

Innovation and Anxieties in Consultancy

Innovation, Motivation, Demotivation as a Result of Anxieties – an exciting Aspect in the Process of Management Consultancy

As you have just seen, changes are still unfortunately all too often induced by frightening force. Change, however, is also one of the essential goals of consultancy. But how do we achieve change?

We know that change is not easy. The goal of consultancy is, beside sometimes confirmation, always change. We are seeking for progress, an increase in effectiveness or, as our overall title suggests, as much prudent innovation as possible. How to make that happen, what is all too often over-looked, and what you as a consultant can improve, is what I will try to address.

For a long time – as you have just seen, until today – changes were only achieved through force or hocus-pocus. Central challenges, like the meaning of fears, resistance and the handling of them, in so-called psychodynamic consultancy with organizations, have required a long time to develop and still today are either the obstacle to or motivation for innovation.

Why? To answer this question, we need to look at the similarities and differences.

The psychodynamic consultancy of organizations differs significantly from other consultancy practices in that they can be traced back to the personality teachings of Sigmund Freud – the interplay of the conscious and subconscious, within organizational processes, and tries to examine them from the get go.

It is defined as the facilitation of various cooperating and opposing motives and emotions and the fears and anxieties associated with them. Anxiety is a basic emotion.

History and Fear & Anxiety

You can, first of all, assume that in the approximately 20 million years of the history of the development of humankind, that for about 19 million 997 thousand of them, change either occurred not at all or without exception through force: force of nature, force of animals or also and increasingly force of humans against other humans.

Even the consultation with an oracle was not free of force and anxiety, as for example, the story of the “cave of Trophonius” shows. The metaphor of “The cave of Trophonius” for extreme fear and anxiety is traced back to the myth that was also told by Plutarch.

Goethe uses this metaphor in connection with the anxieties, that many people have in exploring their own emotional life and therefore want to neither deal with nor even speak about them, something that nowadays is all too often the case in many organizations as well.

(Filmclip Mystery of the Oracle – background, 00:35,03)

The Trophonius cult following deals with – as is the case today in management-consultancy – the exploration of fortune telling as well as the illumination of other intimate questions through the oracle. When consulting the oracle, the inquirer had to run through different rituals and, of course, pay handsomely for everything, before he received any answers.

He had to drink from the fountain of the forgotten, as well as that of the remembered, before he descended into the cave of complete darkness. There he received a hit on his head, so that he was half-conscious, while he was questioned about what he sought and then he received his prophesy.

Back on the surface, he needed some time before he recuperated from all the horrors. In addition, while still shaking in fear, he was also required to repeat what the oracle had told him. This cult became known in the popular saying, to descend „into the cave of Trophonius.“ It meant to “suffer great fear/anxiety” or “be daring.” Anxiety and the question of overcoming them have therefore always been the reason for persistence or change and innovation.

Development and the Effects of Hierarchies

We need to remember, that it was first through the settlement of humankind, did questions concerning stability, security and development become significant. The ancient Egyptians initially managed the great innovation of reducing insecurity as well as fears and anxieties through the development of a system to ensure the survival of the system as well as the reign of the pharaoh, with three conditions.

1. All actions are justified when the order comes “from above”;
2. Nothing contradicts orders “from above”;
3. A clear ranking system has been established.

The Greeks, who adopted this system of order to secure their power and influence, called this system the “holy order.”

Holy in this case was a synonym for everything that should be untouchable. Holy is called in Ancient Greek “hieros”. “Archein“ means order or reign, which some managers in hierarchies still confuse today.

Our lifestyles influence our thinking. The Eskimo therefore thinks differently than the Massai.

The hierarchy or the “holy order of men”, which also tries to ban the female and the emotional element from this ruling system, has additionally, quite essentially contributed to the thought process of this logic. The requirements for hierarchy to function are identical to the so-called axioms of logic.

Contradictions in Consultancy

In dealing with hierarchies, the answer from the field of philosophy to the one-dimensional orientation of our thinking and handling of subordination, came for the first time from Heraklit, who took the liberty to point out the contradictions of our being, which can never ever live up to logic.

