

Free article review about psychodynamic approach

[Psychology](#), [Personality](#)



Chapter 13 of “ Leadership: Theory and Practice” is dedicated to the problem of psychodynamic approach in the sphere of leadership. Describing and summarizing the results of other prominent researchers’ work, P. Northouse provides the overall picture of psychodynamic approach the essence of which consists in the concept of personality – a complex of qualities that determines the model of behavior characterized by permanent nature. In this respect, several theories dealing with the notion of personality are mentioned. Firstly, it is E. Berne’s theory of transactional analysis whose main postulate is that a human-being has three main ego states, namely the states of parent, child, and adult each of which is dominating at some time point; it is stated that the most favorable combination occurs between two or more people experiencing adult state. The second theory is the one of S. Freud who distinguished between three types of personality – erotic, obsessive, and narcissist (one more type – marketing – is suggested by E. Fromm). In addition to that, S. Freud described productive and unproductive personality types, the former being active, reasonable, and free. The best type is considered to be a productive narcissist. The next theory is C. Jung’s one in which personality is analyzed on the basis of four criteria according to which a person can be characterized as 1) extrovert or introvert; 2) sensor or intuitive; 3) thinker or feeler; 4) judger or perceiver. These four dimensions may be combined in sixteen combinations which are personality types. The most appropriate type for managers and executives is thinkers-judgers. Finally, Kroeger & Theusen suggested a way in which the representatives of different dimensions can cooperate.

Since the principal purpose of psychodynamic approach to leadership is to

investigate the nature of relationship between leaders and followers, the author emphasizes the necessity of detailed self-analysis which should be conducted by leaders and followers with the aim of organizing more productive working process. All in all, despite a number of weaknesses, the approach has also its strengths, and its importance cannot be overestimated.