

# ISPSO June 2008 Symposium

## Motivation, Meaning and Resilience

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# Motivation, Meaning and Resilience

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## I. Abstract

This paper will look at a number of organizational cases to which I have consulted, some that represent “brittle” organizations and at least one in which an organization found motivation and purpose (meaning) in the face of trauma. Resilience is the ability to bounce back from a set back. In organizations, set backs can result from traumatic events as well as (albeit in less dramatic form) from market shifts and ongoing change in structures, processes, staffing, mission, etc. Resilience, long the domain of the physical sciences, engineering and medicine, has not been widely thought of or written about in the psychoanalytic literature, with only seven specific citations emerging from a search of the 2006 PEP. However, studies done first in the auto industry (Freeman) and then in post 9/11 World Trade Center organizations (Freeman, Hirschhorn, Maltz, 2005, 2006) have shown organizational resilience to be psychodynamic in nature – and an area that can be thought about, measured and developed over time. A model of resilience will be discussed that incorporates key factors in finding meaning and motivation. This framework will then be shown to be a part of an organizational framing of relational psychoanalytic theory and practice. The relational model offers a model for understanding motivation. In the relational (Mitchell, Fiscalini, Wolstein, et al) field, an extension of object relations (Klein, Fairbairn, et al) and Interpersonal (Sullivan, Fromm, Ferenczi et al) psychoanalysis, resilience is born from one’s relatedness to those around her/him. Meaning and motivation are deeply impacted by how well organizational structures support the containment of anxiety, promote effective task achievement, and provide a secure environment in which to work. Meaning is closely tied to how a person understands and holds an organization’s purpose; motivation can be seen as a derivative of an individual’s internalization of purpose and role as well as her/his relatedness to the leader and coworkers.

## II. Overview

I continue to be a part of an organization for more than a decade in which my motivation to participate has fluctuated. I was, at times, very involved and interested in the learning I gained from participating in it and ensuring that it would continue as a place that spoke for my professional orientation and practice. Over the years my interest and participation has waned, at times leaving me with the desire to cut all ties and at others, the desire to get more involved — true ambivalence. In fact, I can recall great internal conflict when it came time to pay my “financial” obligations. The organization and I have changed during my membership yet these shifts have not been discussed. How can we understand what produces such extremes in experience? What then has regulated these dramatic motivational highs and lows?

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This paper looks at these phenomena — the contribution of how organizations are managed make or not to how motivated we feel to take up our roles, defined or otherwise, participate and be a part of its functioning — through a particular set of lenses derived from many years of working with/within organizations (traumatized organizations, those experiencing change, and those dealing with the upheaval of market forces). This work has resulted in a way of thinking about an organization's ability to endure *and* develop resiliency in which motivation is critical, and the use of relational motivational theory as an underlying key to this model of resilience.

Understanding this point of view begins with understanding the shift that Mitchell and Greenberg offered psychoanalysis in developing the relational view. Our understanding of motivation shifts to being a product of the interactions, the relatedness, that I have with the people with whom I come into contact, not strictly, as Freud proposed, a product of drive (sexual and otherwise).

Relational psychoanalysis brings us an evolved conceptual framework for understanding motivation that begins with Freud's Drive Theory expanding through the Object Relationist's view of Drive including Internalized Objects (Klein, Fairbairn, et al) and the Interpersonalist's introduction of the psychology of "two" and the need for security (Sullivan, Fromm, Ferenczi, Sandler, et al). The daily interaction between my self and others deposits psychological residue that builds over time, revisits my past and internalized objects and produces my conscious and unconscious experience. This experience can either offer positive enhancement or negative erosion of my current psychic frame. This is a complex, ever-changing, evolving, shifting model of the motivation of self (and other).