According to Goethe, “everything that is worth bringing into existence is also worth letting be destroyed.” The so-called Egyptian Plague, for example, was set upon the pharaoh, because he stubbornly defended a system and also did not allow the children of Israel to migrate.

This “Egyptian Plague” has since become a synonym for all hierarchies. Initially the brutal beating to death of the first born male offspring – of both man and cattle -- creates waves in this stiffening system that poses an opportunity for a different leader and advisor: the man Moses.

(Filmclips: Exodus Revealed – Moses, 02:02,80)

Moses, for the most part, has been known more as a founding father of a people or religion than as a lawmaker or reformer. His deeds and what has become of them are to be understood as consultancy services. These services consisted of generating great fear/anxiety in one party while taking away fear/anxiety from another, to convey hope and to show a path to a solution.

The meaning of Founding Father of the People and Religion in Consultancy:

To generate new insight, new affiliations, and a new common understanding, carried by a vision and mission as well as a common spirit.

The meaning of Lawmaker and Reformer in Consultancy:

To generate new structures, a regime for a safe and successful cooperation as well as a climate for innovation.

The history of consultancy stems, in addition to the desire to change, the ability to generate more time from what initially seems to be, on the surface, a loss of time. Lurking in the background for consultants and clients alike is always the anxiety that something will not be achieved or will be done “wrong“.

I'll let you be the judge of whether or not this problematic is also applicable to an organization like the ICMCI, and if true fears are addressed there.

The essential question of consultancy, like in our life overall, is simply: “What’s to be done?”

While animals, according to Nietzsche, remain bound to the “*peg of the moment*,” we humans can plan, experiment, promise, hope, expect, weigh possibilities and calculate trends.

What does Consultancy mean in Europe?

Consultancy in Greek means *boulè*, *èuboulia* means “*Wohlberatenheit*” in German or “*being well-advised*” in English. The *boulè* could perhaps be best translated as “centered contemplation”. It is not really the same as the aggressive German version “*Rat geben*”

(“to give advice”) but rather the inner considerations of a human being: contemplation, resolution – with the inclusion of underlying contradictions, sensitivities and motives.

Part of “being well-advised” is the always shocking experience of bafflement helplessness and the fears/anxieties associated with it.

The advice in such situations is often experienced as a dangerous competitor of the possibilities which is more likely to lead to desperation than awareness.

(Filmclip: *The Good, the Bad and the Ugly*, 01:14,75)

The first advisors were successful with those heroes and outstanding personalities who possessed a high tolerance level in times of crisis. Tribes, for example, raised those tribesmen to the position of shamans, who had overcome a serious illness. In the ancient world, blindness was an ideal qualification for a seer.

Up till today, increased age is considered a natural qualification for a consultant. Yet, it is not just the greater amount of life experience that is being taken into account but rather also the wisdom of survival competence in **difficult times with a lot of fears and anxieties**.

But there is a new status of consultants, who have had to manage a balanced handling of fear without Pythia (the Oracle of Delphi), intoxicants, and animal sacrifices. **The sophists** offered their consultancy services on the market, their services could be rented – which then led to the allegation that has followed them to this day, that they had been thinkers who could be bought and were corruptible.

(Filmclip: A Professional Gun, 01:15,82)

The sophists can thank a strong opponent for this bad reputation – the effects of which can still be partially felt today in the consultancy craft – platonic philosophy. Even today we have in consultancy quite often the difference between the quality of a high level of knowledge and the sophisticated processes of the trade.

Consultancy between Trust and Distance

Two basic types mark from then on the history of consultancy: the charismatic and the pragmatic consultancy. The charismatic advisor convinces the party being advised through his or her wisdom and presence and decreases fear and anxiety through his/her suggestive certainty. The pragmatic advisor convinces the party being advised partially through the conveyance of fear/anxiety through the advisor's knowledge and experiences.

Today we would say: The difference between process and fact orientated consultancy of in addition the psychodynamic consultancy.

Tacitus formulated it harsher: *“One has to test he who advises, whether or not he also makes the connection between his own risk in his advice.”*

Consultancy is coined by differences and contradictions and consequently fears, which alternatively influence one another. Consultancy can also be interpreted as an interplay between the internal and external position of the advisor.

