
The Psychodynamics of Apprehension in the Corporate World – A Hermeneutic Review of Literature

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Abstract

Unconscious collaborative fortifications against apprehension can form the structure and procedures of the corporate world in ways that minimize the efficacy of its institutions and their human well-being. It is seldom addressed in business writing, but researched in psycho-dynamically educated literature that reflects on the approach to corporate problems through psychodynamic orientation. This research is a hermeneutic analysis of the literature, to be supplemented by psychodynamic training and practices, which has a two-way history of corporate education and corporate professions. In addition, the key research background is to consider market-oriented opinions about protection, sentiment, and learning that are all subjects of importance to psychodynamics and to put a business viewpoint into integration between the business and the psychodynamics indicated by the literature.

Keywords: Psychodynamic, Psychotherapy, Apprehension, Stereotypes, Hermeneutic

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

Introduction

The aim of choosing this subject consists of searching for and finding a place where psychodynamic and corporate ways of thought meet. Conditions such as logic and emotion are stereotyped. This suggests a simplistic dichotomy between the positivistic, profit-oriented assumptions of the corporate world and the perception in which psychodynamic psychotherapy is established.

By comparison, corporate life is always innovative, energizing and collaborative, while it favours critical reasoning. The psychodynamic approach to human experience, in conjunction with emotions and the impact of the unconscious and thought, invites one to use the learning in ways which foster corporate

outcomes such as personal authority, mature devotion to truth and the empowerment of others.

The corporate psycho-dynamically informed literature also explains its role as the psychodynamic framework (Fraher, 2004b). This tradition focuses on investigating non-rational, implicit and structural mechanisms (Armstrong & Huffington, 2004). This exploration has three main elements: the use of psychodynamic approaches to map the connections between conscious and unconscious mental processes, their application to the study, and founded by the social scientists and family theorists, of group dynamics and systems, though.

Systems thought (Roberts, 1994) built corporate as systems having a task; roles; frameworks and inputs and outputs across sub-groups and from one

corporate to another (e.g., customers and suppliers). Anxiety and defence affect these structural components and are caused by them. However, for this research, the key emphasis on apprehension and defence was omitted from the structural elements of corporate (task, structure, etc...).

In certain situations, it would be irrational not to be fearful of confusion or danger. It would also be irrational not to be nervous about what Freud called signal apprehension (Emanuel, 2000) in the context of heightened vigilance might motivate behaviour (Kahn, 2000). It may also be precautions taken. Apprehension can be persistent and disabled at the other end of the spectrum, as it does in apprehension disorder.

As discussed in the literature, apprehension refers to the uncomfortable sense of a major danger to essential human needs such as to be physically and emotionally secure, be identified with others and know like we are not powerless. If these needs are endangered, the resultant apprehension (if we haven't suppressed it unconsciously) may be a frightful sense to be in the face of unforeseen strangers in unknowing territories (Ogden, 1992).

Discussing such apprehension nearly often entails either a persecuting apprehension or a suicidal apprehension (an inner sense of badness, guilt and concern for another). These unexplained sentiments and latent safeguards like the projection and the scatter are the heritage of infancy (Klein, 1959), caused by a sense of unbearable pain that we feel like children as disquiet rises, and are a danger to survival because we had not yet been able to cope with disquiet. (e.g. starvation, irrigation or overwhelming stimulation).

Philosophy

The literature review technique is based on an interpretative, hermeneutic approach (Koch & Harrington, 1998; McLeod, 2011; Smythe & Spence, 2012). Health and business analysis are always quantitative (Ponterotto, 2005), concentrating on the strict quantification of observations (data) and on carefully testing empirical and positive variables

Table 1: Extract from journal/database analysis

i.e. the verification of hypotheses about connections between causes and effects to reach an understanding which leads to phenomenon prediction and control. Qualitative analysis is also optimistic as it helps to recognize behaviour trends that endorse conclusions and predictions (Lin, 1998). Awareness is sought in all these cases (Schwandt, 1999).

The hermeneutic model, on the other hand, tries to understand and believes that to understand comprehensively it must be interpreted properly (Schwandt, 1994, 1999). It implies that the meanings of all the observers are multiple and influenced by the histories and circumstances. Interpretation is not a technique in this framework, but ontology: an intrinsic way of life is to render sense (Schwandt, 1994). A hermeneutic position does not only refer to texts, knowledge and behaviour interpretations but also literature reviews (Smythe & Spence, 2012). This is particularly valid where the literature itself as pointed out in the following paragraphs, represents hermeneutic understanding.

Identification of Databases

As a first step in sourcing the literature to be discussed, identified the databases that would be most likely to provide access to relevant literature. Because this literature is directed to the readers of versatility, it is necessary to identify journals of interest to these audiences. A compiled sample of 42 journals in which relevant articles were published chosen. The identification of databases that provide access to these and comparable journals was done by using Global Serials Directory (Ulrichsweb.com).