### III. Organizational Resilience<sup>1</sup>

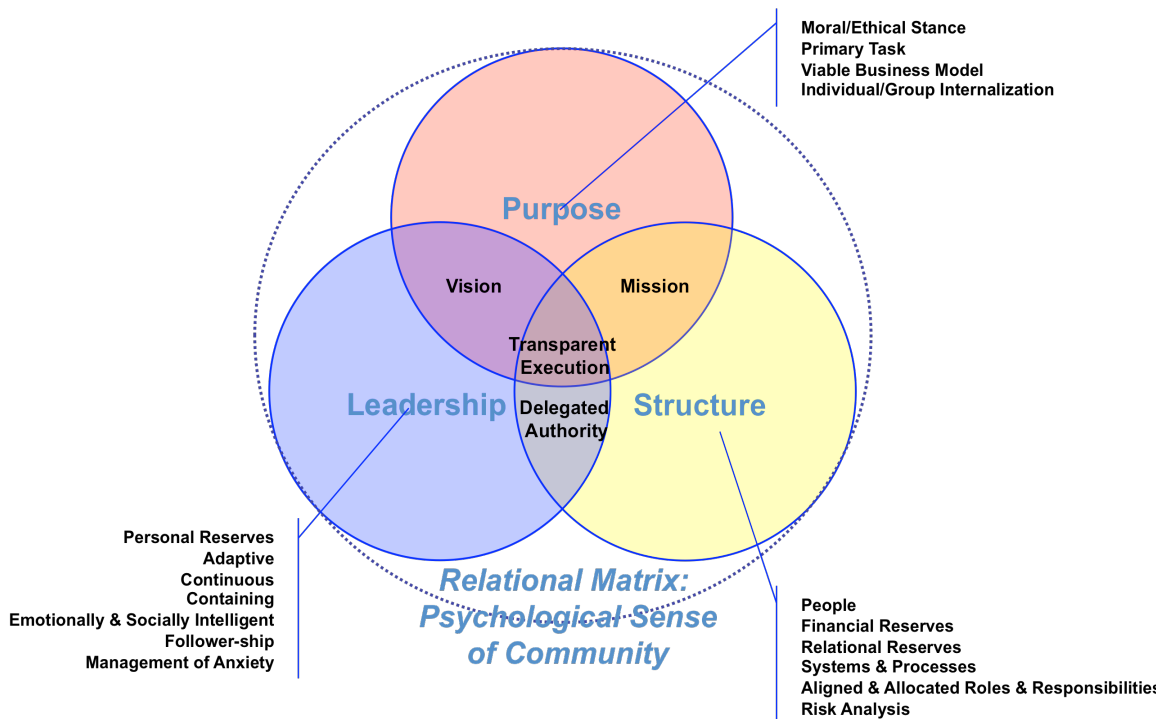
Organizational resilience is the ability of an organization to bounce back from a tragedy, trauma, misstep, or change that affects some or all of its parts. Our research in post-9/11 firms revealed this model in striking ways (Maltz, 2007). The model helps us understand many organizational situations. For instance, in 1994, the fixed income markets looked robust and Goldman Sachs bet heavily on the upside of this trend. By 1995 these markets had turned, wiping out the majority of Goldman's positions and pushing the firm to the brink of solvency. Rather than fold, the partners created the modern juggernaut that dominates financial markets worldwide. And, added a fundamental new attribute to considering one position relative to another – risk (Rubin and Weisberg, 2003). This example fits well with this model, a change occurs, so pervasive that it nearly destroys the organization, yet the organization survives, eventually dominating, through purpose, leadership and structures, and an overriding sense of organizational resolve that defines the firm over a decade later. The examples in for profit and nonprofit literature are numerous.

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<sup>1</sup> This section is updated from a paper written for the 2007 CSOC Colloquium, University of Missouri-Columbia.

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A model for organizational resilience:



The following sections detail more of the thinking about these areas, beginning with a story of remarkable resilience after the 9/11 attacks on the World Trade Center.

A. *Sandler O'Neill and Partners (SOP) a case study in resilience.* SOP lost 1/3 of its organization in the south tower of the World Trade Center on 9/11. These organizational losses can be placed into three categories: 1. People; 2. Wealth; and, 3. Systems, Routines and Processes. The following is a brief summary of the firm's organizational losses:

1. People – the deaths of colleagues and friends were particularly severe for this firm. SOP was an exceptionally tight-knit firm, one long-time employee noted that, “We all grew up together.” The firm hired primarily from a pool of friends and family; many of the parents who lost their sons and daughters had sent their child to work for their colleague, friend or investment banker. “When you lose people, you lose mentors, friends, colleagues and skills,” one manager said. The one surviving member of the management committee, barely containing his emotion, told us, “I lost my mentor and my best friend... who do I even consult now?”

SOP was known on Wall Street as a “relationship” firm, a place that prided itself on the way relationships with clients and potential clients were managed; 9/11 put these relations at risk. Ray Soifer, an independent banking consultant, issued a dire warning in *Business Week* on 9/13/01: “The loss of life is catastrophic in an industry that relies on personal relationships. In some specialties, business may be crimped for months because of loss of traders and analysts.” SOP was a firm that “worked hard and played hard” together; employees’ families were best friends, next-door neighbors, vacation partners, and belonged to the same social networks.

Along with the cost of death, came the cost of surviving. In the months following 9/11, surviving employees needed to attend numerous funerals/memorials and spend time

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with the families of the deceased; contact and speak with the families of the deceased, any and all well-wishers, the media and virtually “everyone we ever had contact with”; and, make sense of what happened, attending to their psychological and emotional needs. Moreover, enormous efforts had to be put into hiring, training and orienting new employees.