The need for trust, intimacy, and continuity of a consultancy relationship increasingly generates an ever-growing improvement in the integration of the advisor into the system that he or she should be advising. But then we found ourselves in a situation in which the consultant only then also knows as much about the system as the party seeking advice – not an ideal basis for innovation.

In Mario Puzo's novel, “The Godfather” the consultant Tom Hagen invests his competence and his career in the relationship with the family Don Corleones. A too considerable degree of intimacy and familiarity also slightly corrupts and is destructive in the customer-client relationship.

(Filmclip: The Godfather II, 00:48,47)

Karl the IX, the father of Gustav Adolph, supposedly liked to say, that a consultant, who had served for six years in a chamber position, could “without further ado, without injury to justice” be readily hanged.

Complexity and Fear

This system-imminent problem, meaning the contradiction between trust and competence, has accompanied the history of the making of consultancy into a profession, and still constantly accompanies us to this very day: on the one hand through the constant reform of regulations, structures and forms of organization, on the other through the time and again newly generated enthusiasm for the radical, external, at the same time “system-free guru” as consultant.

The number of companies and people who earn their dough through consultancy has increased 10-fold and more in the last twenty years.

Jürgen Habermas once described this situation as “*neue Unübersichtlichkeit*” - the new complexity.

Increasing complexity generates an increased need for consultancy, which then in turn contributes to a new increase in complexity. The alternating potentiation of lack of orientation generates a whirlpool of possibilities for ever more consultancies, qualifications, certifications and new regulations as well as innovations, in addition to the many innovations of the past.

Paul Watzlawick had already addressed this in that a “*more of the same*” can neither overcome stagnation nor lack of success. Last but not least, the variety and complexity would, more than up to this point, make it necessary to move organization and consultancy themselves into the center of reflection. The aversion to the “not speakable” or “threatening” is even now still the broaching of the subject of anxiety and the handling of various forms of fear as the basis for a **psychodynamic consultancy of organizations**.

But it's fear and anxiety themselves that demand consultancy or just for that reason, rejects it. They are the grounds for innovation or what prevents it. And as far as we're concerned, it stands to reason that our organization, ICMCI, or our conference organizers prefer to seek innovations, rather than asking for the methods for removing obstacles to innovation.

The background for success or failure of consultancy or their interest organizations often lie in the wrong or embarrassed handling of those fears and anxieties, which influence us and are treated as taboo.

(Filmclip: The Village, 00:32,87)

Initially there are only heroes whose stories are told. Even in the Bible, you can find the advice, “Do not be afraid,” a warning of grandiose simplicity. Indeed, never can an irrational situation be overcome with a rational demand. Methodologically, Sören Kirkegaard first took on the “Expression Anxiety” in the psychological masterpiece of science published in Copenhagen in 1844. Kirkegaard analyzed fear and anxiety in close connection with the problem of sin, in which – different than Hegel – its guilt trait is singled out.

The Fear and Anxiety Motivation Model

On the basis of the model I will show later, I’d like to try to make fear and anxiety, this basic emotion, more acceptable to you. I’ll open up to you the opportunity to better handle fear with your partners, co-workers, children, but also with your own fear and anxiety and those of your clients, because this is simply the **central topic of consultancy**.

It involves the fear and anxiety of both acting parties, the fear of the client and the fear of the consultants.

For my central theory I would like to formulate from the very beginning that fear – and I mean here various forms of fear – **may perhaps not be the only element** but to a great extent is a defining element for not only motivation but also demotivation and innovation.

The fear of not-succeeding or being bowled over is, however, exactly the factor that sets the innovative process into motion.

To show the reason for this, I have not only provided you with stages and experiences from history, literature, philosophy and filmclips, but also brought you examples from my own experiences from my nearly 50 continuance years of consultancy practice. For many people of our part of the world, fear has a negative connotation.