The database that will most likely provide access to applicable literature has been established as an early phase in the selection of the literature to be discussed. Since this research is meant for readers with agility, journals of concern for these audiences have to be listed. A compiled sample of 42 journals publishing related articles were chosen as a sample frame. The name of the index with links to these and comparable journals is used with the Global Serials Directory (Ulrichsweb.com).

Journals	Databases					
	1	2	3	4	5	6
Academy of Management Review	X					
Administration & Society	X	X				
American Journal of Psychotherapy		X				X
British Journal of Psychotherapy			X			
Consulting Psychology Journal				X		
Contemporary Psychoanalysis			X			
Group and Organisation Studies					X	
Journal of Consulting & Clinical Psychology						X
Human Relations	X	X				
Psychoanalytic Dialogues			X			X
Psychoanalytic Psychology			X	X		
Psychoanalysis, Culture & Society				X		
Sloan Management Review	X					

Search Terms

By using search words which have many definitions, the search process was difficult. In addition to the importance here, it might be worried about the apprehension of public speaking or thinking about a crop failing. In addition to unconscious self-

protection, the defence can refer to something physical, legal or military. Besides, the audiences represented by various indexes will probably use these subjects differently such that search words are combined in different ways depending on the site.

Themes, Exclusion Criteria and Inclusion Criteria

A list of themes and a list of exclusion requirements were created and updated during the selection process.

Table 2: Themes (Condensed)

Apprehension (Individual / Group)
Containing or Holding
Context (e.g. Family, Profession, Society)
Defences (Individual / Group)
Leadership / Management
Learning
Corporate Change
Triggers for Anxiety (Personal / Corporate / Social)
Theory: Psychoanalytic, Developmental, Social Defense
Systems Psychodynamics
Vignettes / Case studies

Table 3: Exclusion Criteria (Condenses)

The research paper does not cover or help to clarify any of the themes
Focus on limited themes, such as bio-medicine; psychotherapy for persons or groups; pathology; real dispute or event; the gender and society issues of business-specific concerns; psychoanalytic nuances;
Concentrate on strategic consultancy practice and strategies
Concerning the larger sense, for example, society; culture; public policy
The research uses non-psychodynamic search terminology (e.g. defence).
The primary focus is on structural problems of the corporate e.g. tasks, frontiers and hierarchies

The research explains an action or behaviour analysis
The emphasis is on the military, religious, police or technical institutions.
The emphasis is on the categorization of corporate or personality types (rather than on interactions among individuals, groups and corporate)
The above requirements shall not preclude, but shall not significantly add to the details given by other outlets more effectively (this criterion was applied to later stages of the selection process)

Selection Process

The research papers have been downloaded, read or skimmed except those which were not related to the subjects or passed on filters as seen in Table 2 and Table 3. Many papers have been preserved which seem to add not to the list of references but the

interpretation of the context. Other journals, books and journal articles, which were also collected, qualified and filtered, seemed theoretically beneficial. Throughout the process of thought and writing, this exploration continued.

Table 4: Summary of Inclusion Criteria

The resource presents new or new experience knowledge
The new knowledge or perspective helps to increase comprehension
The researcher’s ideas are logically straightforward
The researcher discusses and explains how hypotheses are valid
The researcher views them according to the required theory or if not, they describe discrepancies and explain their logic
Writing is evident, document organization, explanations are expected to be rational
The source is reviewed by peers and the researcher gives credit sources
The substance and tone of the article do not reflect objective statements