2. Wealth – the loss stressed both the balance sheet and the income statement. Deceased partners’ interests were intentionally paid in full to their survivors, reducing the firm’s equity and cash to a fraction of pre-9/11 levels. The money making machine was shut down with no income expectations. Expenses soared, in addition to all of the expenses of rebuilding, the company had to acquire extraordinary items such as consulting, counseling, legal and public relations help in order to manage the demands of the families of those lost, the employees, well-wishers, the media, etc.
3. Systems, Routines and Processes (Structure) – the breadth and depth of systemic losses were substantial; the firm’s world headquarters, including all furniture, fixtures and equipment. Hard assets were (mostly) covered by insurance but innumerable intangibles, such as client lists, computer systems and data and all personal workspace effects were lost. Corporate files and records, including client and contact lists had to be reconstructed from memory. “The firm had to replace its underlying structure piece by piece.” Technical processes, including trading, research and client management, had to be rebuilt. The firm had to reapply for all of its trading licenses and replace all corporate protocols and develop temporary systems while also planning intermediate and long-term solutions<sup>2</sup>. The supervisory structure was decimated; rebuilding the management structure was an enormous responsibility for surviving managers/partners. “For every function, we had to ask: Who’s left here to do it? Can we still do it? Who do we need in the short term? Who do we need in the long term?” Finally, the coordination that comes from years of teamwork was gone — one employee noted that “66 of my colleagues died, [which] made my ability to do everything much more difficult. X and I had a short hand. I would talk to X at least 3 times a day every day. We didn’t need to speak for long, just 30 seconds. But that [now] takes 5 minutes with everyone else.”

And, just like people overwhelmed with transition and change, it became hard to focus and know where to start to rebuild — too much seemed to be gone. Some became depressed, some turned to substance abuse to deaden their feelings of pain and hopelessness, others found reasons to fight with each other, as if the one topic of debate could undo the experienced calamity.

- B. *Purpose* – people in organizations must have a clear understanding of the primary task (mission), a moral compass to follow, and a viable business model in which to operate. In our post-9/11 research (Freeman, Hirschhorn and Maltz, 2005), a sense of moral purpose stood out as an overriding force bringing people together to achieve the seemingly impossible. At the outset of our work we were warned by the remaining managing partner that SOP was just a “a money machine feeding the mouths [and much more] of families.” While that may have been a good surface analysis of what the people in the firm did prior to 9/11, it did not fit with the response of everyone after 9/11. It certainly fit, however, the actions of others, most notably Cantor Fitzgerald<sup>3</sup> who as a firm did not provide

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<sup>2</sup> The firm had its trading computer systems backed-up through September 7, 2001.

<sup>3</sup> An article in the Economist (August 20, 2007, *To hell and back*) discusses the difficulty Cantor faces in its attempt to regain its pre-9/11 market ranking and business scope, predicting that it will be swallowed by a larger bank.

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coordinated psychological care until 2006. SOP's people, customers, competitors and suppliers initiated something much more rooted in deeply held beliefs about what the firm represented and what it meant for the firm to survive. Employees said it well: "We are covering these families for the next five years. This is extraordinary, and [we] take great pride..." or "I feel more motivated and more determined. We have more responsibility to... those who are gone" and "...this is different. From just a moral standpoint, it is absolutely the right thing to do."

For SOP's salespeople, when they sold stocks or bonds they were selling for their dead colleagues, their colleagues' families, and for themselves. Clients wanted to honor their relationships with those who died. Most people who participated felt a part of a recovery and were motivated by the act of doing something that could help others recover and themselves heal from the trauma experienced by all. Even the 15 or so organizational and psychological clinicians deployed during the recovery felt tremendous relief and reward by participating. Outsiders felt, as the insiders did, a need to identify with the firm, its plight and its recovery.

In attracting help, moral purpose was further reinforced. Extraordinary demands were "outsourced", including the management of their memorial, the rebuilding of internal systems and the trading of stocks and bonds. Purpose was further enhanced by the publicity the crisis generated – two CBS 60 Minutes profiles (2001, 2002), the cover of Fortune (2002), and numerous other media. Help came from everywhere, even from the larger Wall Street firms that would normally look at this as an opportunity for eliminating the competition.

Yet receiving help can have its downside. Trauma can be isolating, as was the case with many of the other firms in the WTC. People at SOP were given care and monitored in such a way to allow one to have her/his trauma response and recovery, minimizing post traumatic stress and bolstering the firm's own strategy to cope. On August 13, 2007, there was an article in the Wall Street Journal ("*Fed Treads Moral Hazard*", Browning), about a well-documented economic downside to providing such help. Moral hazard is the antithesis to moral purpose, an old term defined as the consequence of "protecting someone too well against an unwanted outcome... may [lead] that person to behave recklessly." As many of us have seen in authoritative systems, over reliance on the manager can have an ill effect<sup>4</sup>.

Part of the difficulty in establishing purpose is balancing the drive towards meaning while managing the "pull of opportunity". The pull can come from many places, goodwill, market/product buzz, but mostly from an employee's internal experience of the organization's culture. "Opportunity", then, can be supportive or disruptive, depending on how well the organization has aligned its business purpose with the other forces at play. This calls into question much of the "mission, vision, values" work done in organization's today where the vision or mission or purpose, is something put on banners, printed on mugs, cheered for, though not often "held" by the employee. Employees must work at understanding their internal experience of what it means to work for a particular organization. This is hard work; how the organization and one's role in it is internalized, what object is created and identified with are difficult questions that organizational leadership must consider and work at. This internal object may or may not be connected to

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<sup>4</sup> In the book "The Blessings of a Skinned Knee" (2001) on using Jewish teachings to parent and raise children that are self-reliant, Wendy Mogel uses lessons from the Torah to emphasize the importance of learning from experiences, even those that are not always positive. The process that is absent in many organizations and among many leaders is taking the time to reflect upon their own 'skinned knees'.