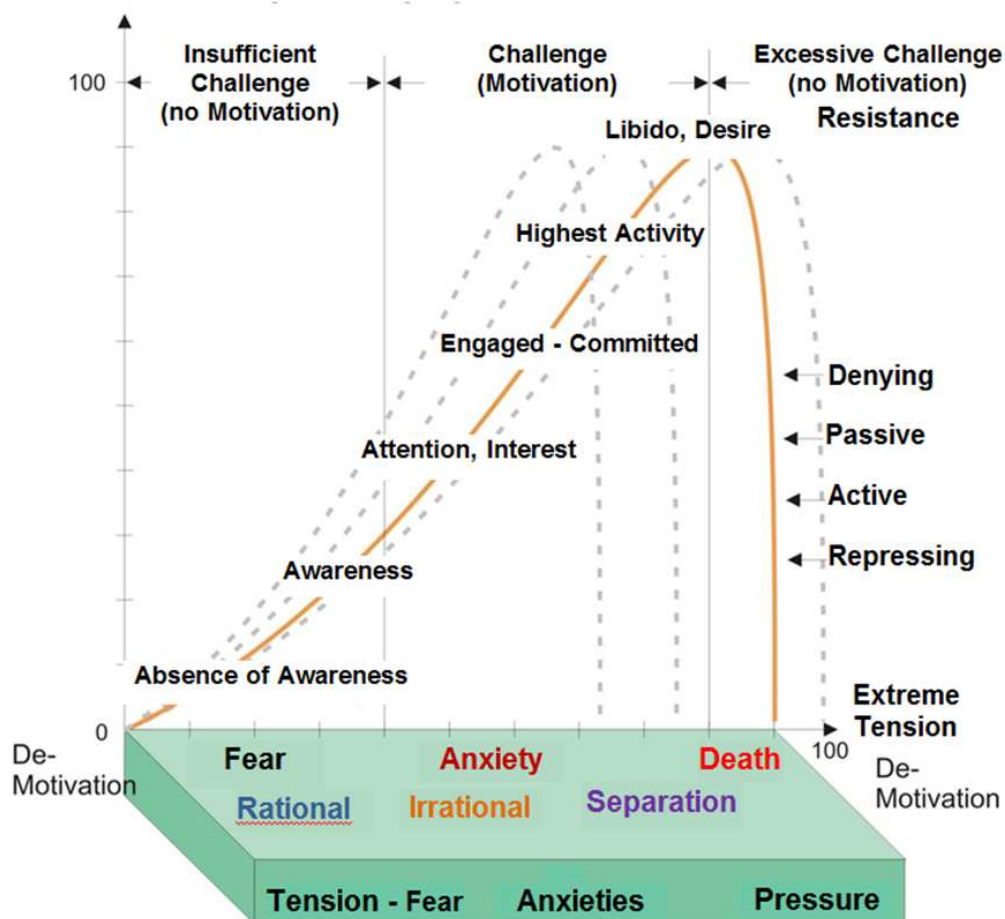
I? – Afraid? – No! We forget, however, all too often, the positive effects of fear – what we learn from it, namely not to touch a hot stove or to play ball on the highway, etc.

Start Anxiety – Motivation curve

With the curve that is being shown, let us visualize the basic problematic of the connection between fear and motivation. You can replace these terms with tension instead of fear and motivation or demotivation through consultancy success or lack of success, in which case, in consultancy, like in other life situations, the term resistance – or in the words of Freud, defense, plays an important role. We will get to that later, after I have tried to explain the relationship between fear and activity.

The Tension Fear/Anxiety – Motivation – Resistance

Motivation = Handling of Anxiety



Reasons for Resistance-Test:

- Outside of one's experience / capability
- Beyond the economic feasibility
- It doesn't concern me on an emotional level

In a situation in which progress is restricted and non of the three above conditions is the cause, than you can be rather certain, that hidden anxieties are at work.

To make progress you have to figure out, what these anxieties are.

You see here a “box“ in which we put our fears and anxiety. The box, of course, is a representation of ourselves. Please continue along these lines and assume that in our life, we are constantly confronted with problems of being under-challenged, challenged and over-challenged in alternating forms. When you observe the curve of the increasing anxiety, you can see that with increasing anxiety or more pressure, the readiness to act increases, only to then suddenly crash at a certain point, and that's where the phenomena is produced that each one of you knows only all too well as **resistance**. Important in this observation is that fear/anxiety are not just fear and anxiety and therefore not only does this **one** curve exist, but rather 837,617 such curves or whatsoever depending on the person, time, situation and life circumstances.