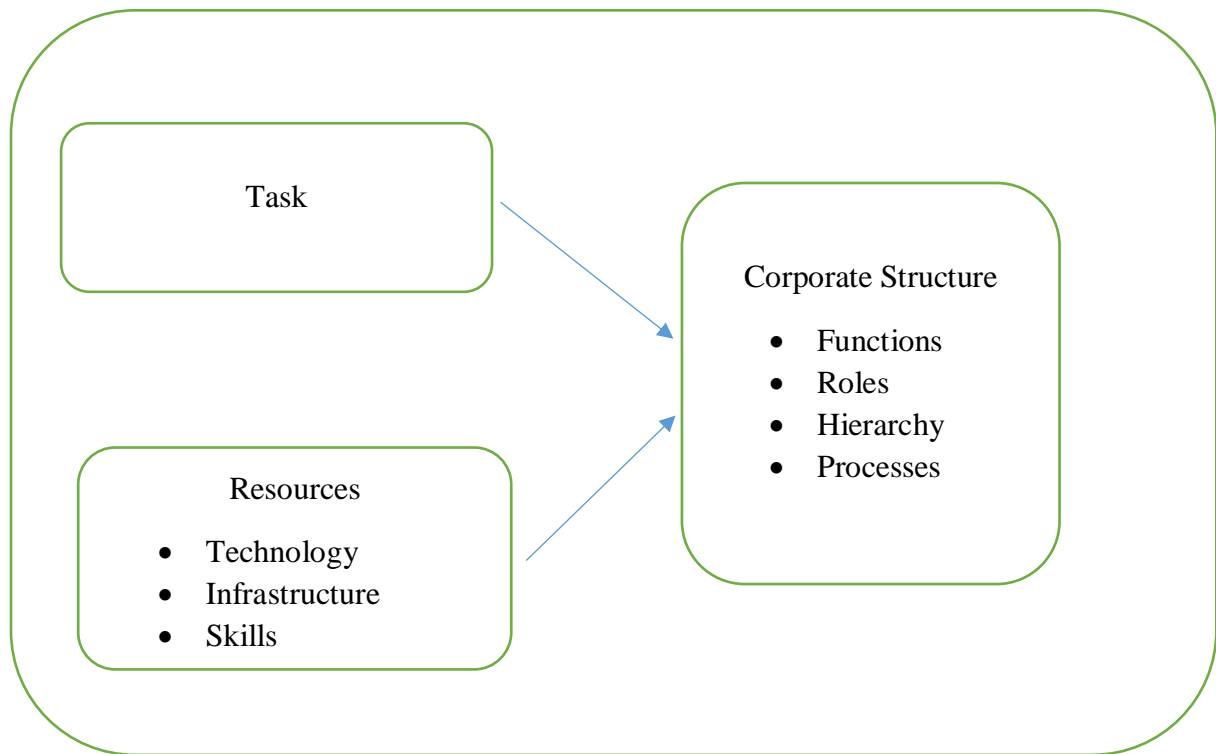
Overview of the Concepts

To provide direction, a review of the main ideas from the literature is given below. In a sub-set of this literature, the concepts will be further discussed in subsequent.

Context: the corporate world presumes to be fair. When a colleague behaves ridiculously, a negative and sometimes derogatory expression in the workplace is sought by individuals. The logical interpretation of irrationality compares a quotation from Jaques (1955) with the psychodynamic perspective:

Many social issues - economic and political - frequently lay at the door of human incompetence, insanity, incorrect conduct, egotism or the need for power will become more understandable if they are seen to include unconsciously driven attempts by human beings to protect themselves against apprehensions whose origins cannot be actively answered in the best possible way at the moment.

The following figure illustrates an example of the logical view of the corporate world:



This infographic is a condensed version of the common view that reasoned choices on how best to use a resource to accomplish a task decide the corporate structure.

Menzies (1960) was the first to propose (Krantz, 2010) that human groups from the corporate world to which they belong unconsciously and collaboratively. The consequence is what she called social defences (Menzies, 1960), which are facets of the nature and processes of corporate that enable participants to escape apprehension or to prevent apprehension.

A corporate characteristic which can become a social defence, because its practices are ritualistic, is bureaucracy (Diamond, 1985). These processes minimize the possibility of mistaking and uncertainty, but also reduce resilience, reducing the capacity to manage new scenarios and restrict understanding because we are unfamiliar with stuff (Goleman, 1985).

These examples demonstrate that social defence can help mitigate or prevent distress created by a challenge or other facets of business life, but at a cost. One illustration is that reform is avoided when the social defence is almost surely being broken. Another expense is selective exposure to the social defences that hinder reasonable activity (Goleman, 1985) and generate additional concerns. A third is that social security from anxiety masks anxiety, misdiagnosis of symptoms and no solution to the true causes of the trouble.

Bion (1961), who extended Klein's theories to group functioning and found that a group often operates at two different stages concurrently, defines a different form of collaborative defence against apprehension. In one level, the group is actively centred on the job mission (work group-mentality), while in one of the many fantasies (basic assumption-mentality) Stokes, 1994, it defends fear.

Summary of the Literature

In the following, the literature which explains and expands upon the highly summarized explanation described above will be discussed. The following parts illustrate separately about the key tools.

Halton, W. (1994): Some unconscious corporate life aspects: psychoanalysis contributions

This theme is the first of its kind (Halton, 1994). It deals with key psychoanalysis principles that inform subsequent parts and is part of *The Conscious at Work* (Obholzer & Roberts, 1994).

Halton (2004), for those who are not familiar with psychoanalytic terminology, acknowledges that references to the unconscious might seem offensive. These principles are not enough to account for anything that happens, but they can alert us about undesired problems and can deepen our knowledge of them and even change them. The use of these principles includes knowledge of and use of the psychoanalytical ideas of persons such as fear and security of corporate emotional systems which are not aware of them.

The first concept – the unconscious one (1994) – is defined as facets of the human mind, secret yet aware mechanisms affected, and conscious thoughts being placed into other levels of context. Halton says that one should learn to listen. For instance, telecommunications systems complaints can be affected by an underlying interdepartmental contact problem.

Another idea is pain avoidance – people work together to build individual defences against harsh feelings that are too dangerous or too difficult to notice (Halton, 1994). For instance, ignoring unpleasant truth could be a challenge if a corporate turn to a support consultant: corporate participants want to know the issue but instinctively and together they do not want to recognize it since previously evaded discomfort is important.

