

Steven D. Axelrod, Ph.D.
Psychologist/Psychoanalyst
60 W. 13th Street
New York, N.Y. 10011
(212) 633-0077
steveaxelrod5@gmail.com

NYU Postdoctoral Program Course PDPSA.4588.002 The Psychoanalysis of Work and Organizations: Clinical and Consulting Approaches

Steven D. Axelrod, Ph.D.

Course Rationale and Description

Work, career, and organizational life are critical arenas in which personality growth occurs, offering the psychoanalyst opportunities to apply clinical skills and play an innovative role both inside and outside the consulting room. This course will help candidates build the competencies necessary to intervene more effectively in work, career, and organizational life, and to learn the basics of psychoanalytically oriented organizational consulting.

Candidates will learn how to apply a psychoanalytic approach along a continuum from work-related issues in clinical practice to executive coaching and organizational consulting. A number of building blocks comprise the foundation of psychoanalytic organizational consulting, each of which will enhance the candidate's overall clinical competence. These include: understanding the individual's relationship to work, appreciating the adult developmental dynamics of a career, learning about the executive role and leadership more generally, and utilizing a systems approach to organizations. The aim of the course is to help candidates develop their own model for increased engagement and effectiveness with issues of work, career, and organizational life.

There is a tradition of psychoanalytic writing on work and organizations, and we will cover the key contributions of different theoretical orientations. Candidates will also read some of the relevant non-psychoanalytic literature on career, executive role, and leadership. Required readings are in **bold typeface**. Case presentations, candidates own experiences in organizations, and examples from my consulting practice will all be used to give participants a greater feel for work in this area.

Course Schedule (all classes meet at 60 W. 13th St., LC)

Saturday, March 14	9AM to 1PM
Saturday, March 28	9AM to 1PM
Saturday, April 11	9AM to 1:30 PM

Session 1 – Work and Clinical Practice

- Introduction
 - A Course in Applied Psychoanalysis
 - Expanding the psychoanalyst's role
 - Course objectives

Readings

Axelrod, S.D., Naso, R.C. and Rosenberg, L.M. (Eds.) 2018. Progress in Psychoanalysis: Envisioning the Future of the Profession, Introduction and Conclusion. N.Y.: Routledge.

Or

Axelrod, S.D. (2015). The value of "progress" in psychoanalysis. *Division/Review*, 12, 23-26.

- Work and Clinical Practice
 - Psychodynamics of work – theoretical framework
 - Concept of work disturbance
 - Case presentations – work-related problems and how to treat them

Readings

Applegarth, A. (1997). Ambition: Normal and pathological aspects. In C.W. Socarides and S. Kramer (Eds.) *Work and Its Inhibitions: Psychoanalytic Essays*. Madison, CT: International Universities Press.

Kets de Vries, M.F.R. (1984). Defective adaptation to work. In M.F.R. Kets de Vries (Ed.) *The Irrational Executive: Psychoanalytic Exploration in Management*. Madison, CT: International Universities Press

Axelrod, S.D. (1999). *Work and the Evolving Self*. Hillsdale, NJ: The Analytic Press. Chapters 3,4,5.

Kets de Vries, M.F.R. (2006) The impostor syndrome. In M.F.R. Kets de Vries (Ed.) *The Leader on the Couch*. San Francisco: Jossey Bass. Chapter 7.

Satow, R. (1988). The psychic functions of failure. *Psychoanalytic Review*, 75: 443-457

- How to Work with a Patient's Career Issues
 - Typical issues in psychotherapy
 - Framework for understanding person/career fit
 - Adult development and career growth
 - Career transitions – loss, change, growth
 - What a career counselor does

Readings

Schein, E. (1978). *Career Dynamics: Matching Individual and Organizational Needs*. Reading, MA: Addison-Wesley Publishing Company. Chapters 4, 9-11, 13.

Axelrod, S.D. (1999). *Work and the Evolving Self*. Hillsdale, NJ: The Analytic Press. Chapter 7.