In consultancy, like elsewhere, the question is “What is important in the interactions with others”, do we have to apply pressure or alleviate pressure and anxiety? Often times, unfortunately, both at the same time. Most of the time in our fear/anxiety-generating society, the objective is to take away fear/anxiety or at least be able to reduce it. In order to then – and that is the imminent irony in it – to convey a new purpose in order to generate goal-oriented pressure. If we are not capable of reducing the pressure and the fear that goes along with it, then we persist in resistance and defense in various forms. The unburdening of the system, however also from individuals, has to be the first goal of a successful consultancy and the advancement of innovation.

In medias res

In foregoing scientific exactness, I would like to now address those forms of fear and anxiety which seem to dictate most of our lives. In this way, I hope to show how the conscious handling of fear and its effects could develop. In the written version of my talk, which I will make available to you later, you will find an exact description of the forms of fear/anxiety, which have been described in publications in very differing and very detailed ways – see sources and list of literature.

I am now reaching into the bag of many terms in order to draw out four forms of fear, which are significant to us all in everyday life, but above all in many of the processes of consultancy, in which psychodynamics play a role.

Fear (Furcht) – How it all began

Let us look first of all once at the so-called “rational” fear or being afraid. A term that science largely describes with the term fear (Furcht) or anxiety, we experience something irrational, which we often cannot grasp. When the sky is black, and we fear that we might get caught in the rain and get wet, then we take along an umbrella. Naturally, the umbrella is not going to shower us with rays of sunshine.

For the consultancy process this means that, when, for example, money is about to run out, then we have to consider how to come by new money, or when the computers do not work, they have to be replaced.

The Irrational – From the Trauma of Birth to Emancipation

Anxiety is always a feeling with irrational motives. Along with the many absurd undertakings, there exists the notion that people should be comforted by trying to tell them that they have nothing to fear in a certain situation.

In consultancy: A solution to the problem is bound to be found!

This absurd notion climaxes in problematic advice, when, for example, a young child enters a room, in which, a large dog is sitting next its uncle. The young child stands frozen in fear as if rooted to the spot and the “dear” uncle says, “You don’t need to be afraid at all, he just wants to play.” That’s more than just being mean, that’s being sadist.

In consultancy: The bank will definitely not make payment on the loan immediately due.

These irrational fears are oftentimes tied to real life experiences. The most significant of these real experiences is the relationship with fear and anxiety, but also with the future, is the anxiety of separation, including also separation which – like everything else – is a highly ambivalent experience, in which irrationality flits about everywhere.

When you are prepared,

I would like to invite you all on a journey back in time, to a place before each of you were born.

Ad hominem –

What's happening to us – where do Fear and Anxiety come from?

Each of you should try to imagine yourselves in a place in which you have absolute peace and quiet and where you feel good. Nothing is disturbing you, you feel absolutely safe. Similarly, only even better, is how it feels to be an unborn child in a mother's womb --freely hanging about without commotion, always the same temperature, and never a lack of comfort or food. There are no disturbances through light that is too dark or too bright, no noises, and we are able to pass the days in absolute harmony.

Is it any wonder that we later long for such conditions again? Yet, suddenly, like the yank of a powerful arm, we are shaken and shaken some more, shoved through a narrow channel and then – all at once a blinding light, voices, noises, a boundless room. The “deadly fear” of this manifests itself – also there – initially as a loud tone. Then suddenly – snip – and the umbilical cord is cut too.

(Film Monty Python, The Meaning of Life, 00:27,14)

You are cut off from food, but you can still cry and that too liberates and terrifies at once. In principle, that's enough to sum up the so-called trauma of birth.

For Consultancy: The fear of separation from the “dear habits,” from the dutiful, but incapable employees, from the costs with which only the “dark forces” can be satisfied, runs deeper than we often times think.