The third central contribution to psychoanalysis is defined by Halton (1994) as the psychological structure developed by the child's play therapist, Melanie Klein, who noted models of thought that guided her to accept the defences of isolation, differentiation, and separation (experiencing one's

own emotions as those of others rather than one's own) as normal. Halton states why this early pattern of protection against persecutive fear was named Klein's paranoid and schizoid stance concerning the child's perception that badness arrives from beyond the individual and schizoid corresponds to the related defence of the division.

In adults, proof of persecutory apprehensions can be found in noting that an entity or a group opposes and applies negative emotions and intentions to others; idealizes and denigrates one person or a group (or themselves); or, usually, a black and white mentality simplifies complicated problems (Halton, 1994). That is because, at this point, inner conflict and a feeling of badness have limited typical abilities to face uncertainty and ambiguity.

This suggestion is explained by the principles of projective recognition and counter-transfer. Halton (1994) explains the projective identity as an implicit interaction, in which one interacts with the insupportable emotions of someone else who is firmly projected. The result can be that a person in a corporate becomes a sponge, holds counter-transfer feelings on behalf of the community and does them, causing people to encounter those feelings implicitly rather than within themselves. The effect can be that the entity becomes a sponge.

Halton (1994) concludes by proposing that understanding and desire to apply psychoanalytic principles to corporate practice develop a capability to track and focus on the effect of implicit group/corporate processes and relation to these processes in various roles.

Jaques, E. (1955): Social security mechanisms against repression and despair

In this paper Jaques (1955) explores the striking strong relation between social phenomena and psychotic processes. Psychotic does not mean mental illness in this context; it refers to a syndrome of intolerable distress that forms part of any child's experience and that can in reaction to harmful situations be re-experienced by adults unintentionally. Jaques indicates that various social problems, which also show human failure, are perceived implicitly as more effective than others.

His paper shows how Responsibilities, conventions and customs structures establish institutions used by people to improve their internal protections against apprehension and remorse.

The discussion of Jaques (1955) collective anti-apprehension defence is accompanied by a review of a lengthy meeting with a production firm that aimed to improve the payment of piece workers. Managers and staff had strong ties for a long time and everyone needed change, but talks were stressful. Staff addressed their apprehension by attributing poor intentions in talks to supervisors and their representatives when dealing with all of them regularly.

Essentially, they were behaving as if they were separate individuals based on the environment and sometimes they were conscious of their irrationality and their knowledge. This is an example of separation, where only one element of complex knowledge or only one side of ambivalent emotions is tolerated at any point in the consciousness. Related defences were displayed by elected representatives and management.

In summary, in its evocative representations of irrational positions of stressful corporate, the influence of the Jaques (1955) paper is a work of teamwork familiar in real life. He was the first (Long, 2006) to propose that members of the community use elements of hierarchical structure to better manage primitive apprehensions induced by life's difficulties.

Menzies, I. Menzies, I. (1960): a case study for social structures of apprehension defence: a report on the study of the general hospital nursing services:

At the end of the fifties Menzies (1960), a major teaching hospital was approached to help the healthcare department develop its educational practices and job assignments. Menzies (1960) comments on susceptibility to the repression and despair, much as Jacques (1955). Menzies (1960) reflects on how individuals unconsciously build and then maintain mechanisms and procedures that defend against apprehension, and to what degree apprehension is caused by such a thing, by

comparison (Armstrong, 2004; Hinchelwood, 2010) to Jaques, who has identified ways that individuals use current organizational structures and processes to relieve previous apprehensions.

Menzies (1960) calls those apprehension-cutting mechanisms social protections and processes and notes how often they seem to become an external fact aspect that old and modern corporate have to contend with. She explains the care programs and their consequences on caregivers in terms that explain psychoanalytical principles and affirm that over the long term, the apprehensions of corporate members will decide the features of the corporate to control and sustain corporate frameworks, standards and procedures that protect themselves against the experience of such apprehensions.

Menzies (1960) starts by talking about the longstanding challenge of the nursing services in getting together the competing demands of employee allowance and student nurses' preparation. Focusing on the origins of the apprehension, its severity and the impact it has on nurses and nursing and the detrimental effects of social defences which have been developed to reduce it or eliminate it concluded that these problems were signs of a maladaptive apprehension coping attempt.

The nursing career was idealized and an expression of distress was judged unprofessional ('Nurses are born, do not make.'). This lifelong caregiver feels lonely which unrepresented and adds to the very high drop-out rate. Menzies (1960) argues that even though these tensions have been long-standing and understood as harmful, action has been discouraged by apprehension over the transition. The new challenges at least were well-known and they were able to cope with them...

