



Neurotic Style and Organizational Pathology

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Summary

Many parallels can be drawn between organizational and individual pathologies. We believe that the fantasies of top executives and the neurotic styles to which they give rise are important determinants of the nature of organizational dysfunctions. This is particularly true in centralized organizations where the top executives have a major impact upon organizational climate, structure, strategy and even the selection of the environment; and, where organizational recruitment and promotion processes ensure uniformity, or at least conformity, among the top ranks of executives. Using an empirically derived taxonomy, we have isolated five common pathological organizational types and related each of these to the fantasies and neurotic styles of their top executives. Each type is shown to reflect a large number of elements of structure and strategy that are consistent with and probably caused by the neurotic style of the cadre of top executives. The types are called paranoid, compulsive, histrionic, depressive and schizoid. Implications for management research and organizational change are discussed.

It may be appropriate to begin this paper with a personal note. One of the authors is a practising psychoanalyst, management professor and organizational consultant. He kept noticing a certain amount of similarity between findings from his psychoanalytic practice and his consulting. Organizational problems and orientations seemed very much to mirror the clinical findings about the personalities of the top echelon of executives. There seemed to be an intimate connection between the two, with, for example, organizations run by those with a paranoid disposition having many manifestations of such paranoia in strategy, structure and organizational climate.

The other author has done extensive research trying to identify recurrent organizational Gestalts or common and predictively useful configurations: those which highlight the integral interdependencies among elements of organizational strategy, structure and environment. His sporadic forays into the psychiatric and psychoanalytic literature seemed to point to the power of using the most common clinical configurations as organizing constructs for erecting a typology of problematic organizational adaptive styles. Our previous work in deriving empirical organizational taxonomies elicited five failure or borderline success types that were intimately related to five very common neurotic styles found among individuals. This was quite surprising since executive personalities were not used to generate the original taxonomy.

Human functioning is generally characterized by a mixture of neurotic styles. The same person may possess elements of many different styles, each of which gets triggered in

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