Fear of Separation – Birth Trauma – Nevertheless a Miracle

How is the fear of separation further increased?

Right from day one, just a few hours later, a peculiar feeling creeps up into the earthly being: a feeling that he or she has not known before, because the supply of food was never interrupted – later the child will name this feeling hunger.

Yet, I ask you, where did this child learn, from the first day on, that something or someone would come to give him something which would instill a comforting feeling of being full?

Horst Eberhard Richter says to this in a continuation of what Freud wrote to epigone Otto Rank in his work *“The Trauma of Birth”*:

“Nevertheless the process of birth which tears apart the child from its mother and releases it to an irreversible isolation, the original form of all later separation scenes, which can touch off more or less deep fear. Significant is whether or not, the child, in its earliest phase developed a feeling of security, which has been termed ‘Basic trust’ through the dependable care and feeding of a loving mother.”

For Consultancy: in accordance to psychodynamic: this, as fear-of-separation defined form of anxiety, should always be considered, when are you pulling someone forward through active pushing and when do you cause defense and resistance through carelessness, as Anna Freud described in her book, *“The ‘I’ and the Defense Mechanism.”* Fear of separation as a great motivation, as a driver for innovation, blockade and self-destructive demotivation all in one. The fear of separation is closely tied to the most forceful and productive anxiety: the anxiety of death.

(Filmclip: The Bucket List, 00:25,52)

Ad mortem – The greatest Challenge

All too often we followed the ratio of the suppressed. In particular, that concerns all circumstances related to death.

Erich Becker said that:

“We live in times of our normal existence, without ever thinking of our own death, as if we actually believed in our own, living immortality. We are determined to overcome death. Of course everyone will say that he knows that he has to one day die but in reality, this doesn’t affect him. He is happy about his life, does not think about death, and doesn’t want to burden himself with it, but that is just lip service. The effect of fear (Furcht) has been suppressed.”

For Consultancy: This quote can be applied directly to the thought processes of corporations and their actions as well as some managers. Also because the term “social death” also plays a role in separation and the fear that goes along with it: *“Indeed, all lust wants eternity, wants deep, deep, eternity!”* said Nietzsche.

Fear of the fall, before the end of the feeling of lust, no matter how much we crave the climax, is the reason we try to delay – often painfully – as long as possible – the climax. Politicians, managers and corporations are examples of this. **It is always passion, which is responsible for the crime of passion – in whichever form – which bears the seed in itself and through it creates suffering.** This fear of death makes heroes bring “immortal works” of art, our children and innovation in all forms.

(Filmclip: 300, 00:44,03)

The Hero – Compensation of Fear

A hero is, by definition, someone who is brave enough or has been brave enough, to look death a bit longer in the eye than the normal mortal who usually immediately perishes in doing so.

A great accomplishment in life is therefore, no doubt, to learn how to part from the understandable desire to be heroic, or as Kant would put it: “To learn, what a man has to be in order to be human.”

Together with fear, a few examples from my own experience:

“The striving for acknowledgement and self-fulfillment was for me, for a long time, a driving factor of motivation. I considered fear for the weak – until I recognized that there is only one essential reason for motivation – fear and anxiety and learning how to deal with my fears, how to make myself afraid “in the right way!”

Some other points:

- The rational parts of fear shouldn't be confused with irrational anxiety.
- One of the most often rough-handled sayings is: “...we have everything under control.”
Our life, however, is a permanent feeding process of hope and trepidation.
- The basic question for every action is the question of necessity.
Which necessity and which fear/anxiety associated with it has to be averted?
- Everywhere there, where human existence is secured through a minimum of effort, motivation is minimal or refers to other life areas.
- Security is only found in insecurity.
- Who is then really secure? He who displays his ranking on his clothing or with another symbol or he who doesn't really need to do so?

- Pity the fear that sinks in our hearts, rejoice in the fear that needs to be overcome.
- Too little anxiety is just as paralyzing as too much anxiety.
- The attempt, to overcome death and the end that it brings and to make this kind of fear (Furcht) of death a reality, is the true driving force for great accomplishments. And this still drives me at the age of 73.