Menzies (1960) notes that one must conform to established social defences when joining an institution or risk dismissal by the existing personnel. Such mechanisms that mitigate apprehension include primitive defences such as denial, projection and separation, which "avoid apprehension and prevent the individual efficiently from confronting it and bringing it into an effective relationship with reality." They contrast to more evolved and resilient responses, including a

perception of the apprehensive; “Social defences prevent the people from fully realizing their feelings that would strengthen their belief in and the ability to use the good aspects of them.”

The examples from Menzies (1960) display the idea of social protection vibrantly and richly. While a hospital is more likely to evoke nervous feelings, its descriptions may be applied to other work settings. Explanations of psychoanalytical ideas in the paper tend mainly to psychoanalytical peers of Menzies, but their explanations open their ramifications to a general population and their case studies help to impact the publication.

Stokes, J. (1994): Working unconscious on communities and teams: Wilfred Bion's contributions

As psychoanalyst in and immediately after the Second World War, Wilfred R. Bion made a near study of group actions in the British Army and published many important papers (later published in the book (Bion, 1961) on the collaborative use by group participants of implicit mechanisms to control or deter fear. At the time, Melanie Klein (Klein, 1959) elaborated her hypothesis that explains the perception of the extreme apprehensions in children and adults in defence. To grasp and theorize those apprehensions and the special defences that Bion found in groups, he used her concepts (Stokes, 1994).

A dense yet well-defined overview of Bion's theories is given by Stokes' (1994) portion. This review includes the following explanations.

Groups strive to work closely and efficiently (work-group mentality) and at the same time to minimize tension and conflict by collaboratively and actively minimizing activities (basic-assumption mentality).

Group participants concentrate on the task and its efficiency in the practice of the task in a working group mindset. They collaborate and appreciate the diverse efforts of members of the party. Assumptions have been checked and hurdles tackled.

Apprehension in groups can, however, emerge from uncertainties or issues relevant to the mission and can also arise from the conflicts generated by our competing desires for membership and separation. People may often be mindful of these fears, but sometimes they outweigh their capacity to tolerate and handle them, they decrease their ability to critical thinking and they work together in a fantasy which reduces apprehension by creating an illusory sense of solidarity in the community and generating issues that distract and defend against the task.

Three fantasies, which he called basic-assumption dependency (baD), fight/flight (baF), and (baP), have “each giving rise to a particular complex of feelings, thoughts and behaviour” (Stokes, 1994).

The group, governed by baD, behaves as though the group's purpose is to look after the participants and to guard them against the challenges through its leader. As any simple mindset, poor can implicitly be expressed; for example, as current leadership cannot count on the role of defensive, the community can concentrate on what a previous leader may have done or said which paralyzes current working skills.

There is a belief of baF that a threat either needs to be stopped or has to escape and the group sees a representative as to whom. The Group's effort is based on protesting or worrying about the threat (fight) but no action is taken to resolve the threat as a safeguard against the worrying challenge is required to address the threat.

The overriding position of baP is a chance for overcoming the apprehensions and problems of the group by the combined efforts of two members of the group or between one member of the group and an outside one. There is a profound impression that the group's concerns (for instance, a sense of disappointment after an unproductive meeting) do not have to influence it since things will come after a potential occurrence affecting the couple (the next meeting).

Stokes (1994) states that the cross-disciplinary teams are especially at risk of dominance by simple mindset, because the concept of assignments can be ambiguous (which causes worry), and since the

capacity to contribute to a shared function appears to decide their composition by position. Such groups, however, appear to persist. The group's survival is a target in itself and the various complications which the group may create inhibit the apprehension associated with the potential to either recognise or dismember a task. One of the signs is the group dominated by a simple presumption.

Many of Bion's group-oriented works of literature offer a short and very simplistic description of his philosophy in the meantime. In comparison, Stokes' (1994) article focuses on the theory itself in a manner that is transparent and rich and demonstrates some ambiguity which makes it more than a simple categorization scheme.

French, R.B., & Simpson, P. (2010): 'The Work Group:' Resolving the equilibrium of Bion's group experience

This study (French & Simpson, 2010) gives an insight into Bion's principle (1961) by clarifying how in each group the equilibrium varies between Bion's two modes of action (basic and group). The authors note no group is necessarily able to function optimally and there is always a degree of simple acceptance mindset to respond to fear, but neither is an entirely unsuccessful group. The authors' emphasis is on the interaction between the two modes, counter to the literature's propensity to think the working party state as offered and concentrate on how simple expectation mentality obstructs it.

This example suggests, however, that the group is in a simple mentality and French and Simpson (2010) note that that this is never true; the superiority of one model in the moment over the other changes moment by moment and they are 'only technically separable.' Nor does it always have a pessimistic underlying presumption mentality. For starters, a sales team might be motivated by a simple degree of 'combat' that helps to generate sales.