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one's own identity (*see relational aspects in IV. Motivation*). The daily experience impacts the individual's ability to relate and reform her/his identification with the organization and coworkers in the form of role and how that role is exercised.

At SOP, purpose, in all of its moral and ethical meaning, was out in the open, raw for all to consider. Opportunity, even if it was for patriotism/capitalism, for loved ones, for family, or for colleagues, was found literally on a colleague's grave. And SOP employees had reservations: "You have been given five new accounts that were existing... clients... do I deserve someone else's money?" or "I am glad to be here but not happy for the reason why." Here, we have morality's liberation of ambition. Under normal business conditions coworkers' ambitions usually clash (the inherent competition for position, promotion, etc.). At SOP a person's ambition became a gift to the families of dead colleagues and to the firm. We found a compelling intersection of moral work and opportunity where the pull of opportunity invigorated the system substantially increasing psychological and physical reserves:

		<i>Moral Work</i>	
		<i>No</i>	<i>Yes</i>
<i>Pull of Opportunity</i>	<i>No</i>	<b>Demoralization</b> depletes psychological and physical resources	<b>Volunteer work</b> produces average psychological and physical resources
	<i>Yes</i>	<b>Usual business life</b> produces average psychological and physical resources	<b>Invigoration</b> substantially increases psychological and physical resources

Without a strongly held, internal understanding of purpose, organizations experience diminishing returns, risking the organization's ability to sustain shocks to its system. Purpose, then, is a cornerstone for the development of a psychological sense of community and a resilient system<sup>5678</sup>. People in organizations must have a clear understanding of its moral purpose – its primary task, a moral compass to follow, and a viable business model in

<sup>5</sup> A good case that marked the beginning of a long decline in stock value and market position was Ford's recasting its mission as "quality is job one" in the late 1980s and 1990s. In the process of refocusing the organization on quality as its primary focus it *forgot* about its real purpose in life, making automobiles and trucks. Car manufacturing was dissociated from the organization as the output of a *quality* process, and quality was split off from the daily work routine and not integrated into daily role-life. Quality became something *other*, looming in the organization's consciousness as an antidote to the increasing anxiety of losing customers, market share and stock value. Ultimately, this focus derailed Ford from its primary task or purpose.

<sup>6</sup> A counterpoint in the same industry is well described in "The Toyota Way" (Liker, 2003) – Toyota's approach to quality creates a strong sense of purpose for employees, leaders embody this purpose, and systems and structures are established to reinforce it. His description of Kaizen could be thought of as a form of resilience to the experience of less than perfect quality and thus forms the basis for Toyota's psychological sense of community at work.

<sup>7</sup> Additionally, Toyota integrates deeply held cultural characteristics, such as "hansei". As described by Matthew May in the September 2007 Wharton Leadership Digest: "One of the most fundamental elements of learnership [at Toyota] is reflection, or hansei (hahn-say) in Japanese, the sole goal of which is to understand. In the Japanese corporate world, hansei refers to rigorous after-action debriefings and reviews, where participants figure out what went wrong, what went right and what could go better. The word, however, has deeper cultural roots, and at its most philosophical level, it means introspection. It is a profound skill to master, and in Japan, education in hansei begins in kindergarten."

<sup>8</sup> For a more current view of ill-defined purpose, one could look at Yahoo!. Yahoo has stumbled in its battle against Google and more traditional media and advertising companies. Yahoo! first tried to compete as a search engine, purchasing a number of companies to bolster its own fledgling product, missing the point about its chief rival, Google, who used its powerful search tools as a means to sell advertising, its primary current purpose. Then Yahoo! attempted to buy its way into the advertising and media worlds, again not hitting the mark. Today, Google's market power and capitalization far exceeds that of its lesser rival Yahoo!. And Google's purpose and the culture that supports it is mostly home grown and well integrated, ensuring that the Google brand is held internally by each role holder as not only a place to work but as a meaningful contributor to people's lives.

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which to operate. Taking a higher moral stand is a key aspect of motivation (*see the discussion of Sennett's thinking on motivation in IV. Motivation*).<sup>9</sup>

- C. *Leadership* – Leaders must be committed, adaptive, able to contain the enormous anxieties produced by change, decisive, transparent, and, most importantly, aware and comfortable with their own and their employees' emotional states. Ron Heifetz writes that one purpose of leaders is to contain anxiety. He refers to adult learning models that show that adults mostly learn when their anxiety levels are increased and to research, which shows that stressing an organization beyond its “threshold of learning” (1994) is counterproductive. And, as Goleman and Boyatzis (2007) have traced the evolution of our understanding of emotional social intelligence or as Sullivan noted decades ago that humans are interpersonal by nature, both the transference/countertransference and resistance matrices are inherent in how we identify and relate. Leaders need to understand and work with the transference/countertransference, resistances and anxieties generated by the people who work for them. This is an important element of leadership not necessarily dealt with in most mainstream leadership development programs<sup>10</sup>. Leaders in organizations need to be acutely aware of how their authority is used and delegated, finding the delicate balance between over- and under-use that produces interdependent functioning among employees. Last, leaders need to offer a secure environment in order to attend to our natural anxieties.