Anxiety and Defense

The significance of anxiety and defense has often been emphasized in development psychology. Sigmund Freud is a proponent.

The central role of anxiety in personality development and fear defense has been highlighted, beginning with Kierkegaard, and more recently from Melanie Klein in the 50s.

In her writings, Melanie Klein makes it clear that human feelings and behaviors in all phases of life is determined by the basic conflict of love and hate.

It illustrates time and again how early childhood aggression triggers feelings of guilt and anxieties and as a result thereof, along with it doubt and grief. First the urge to make it right again, makes it then possible to develop satisfying relationships with beloved people.

Unfortunately, the phenomena of overcoming anxiety through defense has only now been marginally examined for organization- and management consultancy.

You can assume that all phenomena which show themselves in the development of our personality also play a greater role in the encounters between consultants and clients than has been assumed up to this point.

These realizations, above all, from the now famous study of the **Tavistock Institute of Human Relations** in a London hospital, found that up to now, more than 50 years later, that in management, consultancy receives much too little attention. The fears of nurses in their work in the hospital, that the study examined, are easily comparable to those of employees in corporations, and even SME.

The sub- and unconscious processes play just a large role for the work of organizations as it does for individuals. While psychosocial defense mechanisms in social systems, protect their members from unconscious fears on the one hand, they also often lead to organizations becoming rigid, resistant to change and unproductive on the other.

Members or employees in profit and non-profit organizations can be brought closer to unconscious processes and starting points can be identified, in order to understand conflicts as well as counteract functional structures.

(Filmclip: Monty Python, The Meaning of Life, 01:06,13)

To be able to make progress so far, requires a constant quality management of the business of consultancy.

The ICMCI with its creation of the quality trademark CMC recognized this relatively early, but from my viewpoint and own experience and in dealing with national institutes, this is still being used too seldom.

Quintessence and practical Applicability

The **Tavistock Model** to examine psychosocial defense mechanism shows, above all, that even the most basic tasks are risky. This can be, for example, a moment of danger or a decision dilemma, which necessarily triggers fear.

In consultancy the definition of tasks has not been sufficiently taken into account. Not the least of all because of the inflationary development of the consultancy branch due to it's not being a learned profession like, for example, medicine.

Shabby managers are often good business people, but seldom good consultants, just as frequent patient visits to the hospital will not make you a good doctor. For every kind of consultant, and every kind of consultancy process, risks and anxieties are present.

(Filmclip: 12 Angry Men, 00:37,97)

However, if this fear and anxiety cannot be appropriately integrated and worked through in rituals, structures and open interaction, then it leads to psychosocial defense mechanisms.

They are similar to those we are familiar with in the psychodynamics of individuals, groups and family members. Examples include division, projection, projective identification, denial, rationalization. They then become psychosocial defense mechanisms when they become effective in an entire social system such as political systems, organizations or institutions or even interest groups.

Typical in consultancy, for example, are decisions that are speedily concluded within changing processes with high urgency, but are then never implemented. The failure of the group to progress is then due, above all, to the surrounding circumstances. Often psychosocial defense mechanisms result in this manner in the diffusion of responsibility, the delay of decisions and the maintenance of bad compromises as currently evident with the refugee situation in Europe.

However, if the fears and anxieties associated with the tasks and risks can be registered, understood, and worked through, then a task-oriented work with functioning, responsible and emotionally meaningful working relationships can be actualized.

I personally believe this process to be an essential prerequisite to lead the way to innovation -- balanced risk and a conscious awareness of fear and anxiety.

Significant is the regressive tendency of groups to function in primitive modus (modus of the basic assumptions), which can also be restricted through functional structures such as tasks and roles (modus of the working groups).

For this reason, **a primary task** should be defined for every organization, which regulates the exchange with its environment. If you're of the opinion that due to our vision and mission, that this is already the case, then you should exam this regulation beginning with our organization and on to the political systems in which we live.

Characteristic for social defense systems are goals, like, for example, the ones that enable the avoidance of feelings of fear, guilt, doubt and uncertainty. As far as possible, this occurs through the elimination of situations, occurrences, duties, tasks and relationships that generate fear and anxiety, or more correctly put, awaken fear and anxiety, which – from a psychological perspective – are tied to the primitive remains of personality. A compromise between setting goals for the social defense system and the demands of reality, as declared in the fulfillment of primary tasks, is crucial.