The psychodynamic theory takes the preference of avoiding fear when that distress is in danger of being unbearable (Czander, 1993; Stapley, 2006). Symington and Symington (1996) are credited by the authors (French & Simpson, 2010) with the discovery of the opposite power that Bion claims is

used for the tolerance of fear in the name of reality and feeling. The vitality of the working group's mindset will help the group to gradually, through groups and across time, withstand the energy driving pseudo-vitality of simple expectation mentality and the workgroup mentality.

French and Simpson (2010) propose that all three simple inference styles have their equivalent in working-group mentality (for example, a "workgroup / fight-flight" mentality represents the sales team mentioned above) and illustrate ways that this expansion of Bion's theory encourages working-group impulses. For instance, dependency on and cooperation with a seen leader does not mean infantilizing dependency, and a group's imagination may also contribute greatly to a complementary synergy between the two individuals. The authors propose that we consider 3 kinds of working group mentality (WD, WF and WP) and suggest that a successful intervention can encourage the creation of an inconsistent working group mentality, as demonstrated by a case-by-case example where a simple group mentality dominates and it is also conceivable.

This instance defines the warring subgroups of a degree program of interfaculty. In both faculties, there has been proof of baF, with separating and limited success in addressing crucial problems. In a faculty, a freshly selected director took action to develop relationships with her colleague. So attempts have been made to resolve the gaps which seemed to underlie the previous stalemate, but decisions that represent constructive team cooperation have been achieved quickly. French and Simpson (2010) say that baF has been replaced by WP to allow the mobilization of mature thought.

Hirschhorn, L. (1988): The working environment of corporate life psychodynamics

Hirschhorn makes several key points early in the book, three of which are outstanding: first, anxiety is painful and our capacity is restricted to tolerate it. Second, we handle anxiety unconsciously and collaboratively in corporate contexts through means of social defences, who distort ties between the corporate and its environment through the retreat from the anxiety-creating situation and further

reveals his devotion to all aspects of this viewpoint (systemic and psychodynamic) in this respect, not using the word 'psychodynamic structures' (Fraher, 2004). Thirdly, Hirschhorn's works on the developmental pull of anguish and reparations.

Hirschhorn (1988) stresses the importance of the limits and responsibilities that direct the work necessary to serve the mission of an enterprise in focusing on the systems perspective. There are boundaries between people in their respective roles; between groups; and between firms, rivals and regulators and their customers. It can offer clarification that can relieve anxiety, but a cap can also cause anxiety by keeping us in touch with our constraints on information and power. Poorly constructed organizational structure adds fear by making the navigation of these complexities especially difficult.

A function determines how a person contributes to the mission of the corporate. Working in a position allows the person to remain at the frontier of his/her duties, which 'links us directly to a purpose on the one side and our co-workers on the other' (Hirschhorn, 1988). In Hirschhorn's (1988) view, corporate functions are neither necessarily alienated nor constricting; only when skewed by social defences are they constrained. The expression "three types of social security" are applied to Hirschhorn: "fundamental assumptions, alliance converts and organizational rituals."

As defined by Hirschhorn (1988), basic mentality represents an implicit and anxiety-driven tendency to establish a healthy community atmosphere without intervening in the group's work. As long as a fundamental presumption position rules a group, it encourages its members "to stick together even though they cannot work together" Hirschhorn contributes greatly to his interpretation of Bion's philosophy employing examples taken from his consultancy practice.

In contrast to fundamental postulation conditions, which have a greater or lesser effect based on the degree of anguish at the moment, clandestine coalitions constitute "a more sustainable and lasting set of relationships that reflect the will of individuals to assume family roles at work which are consistent

with the group's need to control task-induced anxieties" (Hirschhorn, 1988). For instance, the other partners have taken pride in their joint structure of separate yet similar positions after the departure of the founders of a small business. This stopped the anxiety created by the rise of one of the leading firms but placed the business at risk because of a lack of central oversight for strategic leadership and corporate strategy.

The third model, the 'corporate ritual' mentioned by Menzies, is the Hirschhorn (1988). For instance, the writer of a document needs to receive signoff from several other members of the corporate before this document could be circulated is described as "concurrence chain" (Hirschhorn, 1988). People are sceptical of what they sign, and they require modifications that have prior iterations accepted. Everyone feels helpless, but no one is accountable.

In terms of its longevity and visibility, Hirschhorn (1988) classifies these three types of protection as less sustainable, less evident and operational routines. When defence functions become easy to understand and longer-lasting, defence "adapts to the symbols and language of meaningfulness and rationality," becoming more difficult to perceive, more defensive than tools and thus difficult to modify. Logical interpretations of such defences seem apparent, so their preciseness is unlikely to be challenged.

Kahn, W.A. (2012): defective functions: corporate diagnostic and change consequences

In describing the unhealthy human and collective habits that persist over time, Kahn (2012) stresses the "logic of the irrational" to work for all those who act out or encourage those behaviours: they satisfy implicit needs and shield themselves from the consciousness of unpleasant feelings and distress induced by such emotions. As for some instability in the corporate, the appeal "why?" must be submitted before changes to the system or staffing. Without an understanding of the irrational yet realistic aim of the dysfunction and a proactive way to fulfil the criteria behind the dysfunction, the efficacy of dysfunction management efforts would be minimal.