At SOP, leadership<sup>11</sup> was motivated and motivating, charismatic<sup>12</sup>, committed, continuous yet linked to those lost, modeling resilient behavior, transparent (even when communicating about grief and other emotional states<sup>13</sup> and when managing the emotional strain on and impact to employees<sup>14</sup>), and responsible for rebuilding the social fabric of each department.

This leaves us with a compelling set of questions about how one develops leaders with these qualities. How do we engage people in these complex concepts and help them develop the language and skills necessary to address the range of psychological processes occurring?

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<sup>9</sup> A recent Wall Street Journal/MIT Sloan Management Review (May 12, 2008) article focused on the importance of ethics in business.

<sup>10</sup> Even those that use some form of psychographic tend to work at the surface, barely scratching these deeper requirements. Instruments such as the Myers-Briggs Type Indicator or the Goleman/Boyatzis Emotional Social Competence Inventory (Hay Group, 2007) are mostly used to focus on surface traits and are rarely employed for deeper meaning.

<sup>11</sup> Leadership was continuous from Dunne/Sandler/Quakenbush to Dunne/Doyle/Price<sup>11</sup>. Prior to 9/11 “[Dunne] was what you call a coach with tough love.” “He was the guy that marked you to market... an uncomfortable place to be.” At 9/11, a different Dunne emerged who was inspired and inspiring, publicly expressive, showing it was OK to shed tears on National television. “From now on I’ve [Dunne] got to be Herman and I’ve got to be Chris.” “I think he’s [Dunne] a better leader now... he’s easier to talk to.” “Jimmie [Dunne] is a changed man.” Charismatic leadership helped to contain employee anxiety. Dunne’s and other partners’ abilities to speak privately and publicly with the same transparent emotive style fostered support and motivated those rebuilding the firm. “When Jimmy [Dunne] walked in, he knew what he wanted to get done. He told us who should... scout new space, [deal with] IT issues, and... write [job] descriptions... It was clear who was in charge.” “When the guy [Dunne] said he’s committed, I was fired up.” “[The leadership] made us feel like, I’ll show you the path through the trees.” Leaders needed employees to take them in and identify with them and their sense of purpose. Followers had to identify with their leader as a person before they could internalize confidence and find the motivation that resulted from that identification. People identified with Dunne, he openly expressed their grief when expressing his own, allowing others to mourn and grieve as they could, ranging from public outpouring to reserved private meditations. And SOP’s leaders were flexible, as the task changed, so did they. Whether it was dealing with a client, the Coroner’s office, an employee or the press, leaders flexed with the moment, responding to those around as well as to their own internal voice.

<sup>12</sup> Somewhat narcissistic, though productively, as Macobby describes in the *Productive Narcissistic* (Broadway Books, 2003).

<sup>13</sup> A key attribute measured in the HayGroup Emotional Social Competence Inventory (HayGroup, Boston 2007).

<sup>14</sup> IBID

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And, how do we translate what we know and how we think as “clinicians” to put this knowledge to practice, in a way that organizational leaders can understand and implement?<sup>15</sup>

There are many examples of leaders gone bad in the past couple of years: Mackey’s blogging at Whole Foods; Swanson’s plagiarism at Raytheon; Edmondson’s lying at RadioShack; Colby’s sexual dalliance at Wellpoint; Parker’s alcohol problems at US Airways; Stonecipher’s affair at Boeing; Fiorina’s authoritarian style and Dunn’s private investigations at HP; Maurice Greenberg’s rule at AIG and his son, Jeff Greenberg’s, lack of management at Marsh & McLennan; Gilmartin’s Vioxx fiasco at Merck; McKinnell’s large pay and irascibility at Pfizer; then there is Cayne, O’Neal and Prince in the subprime debacle; and the list continues to grow.

Leaders need to have organizational savvy, psychological ability, and the skills and temperament to manage the overt and hidden anxieties, and address the security needs that permeate human systems. Leaders must also be open to sharing authority and power, delegating it effectively to empower systems. As Rice (1969) wrote, the delegation of authority in role and the alignment of task and authority systems with role is critical for organization’s to develop the psychological capacity to do work. These are the fundamental boundaries of organizational systems, the boundaries at which Schein (1988) noted that all anxiety occurs. Leaders need to understand how these dynamics and their experience can generate ideas and put them into action.

- D. *Structure* – Resilient organizations require financial reserves, aligned and authorized roles, and supporting structures that are capable of continually learning/improving and providing psychological containment. Organizations lacking these critical “structures” are considerably more vulnerable.

Case in point – Arthur Andersen was founded in 1913 and became one of the most successful general accounting, auditing and consulting firms in the 20th century. In August 2000, Andersen Consulting, now Accenture, split from the parent Andersen to form its own firm, a dominant force in management consulting today. This split resolved internal conflicts regarding the partnership’s structure, value of shares, and partner compensation. The split, though, went deeper, in splitting-off from the parent a fundamental part of the organization’s business identity, leaving a seriously hampered partnership structure that made its leadership impotent and set-up its demise. In 2001 James Berardino was elected CEO of a substantial firm – in 2002 Andersen had 28,000 U.S. employees, 85,000 worldwide; still one of the top public accounting firms in the world.