(W. A. Mozart, Don Giovanni Finale 00:25,43)

For consultancy: being constantly conscious in the long-lasting consultancy process of the tightrope walk of this challenge, every second, of every minute, of every day.

Final Conclusions

For those of us in ICMCI, this would be for instance, and this something I am demanding with the greatest respect for the work of the past and for the efforts of individual members, to develop the CMC into a recognized global brand with living standards in the IMC.

At least elements of the psychodynamic organization consultancy have to be raised to the international standards of qualitative consultancy.

This is, together with the spreading of the CMC, the primary task that all others have to subordinate to.

Concentration on a primary task, however, at the same time, contains an inherent specific risk – in our case: How can the goal be established on a national level? Which interests speak against it? How do the great consultancy companies accept it? This all can trigger fear and anxiety, and defense mechanisms, which then in turn often hide behind rational process flows -- bylaws, governance ... and other organizational questions, however important they may be.

The personality and defense style of leaders influence the system. At the same time, the group or system delegates certain functions to leaders, like the embodiment of ideal images or other demands.

The French Psychoanalyst, Jacques Lacan, established in 1955 that:

“...a successful change of a social structure probably demands an analysis of the most common fears and anxieties and the subconscious conventions which determine the underlying defense techniques, subconscious fantasies of social relationships”

– an innovation in the greater scope of consultancy of management and organizations, which, up to this point, has only been applied selectively.

This handling of fears and anxieties and social defense through psychodynamic organizational consultancy is particularly current especially in Europe. The dealing with migrants and their integration presents completely new challenges in many areas of our administration, our economy, but also our society. I haven't received any news so far from the consultancy branch concerning this topic.

In addition to this, comes the beginning of the tremendous digital revolution. This feeds, in its totalitarian demands, the fantasy of omnipotence that leads us to believe that the solution to all problems lies within technology, which is just the press of a button and a mouse click away.

The essential question, however, is where this leaves man and how we will manage to organize the advancement so that it is not a step away from man, but rather that man, and liberty, and that which makes us unique is not left behind in the dust – an extended area for consultants, who have learned to deal with fears and anxiety and can cushion the innovation through technology and computers, through innovation in the social realm, using psychodynamic analysis as a starting point.

Advancements through the national institute targeting those they are responsible to train, guided by the powerful organization ICMCI, could lead not only to a quality push in consultancy, but also to a new dynamic in the economy and government. This would create as well a new kind of contribution for more encouragement and responsibility in our society.

How much do you integrate the described principles of psychodynamic consultancy of individuals and organizations into your work?

How successful are you in broaching the topic of fears and anxieties in organizations, as well as your own fears and anxieties? Or to what extent does the desire to play “hero“ dominate your work?

To what extent do you really feel recognized enough in your public environment, in your national institute, that you will find the corresponding framework for psychodynamic in your job?

I, personally start any kind of consultancy process with a so-called social intervention. Detecting and analyzing the psychodynamic of the organization, so that I myself and, to an extent, the members of the organization can be aware of the conscious and subconscious anxieties within the organization, which are hidden behind rational explanations, like: fewer employees, less money or other kinds of guiltiness. This is a must for me, even in obviously quite simple trainings for leadership or communication. The disadvantage of this is associated with the costs and the difficult process of convincing the client. The essential advantage is an invaluable development of trust and less costs for a much more effective, and at times, eventual, shortened work time, with definite better results.

It is up to us consultants to make this innovation in thinking and acting conscious and integrate it into processes relevant to society.

Every one of you has the opportunity – every one of you can expand innovation on the basis of known processes through advanced thinking and through the **“fear-free or balanced handling of fear and anxiety”** to create ever-expanding **innovative consultancy processes**.

I wish you good luck and lots of success!

Prof. Dr. Gerd Precht, CMC

CEO Bartberg Consultancy Austria

(L. v. Beethoven, Europahymne, 00:31,92)



BARTBERG, September 2015

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