Kahn (2012) offers a short overview of the case report of Menzies (1960) and his case in which he consulted a residential at-risk boys' treatment centre. The centre consisted of three offices (residential, clinical and education) reporting to a central management committee. The divisions tended to disagree in both politics and regularly, with no leadership from the central committee.

Kahn (2012) describes two main elements that bind the emotions of this sort to corporate connections and procedures. The role of caring for children has produced powerful emotional responses in workers (alarm, grief, remorse, hope, terror and anxieties). Second, intense emotions need expression, and if expressed and communicated, will dissipate. And, where strong emotions are not handled in such a manner, they are implicitly conveyed by being "acted out—a mechanism by which emotions generated in one situation contributes to actions in other contexts that indirectly convey these emotions."

A substantial proportion of Kahn's (2012) study outlines how such facilities operate, the institutional and workforce improvements needed to draw on their advantages and the current impact on the functioning of the centre. His example demonstrates the efficiency of balancing comprehension with execution, connecting psychodynamic inquiry to a goal and framework emphasis. He adds that the ultimate aim of the initiative is "developing people's capacities to work well amid effect and anxiety, reducing their need to turn away from their given tasks and purposes."

Bain, A. (1998): Social Defenses against Corporate Learning

Bain (1998) argues that the social defence's effect against apprehension is apparent in the "structure, information systems, in its culture and in the gap between what the corporate says it is doing and what it is doing." Bain (1998) briefly refers to 'learning organization' and criticizes its lack of attention in the unconscious process. "To learn and thereby to change is like a mini-death to a known way of being", Bain observes. Bain notes that conventional learning theories are "fair-weather tools" which strengthen things that are not dysfunctional.

Strengthening is necessary to improve maladaptive social defences in this regard.

Bain (1998) defines the term 'Machine Domain,' a category of entities with observative characteristics, while taking this impediment into account (e.g. primary task, funding arrangements, staff training, knowledgebase, regulatory environment, or policies). He implies that if the corporate had successfully learned and learned from the infants' facilities, the social defences popular in UK hospitals would more likely to erode over time.

Bain (1998) states that he doesn't have an agreed description of this term by directing focus to corporate learning itself. He claims that "the growth of ability" to learn is part of corporate learning. He explains, for instance, three corporate which, by consultancy assignments in which employees increasingly took over the project from consultants and CEOs, each have enhanced their ability to execute their primary tasks. In either situation, workers formed new ranks; acquired more power; created a strong culture of transition, which overcame opposition to change and "consciously constructed a common space" for the activity of change.

This consideration specifically identifies and discusses social defences against apprehension. When individuals were more aware of these defences, "the maladaptive aspects of social defence were changed by other methods to explore and modify this apprehension." "Another level has been built into corporate consciousness, a level of corporate awareness in developing both the capacity for this awareness and an interest in investigating the revelations." This degree of knowledge Bain finds important to corporate learning. The habits of fear and defence of an institution would proceed without it. This provides the room for new concepts and actions.

Returning to the system domain defences definition, Bain (1998) compares the four institutions, the academy, and the three effectively evolving organizations and states that, as opposed to school, other three institutions had induced changes to control over their inputs, processes and outputs. As one of the three common tools and strategies across

system domains has promoted negotiation in situations where system domain variables (such as corporate knowledge management regime) have influenced the mechanism of transition.

In Bain's (1998) conclusion, he argues that even though the understanding of local social defence is increased within an entity, a lack of local control will restrict any changes; and even if reform is still accomplished, the framework domain defences, over time, will erode any change that might occur.

Krantz, F. Gilmore, & T.N. (1990): the division of social defence leadership and management

Successful corporate functioning and growth require an optimizing connection between the leadership (which establishes the corporate changing perception of its primary mission and strategic perspective) and management concerns (which focuses on the operational means of achieving task and vision). The goal (Krantz & Gilmore, 1990) is to examine a growing trend for corporate to distinguish both leadership and management roles and explain this as a malfunctioning social defence against the apprehensions of increasing environmental turmoil.

The researchers (Krantz & Gilmore, 1990) define the view that the leaders rely on vision and policy while maintaining technical excellence and regulation. In the research literature of management science, they are articulated. These functions are treated as related and equally significant in such literature. But the two are often opposed to one idealized and the other rejected in more common business literature, depending on the point of view of the researcher.

Krantz and Gilmore (1990) do not recommend that all positions should be delegated to one person but when divided, rigorous processes need to be taken to prevent disconnecting priorities (leadership) and means (management). Any denigration of either is a fragmented divide that takes the shape or management of trust in strategies and instruments; or heroism in which an optimistic vision or a visionary leader is idealized. Managementism and heroism represent a need to escape the apprehensions created by others and the difficulty of incorporation.