On June 15, 2002, Andersen was convicted of obstructing justice related to its client Enron. Two Andersen partners, a lawyer and the lead partner on the Enron account, were cited for giving the orders to shred Enron-related documents. By 2003 the partnership had disbanded. Ironically, on May 31, 2005 the U.S. Supreme Court unanimously overturned Andersen’s conviction, though no firm remained to celebrate. How could such a large and venerable firm literally disappear overnight? The answer lies in the structural changes made

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<sup>15</sup> Yahoo!, is also an organization with leadership dilemmas. The choice of Semel as its CEO and Chairman a couple of years ago was connected to its revised mission as an entertainment company (Semel was the retired co-head of Warner Brothers Studios). Semel’s leadership did not enable the organization to capitalize on potential success in online advertising nor exercise any influence over how the Internet advertising market evolved. Semel’s stepping down as CEO and handing the reins back to Yang, one of the founders is significant. Yang is younger, steeped in the Internet as well as the culture and technology that created Yahoo! and Semel, in his 60s, represents old media. This could be analyzed on many levels, father-son, generational, cultural, etc., or in our own desire for the relatively new Internet to succeed and revolutionize how we shop, are entertained, communicate and live. Whatever the unconscious motivation, it has deeply impacted Yahoo!’s culture and potential for sustainability.

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in the aftermath of the splitting-off of its consulting arm. The short story is that the anxiety permeating the remaining partnership led to structural changes that disempowered the management/leadership of the remaining firm. For example, for Berardino to make any change, including firing a partner, demoting a partner or changing a company-wide procedure, he required a two-thirds vote of the 1,700 voting partners around the world. In other words, he functioned more as a titular head and not a functioning and viable manager. Clearly, Andersen was incapable of dealing with the aftermath of its split, especially the psychological malaise and vicious cycle it left, and was incapable of establishing governance that would enable, not disable, the organization's sustainability (Maltz and Witt, 2006). Structures must contain anxiety not exacerbate them.

SOP is a different story. The firm rebuilt itself on the foundation of its structural strengths, its people, social networks, systems and wealth. The firm's social capital enabled a remarkable support system during its transition to health. A strong family feeling existed as friends reached out to help the firm rebuild. And in contrast to Andersen, it was small and had a flat authorized structure. Its social capital was further built on its own "cultural aversion to a large support staff" and its "senior ranks... [who were] willing to go down and dirty". It also had a culture of merit that delimited the impact of status: everyone took it upon her/himself to be presumptive. The culture exuded the necessary containment qualities of self-management/self-regulation. In summary, SOP's reserves, depletion and replenishment were:

	Before September 11th	September 11th	Post September 11th
<b>Social Network</b>	External relations very good; SOP has excellent reputation in its markets.	Goodwill has increased; worldwide sympathy from onset; soon, worldwide respect.	External relations extraordinary; clients, customers & competitors give their all; media stories help firm achieve fame & admiration.
<b>People</b>	Highly competent & dedicated. Some partners semi-retired/less active. Employees are close, socially related; firm hired friends, family of friends, clients & associates.	39% are dead; others are emotionally & psychologically devastated.	People make a tremendous effort; new employees hired & contribute immediately. By March 2002, signs of stress appear.
<b>Systems</b>	SOP is lean & well coordinated.	Facilities, records, data & physical history destroyed. Deaths cause loss of coordination & communication.	Systems are rebuilt: new offices & infrastructure.
<b>Wealth</b>	The firm is a money machine, wealthy & capable of creating new wealth.	Wealth dramatically reduced; potential for creating new wealth devastated.	Ability to create wealth rapidly returns, exceeding prior capabilities.

The firm also put in place important mechanisms for the direct containment of anxiety, even in the face of a questionable future — no one knew if the firm would survive — "... that whole first day I was thinking more about helping out and who is alive. And then the next day, I started to think, 'am I going to pay the rent next month?'" Yet anxiety was perhaps a secondary concern to the grief being experienced by the employees and the surviving families. Grieving was necessary and could not be denied if the firm was to endure. SOP understood this — people need to grieve to deal with sadness in appropriate ways in appropriate times but grieving needs to be contained. The firm did so by transparently providing support for bereaved families, employees and the necessary organizational

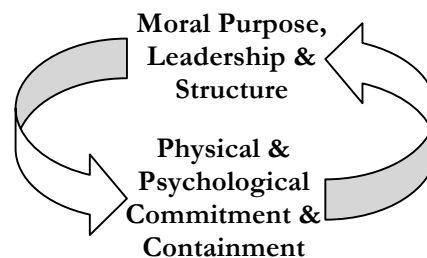
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reconstruction and development. In fact, our study showed, remarkably, that SOP was the *only* WTC firm to do so in an organized and sustained way<sup>16</sup>.