Jaques, E. (1965). Death and the midlife crisis. *International Journal of Psychoanalysis*, 46: 502-514.

Axelrod, S.D. (2005). Executive growth along the adult developmental curve. *Consulting Psychology Journal*, 57(2) 118-125.

Levinson, H. (1969). On being a middle-aged manager. *Harvard Business Review*: July-August 1969.

Sonnenfeld, J. (1988). *The Hero's Farewell: What Happens When CEO's Retire*. Oxford: Oxford University Press.

- How Organizational Life Enters the Consulting Room
 - Our own experiences in groups and organizations
 - Authority, role, structure, and culture in our patients' lives
 - What do we need to know and why
 - Candidate vignettes

- Special issues
 - Changing nature of work and careers
 - Gender issues

Readings:

Axelrod, S.D. (1999). *Work and the Evolving Self*. Hillsdale, NJ: The Analytic Press. Chapter 9.

Applegarth, A. (1976). Some observations on work inhibition in women. *Journal of the American Psychoanalytic Association*, 24, 251-268.

Drucker, P. (1993). *Post-Capitalist Society*. New York: HarperBusiness.

Hewlett, S.A. (2007). *Off-ramps and On-Ramps: Keeping Talented Women on the Road to Success*. Boston: Harvard Business School Publishing.

Ibarra, H., Ely, R.J., & Kolb, D.M. (2013) Women rising: The unseen barriers. *Harvard Business Review* 91(9), 60-68.

Rosener, J. (1992). Ways women lead. In J.J. Gabarro (Ed.) *Managing People and Organizations*. Boston: Harvard Business School Publications.

Rosin, H. (2010). The end of men. *Atlantic Magazine*, July/August 2010.

Sandberg, S. (2013). *Lean In: Women, Work, and the Will to Lead*. New York: Alfred A. Knopf.

Slaughter, A-M. (2012). Why women still can't have it all. *Atlantic Magazine*, July/August 2012.

Session 2 – Organizations on the Couch

- The psychoanalytic tradition
- Principles of systems thinking

Readings

Freud, S. (1921). *Group Psychology and the Analysis of the Ego*.

Shapiro, E.R. **Psychodynamic systems theory: From the individual to the group, to the institution.** <http://www.austenriggs.org/resource/psychodynamic-systems>.

Shapiro, E.R. & Carr, A.W. (1991). *Lost in Familiar Places*. New Haven: Yale University Press. Chapter 6.

Shapiro, E.R. & Carr, A.W. (1991). *Lost in Familiar Places*. New Haven: Yale University Press. Chapters 7-10.

Main, T.F. (1957). The ailment. *British Journal of Medical Psychology* 30 (3), 129-145.

Ogden, T.H. (1981). Projective identification in psychiatric hospital treatment. *Bulletin of the Menninger Clinic*, 45: 317-333.

- The Group Relations/Tavistock approach
- Contemporary psychoanalytic frameworks for organizational consultation

Readings

Hirschhorn, L. (1990) *The Workplace Within*. Cambridge: MIT Press. Introduction and Chapters 1-4.

Menzies, I.E.P. (1960). A case-study in the functioning of social systems as a defense against anxiety. *Human Relations*: 13: 95-121. Reprinted as Chapter 19 in *The Irrational Executive: Psychoanalytic Explorations in Management* (pp. 392-435). Madison, CT: International Universities Press.

Krantz, J. (2001). Dilemmas of organizational change: A systems psychodynamic perspective. In, L. J. Gould, L.F. Stapley, and M. Stein (eds.), *The Systems Psychodynamics of Organizations* (Pp. 133-156). London and New York: Karnac.

Bion, W. (1961). *Experiences in Groups*. London: Basic Books.

Miller, E.J. & Rice, A.K. (1967). *Systems of Organizations*. London: Tavistock Publications.

Hirschhorn, L. (1990) *The Workplace Within*. Cambridge: MIT Press. Chapters 10-12.

Hirschhorn, L. (1997). *Reworking Authority*. Cambridge: MIT Press.