Managerialism encourages individuals to ignore challenging strategic and intent problems and avoids valiant challenges and complexities. Collaborative protective fantasies may be involved either. This can also indicate that the emphasis is not only neglected on one of two facets of the market, but also impeded by the fact that their job cannot be done adequately without taking into account the other focus. For instance, a group of workers with a mission statement (leadership) was originally shared, but the group got into disagreements over correct language as the lack of commitment with resourced (management) truths seemed to generate a sense that the statement had to be "self-implementing," and therefore flawless (Krantz & Gilmore, 1990). The inability to incorporate all facets of business management prevents its efficient operation.

Armstrong, D. (2004): Corporate Emotions: Intellect or Disturbance?

Armstrong (2004) argues that when encountered within an interpersonal environment, feelings are not simply events that influence the operation of the corporate and disruptions that result from group dynamics. In his opinion, emotion incorporates, rather than an objective variable, can be seen as 'dependent,' which is to highlight what conscious and unconscious mechanisms 'have to say about organising as a structure in context.'

Armstrong (2004) gives a long but useful example. A consultant whose Group delivered IT services to other sections of the enterprise was invited to be a mentor. This manager frequently considered communication with users of these facilities challenging and often struggled to address conflicts with subordinates and colleagues.

The manager had a close association with the top management to whom he reported. It appeared to him that there were unconscious areas in which his client's sense of specialness shielded him from an awareness that his concerns needed to be noticed and discussed, and so he protected him from the distress that such recognition would cause.

However, the corporate declined to take note of this practice. Armstrong (2004) gradually noticed that the entire group functioned according to informal

responsibilities, seamless responsibility, power, conviction and unique relationships while analyzing his client's interpersonal forces. This mirrored in part the rapid rate of change in the competitive and technical climate of the business and making it important to be agile and sensitive. It also represented an intricate internal fact: for consumer groups, IT services were crucial, with goals overlapping and regular negotiations needed.

Dependence from IT groups has generated apprehension and rivalry in managing the IT community for this apprehension. The combined influences of external and internal influences made the impact and personal relationships of the whole corporate and in particular the IT Community and its members, an important part of the "psychic realities." This climate was mirrored in the intimate friendship that the manager with his employer as well as in his boss and his self's attributes and background. After Armstrong's client started to renounce the fantasy of singularity, he was able to realize the general value of special relationships and to recognize and maintain those relationships in his position.

In comparison to the position where people work and communicate as emotional individuals, Armstrong (2004) sums up the fact that a corporate can not only be seen as something creating its emotional collaboration with others. It should also be treated as an "object" which evokes emotional reactions, which are the relationship of the manager with his supervisor. Armstrong (2004) states that the corporate apprehension and other emotional feelings (as has been suggested by many writers discussed in this article). The emotional perception can still be influenced by the corporate, however, and can be interpreted as an indication of how important the corporate meaning is to understand. Armstrong did not "treat" the issue with his client but simply implies that "no traumatic event in the life of a company is an appropriate case for therapy."

Concluding Remarks

Most psychotherapists are affiliates of different associations. They are already susceptible to the impact and meaning of unconscious mechanisms. The literature suggests how this knowledge is

extended to the associations of which they are members, to make sense of and add meaning. There will be a variety of representatives of corporate associations who know psychodynamic concepts; some who are fascinated by these concepts; and some who wonder about the operational dimensions that appear to defy understanding. The literature may be interesting for this mixed minority.

If a corporate does not know what to do, it uses a logical idea as long as it looks nice to think deeper or obtain more details. If logical reasoning does not yet appear to work, attempts would be made to strengthen inputs or methods, instead of taking this very drastic and apprehensive-creative step in treating rational thinking itself as a challenge if irrationality is undeniable.

Recognition of apprehension appears to be unable for corporate – aware or unconscious. The lead speaker (Lazar, 2011) asked, "Is apprehension in corporate too hot to handle?" at OPUS, a psychodynamic and psychosocial association and society-oriented organization in 2010. He replied yes; he "tends to stay away from something that has something to do with the symptoms of apprehension based on his knowledge that consultants work for internationally prominent corporations (e.g. McKinsey and Boston Consulting).

Conflict of Interest

The author confirms that there is no conflict of interest to declare for this publication.

Acknowledgements

This research was supported by the Research Center of Catholic University in Erbil. I thank Dr. Riadh Francis, President of Catholic University in Erbil who provided insight and expertise that greatly assisted the research, although they may not agree with all of the interpretations/conclusions of this paper.

Nobody has been more important to me in the pursuit of this project than the members of my family. I would like to thank my parents, whose love and guidance are with me in whatever I pursue. They are the ultimate role models. Most importantly, I

wish to thank my loving and supportive wife, Ms. Kumari, and my only wonderful daughter, Ms. Gnana Satya Sri, who provide unending inspiration.

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