Interpersonal and group relations were nurtured, energizing deeply depleted reserves. The psychological-structure was considered as important as all other infrastructure. Individual security needs (psychological defense mechanisms) were treated as important as the firm's physical security. The firm functioned as a purposeful container of grief and anxiety.

In today's general business environment the leadership failures, corporate failures, and issues of quality that have seriously harmed, at least in the short term, U.S. markets are good examples of a lack of moral and ethical guidelines or structures. Ethical and moral decisions/choices are not just rational decisions that can be modeled but are part of a much deeper psychological underpinning that influences and informs our decisions that are rooted in an organization's culture, development and leadership. As Freud first exposed a model of the drives/structures of the psyche and as neuroscientists are proving today, the structures of the mind are integral to how we act. The greater psychological infrastructure of an organizational system must also be understood and attended to by managers and leaders.

- E. *Psychological Sense of Community (Psychological Reserves)* – the ultimate test for an organization is whether a sense of psychological community is created, acknowledged and actively sustained. Bringing together the attributes of resilience, purpose, leadership and structure, produces a fourth and critical attribute, the development of psychological reserves. It is the combination of working organizational identity and role identity-“fit”, morally and ethically grounded purpose, and acceptable business models, with leadership that is willing and able to think about, experience, understand and manage psychological interactions. These interactions occur when human systems are deployed to act, and with structures built to monitor and contain the generated emotional and psychological content that generates a psychological sense of community. Rather than a vicious “doom loop”, SOP created a virtuous cycle:

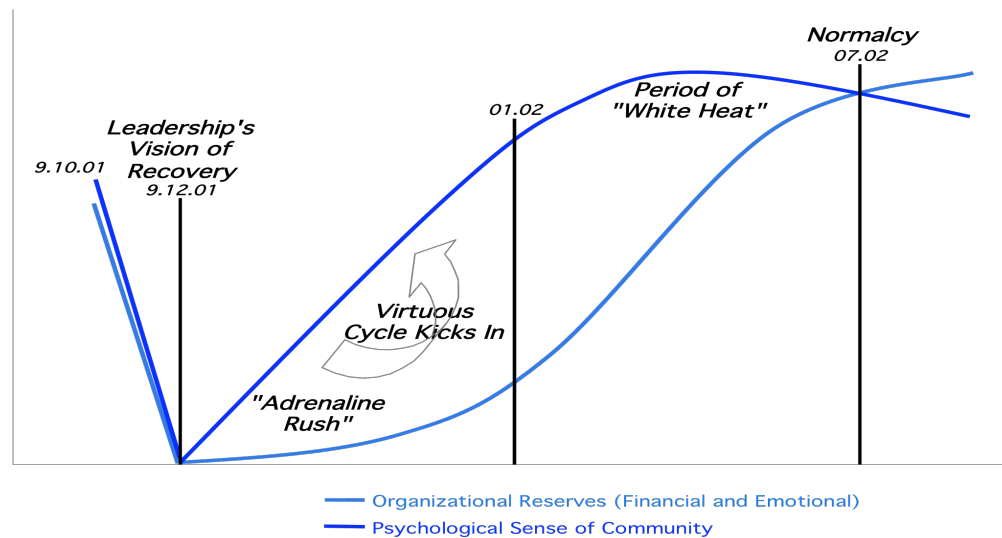


Once the virtuous cycle began, individual, interpersonal, group and intergroup dynamics reinforced one another establishing an enterprise-wide community that encouraged people to give extraordinarily of themselves. Over time, the resilience question is how does one maintain this sense of psychological community while not producing burnout or the more normal lapse into indifference for the firm and its mission. For SOP, the levels of reserves and the sense of psychological community looked like this:

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<sup>16</sup> 450 counseling hours were provided in month following 9/11; 50 counseling hours per month were being supplied 14 months later; a counseling and organizational development team continued working with SOP for four years after 9/11.

## Motivation, Meaning and Resilience



Developing this deep sense of psychological community is a necessary step in building a resilient organization. There are a number of examples of organizations that have done so, including Google, the Ford Foundation, GE, Goldman Sachs, Apple, Intel, Toyota, Patagonia, all of which have experienced significant missed steps in their history and remain venerable enterprises. Developing cultures that command the attention of the greater organizational community is difficult and long-term work. There are many examples of organizations where the “three legs” of the resilience “stool” were not realized. Many organizations pay attention to or emphasize one or perhaps two legs of the model and think it sufficient. There are many organizations that focus on vision-mission-values (purpose) and/or on leadership development and do not think about structure, or focus on structural execution without digging into issues of leadership succession or team development. When one or two legs of the stool are emphasized those aspects of the organization’s psyche gets overloaded leading to idealized leaders, “banner” missions and other hopes or fantasies about the organization’s future. In these organizations, there is a tendency for heightened resistance to change, a predisposition for basic assumption life and/or increased security needs. Personal experience in three Fortune 100 U.S. corporations (AT&T, Westinghouse and NYNEX), none of which exist today in the form and substance as they did then, provided a very clear sense of sitting on a stool that was teetering, missing at least one of its legs. The work of building resilient organizations is the work of integrating purpose, leadership and structures without any one of which will cause our fall.