Czander, W.M. (1993). *The Psychodynamics of Work and Organizations*. New York: Guilford Press.

Kets de Vries, M.F.R. & Miller, D. (1991). Leadership styles and organizational cultures: The shaping of neurotic organizations. In M.F.R. Kets de Vries (Ed.) *Organizations on the Couch: Clinical Perspectives on Organizational Behavior and Change*. San Francisco: Jossey-Bass.

- Organizational diagnosis/assessment
- Interventions
- Candidate and instructor case studies

Readings:

Kahn, W.A. (2012). The functions of dysfunction: Implications for organizational diagnosis and change. *Consulting Psychology Journal*, 64, 225-241.

Levinson, H. (2002). *Organizational Assessment: A Step-by-Step Guide to Effective Consulting*. Washington, D.C.: American Psychological Association

Heifetz, R., Grashow, A., Linsky, M. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Boston: Harvard Business Press.

Session 3 – Leadership and the Executive Role

- Leadership – the dynamics of power, influence, and status
 - Experiential exercise – personal experiences with leadership
 - Core competencies of leadership
 - Special problems in leadership

Readings

Obholzer, A. (2001). *The leader, the unconscious, and the management of the organization*. In, L. J. Gould, L.F. Stapley, and M. Stein (eds.), *The Systems Psychodynamics of Organizations*. London and New York: Karnac.

Maccoby, M. (2003). *The Productive Narcissist: The Promise and Peril of Visionary Leadership*. New York: Broadway Books.

Zaleznik, A. (1974). Charismatic and consensus leaders: A psychological comparison. Reprinted in Kets de Vries, M.F.R. (Ed.) *The Irrational Executive: Psychoanalytic Explorations in Management*. Madison, CT: International Universities Press.

- The executive role
 - Emotional tasks and challenges
 - Interplay of personality and executive functioning

Readings

Zaleznik, A. (1977). *Leading and managing: Understanding the difference*. In M.F.R. Kets de Vries (Ed.) *Organizations on the Couch: Clinical Perspectives on Organizational Behavior and Change* (Pp. 97-119) . San Francisco: Jossey-Bass.

Henry, W.E. (1949). *The business executive: The psychodynamics of a social role*. Reprinted in Kets de Vries, M.F.R. (Ed.) 1984 *The Irrational Executive: Psychoanalytic Explorations in Management* (Pp. 85-95). Madison, CT: International Universities Press.

Levinson, H. (1969). *Management by guilt*. Reprinted in Kets de Vries, M.F.R. (Ed.) 1984 *The Irrational Executive: Psychoanalytic Explorations in Management* (Pp. 132-151). Madison, CT: International Universities Press

Zaleznik, A. (1967). *Management of disappointment*. Reprinted in Kets de Vries, M.F.R. (Ed.) *The Irrational Executive: Psychoanalytic Explorations in Management* (Pp. 224-246). Madison, CT: International Universities Press

Drucker, P. (1967). *The Effective Executive*. New York: Harper Collins.

- Coaching and advising executives
 - What is executive coaching? How is it different from therapy?
 - Different approaches to coaching
 - Psychoanalytic framework for 1:1 work with executives

- Case studies

Readings:

Axelrod, S.D. (2006). *The essential core of executive coaching*. Unpublished manuscript.

Wasylyshyn, K. M. (Winter 2005). The reluctant president. *Consulting Psychology Journal: Practice and Research*, 57, 57 - 70.

Sperry, L. (1996). *Corporate Therapy and Consulting*. NY: Brunner/Mazel. Chapters 8.

Axelrod, S.D. (2012). "Self-awareness": At the interface of executive development and psychoanalytic therapy. *Psychoanalytic Inquiry*, 32:4, 340-357.

Peltier, B. (2001). *The Psychology of Executive Coaching: Theory and Application*. New York: Brunner Routledge.

- Learnings and Reflections
 - Can you see yourself in a consulting role?
 - What are facilitating factors and barriers?