. 4. John W. Cullen.

While there are other sources of moral imperatives (such as philosophy and religion), the psychological models bring morality unavoidably into the workplace. Long ago, Max Weber realized that one of foundations of capitalism was an evolutionary leap in motivation: the Work Ethic that arouse in the pursuit of religious and political freedom. We need another evolutionary leap which makes a new ethic explicit: there is no way to dictate, demand or enforce 1). creativity, 2). enthusiasm, and 3). dedicated cooperation. When we seek the competitive advantage of these higher

functionalities of human performance, we had better be aware of our options in transformational and evolutional models. The psychological models will (whether we like it or not) determine the effectiveness of OD and the direction of our organizational change programs.

REFERENCES

1.- Loverde, Lorin, "An Invitation to the Histories of Truth," *CiENCiA UANL*, Universidad Autónoma de Nuevo León, México, July-Sept., 1999, Vol. II, Number 3, pp. 212-221.

2.- The masculine pronouns (his, him) and the collective noun "man" are used here generally for both men and women, not gender-specific to men.

3.- Treviño Cuberto, Arnulfo, "La importancia de la motivación," *Ingenierías*. Revista de la Facultad de Ingeniería Mecánica y Eléctrica de la Universidad Autónoma de Nuevo León, México, Jan-April, 1999, Vol. II, No. 3, pp. 33-36.

4.- Although technically, the application of this level of model can lead to evolution (Organizational Evolution or OE), we will continue to refer to the discipline of organizational change by the more accepted term OD. As we have recognized that leadership skills and creativity go beyond management, so also we will recognize that transformation and evolution go beyond development.

5.- Assagioli, Roberto, *Psychosynthesis: A Manual of Principles and Techniques*, The Viking Press, New York: 1965.

6.- Cullen, John W., *The Manager of the Future, Leadership in the 90's: An Introduction to Psychosynthesis Types,* International Association for Managerial and Organizational Psychosynthesis, Thousand Oaks, California: 1990, p. 13.
Webpage: www0.delphi.com/iamophp

7.- "Our age lives as if it imagined that there was at work in the universe a power whose laws are different from those of the phenomena, and when people think seriously about this, they will discover within themselves the germ of this indestructible power; they will find it in their conscience which is capable of self denial..." José Vasconcelos, *Obras completas*, I, 44, as quoted in Martin S. Stabb, *In Quest of Identity,* The University of North Carolina Press, Chapel Hill: 1967, p. 49.

8.- Csikszentmihalyi, Mihaly, *Flow: The Psychology of Optimal Experience*, Harper & Row, New York: 1991, "On of the most common descriptions of optimal experience is that time no longer seems to pass the way it ordinarily does. The objective, external duration we measure...is rendered irrelevant by the rhythms dictated by the activity."

9.- *op.cit.*, Cullen, Note: Tables III, Part 1 and Part 2, put together several Tables from Cullen.

10.- *op.cit.*, Cullen, Note: Tables III, Part 1 and Part 2, put together several Tables from Cullen.

11.- Jung., C.G., *Psychological Types or The Psychology of Individuation*, Pantheon Books, Great Britain: Twelfth impression 1964.

12.- *op. cit*., Cullen, p. 34.

13.- *op.cit.*, Cullen, p. 36.

14.- Loverde, Lorin, "Values, Technology, and TQM," *Ingenierías*. Revista de la Facultad de Ingenería Mecánica y Eléctria de la Universidad Autónoma de Nuevo León, México, Jan-Apr, 1999, Vol. II, No. 3.