- F. *Moving organizations beyond the id and the ego – resilience in the 21st century.* This model for defining organizational resilience emerged from our study of SOP and from the follow-up work we did to substantiate our thinking (Freeman, Hirschhorn, Maltz, 2005, 2006, and Maltz, 2005). We believe that the essence of SOP’s remarkable surge from the brink of devastation and the rebirth or resilience of organizations such as Hewlett-Packard and Apple, and the lack thereof of such organizations as Compaq, Lotus, Enron, Arthur Andersen, Bear Stearns, etc., has to do with the sense of psychological community that was (is) created, enabling an individual role-holder to develop a good enough relationship, some sense of identity with the organization in which she/he spends a majority of time and with the people within that organization with whom she/he interacts. This model is built on ideas that we as a community have been thinking about for nearly 100 years: ideas about purpose/mission/primary task (Miller, 1967, et al) and primary risk (Hirschhorn, 1997); ideas about leadership and how we take-up and exercise authority (Miller and Rice, 1990, et

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al); ideas about role identity (Klein, 1955, Rice, 1969, et al) and the transference-countertransference and resistance matrices that help us understand identification and internalized objects and our relatedness (Freud, 1962, Sullivan, 1953, 1954, [Kuriloff] 2002, Bion, 1967, Mitchell and Greenberg, 1983, et al). And last, ideas about structure that emanate from the fields of organizational development, IO psychology, etc., and (lest we forget) the original thinking of Freud and the evolving field of psychoanalysis and their contributions to understanding the structure of the psyche<sup>17</sup>.

This model suggests that a psychological sense of community can be achieved if organizational purpose, leadership and structures are coherently in place. These three attributes, when combined in a thoughtful and actionable way, produce a sense of psychological community in which our connections/relatedness (social networks) and efficacy at working together are internalized and integrated in such a way that the sum of our functioning truly becomes greater than the whole. Organizational leaders can think about these attributes and act on them producing deep responses to deep issues, to dig well “below the surface” (Stokes, 1994) in order to greatly increase the ability of an organization to moderate the impact of turbulence and be resilient<sup>18,19,20</sup>. This is different than what might be called the cognitive-behavioral approach typically deployed in the fields of organizational development and management consulting. There are clearly ways in which the concepts we use in our thinking, research and practice, can help build stronger organizations and communities.

Our field has had organizations on the couch in very lengthy analyses. Many insights have contributed to the field of organizational theory yet the corporate landscape in particular and the organizational landscape in general has remained relatively barren of the analytically informed. How can we translate what we know into usable, actionable ideas that may be spread to build healthy resilient organizations?

Peter Coy in a recent Business Week article (August 20, 2007) discusses the refinement of the Organization Man. While research by Jacoby (UCLA) and others shows some progress for a people-centered management approach, Coy writes, “...the hammer of authority remains close at hand. If it’s human nature for workers to seek freedom, it’s also human nature to withhold it.” Coy quotes Senge who points out that “hierarchy... occurs again and again in nature, it’s not going away very quickly.” In fact, most of psychoanalysis has been built on a hierarchical model of the psyche. While there are movements that are attempting to equalize the analytic space (Fiscalini, Wolstein, et al.), the space remains somewhat hierarchical. Moving towards an understanding of the psychodynamics of organizations that includes modern understandings of the individual’s internal formation where identity is continually in flux, adapting to daily events. And, we need to accept that the relationships and dependencies formed in daily work life affect the way in which one’s self and object

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<sup>17</sup> Freud’s “structural theory” – super-ego, ego and id; Rank, Klein, Fairbairn, Winnicott, et al, object-relations theory; and Sullivan’s Interpersonal system.

<sup>18</sup> A case in point, Melyn Lescz, the head of the Department of Psychiatry, Mt. Sinai Hospital, Toronto, the site of the SARS epidemic, is utilizing these concepts to build a stronger more resilient department and hospital system in preparation for the pandemic they believe is inevitable. Dr. Lescz is building the necessary psychological community with colleagues, administrators and government officials.

<sup>19</sup> Another case, the city of London has conducted pandemic response drills, which have included citizens needing to practice properly disposing of contaminated dead relatives.

<sup>20</sup> And to bring this to a devastated community, think about New Orleans in the aftermath of Katrina. Advances in resilience research have been documented in both the medical journals and in the PTSD literature citing work with Katrina victims, yet the community’s resilience has been discussed mostly with regard to infrastructure; the ability of the community as a whole to bounce back is still more a hope than fact.

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structures operate. Thus responses to workplace dynamics can be experienced as Fairbanks postulated, as traumatic events, filled with the qualities of repression and dissociation, and activating security needs (defense mechanisms), depression and other severe psychological responses.

And, different people respond to traumatic events differently. As Ethan Watters points out in a recent New York Times article (August 15, 2007): “The simple but surprising truth appears to be that symptoms of psychological trauma can be both culturally created and utterly real to the individual at the same time. As the anthropologist Allan Young of McGill University explains, a diagnosis of PTSD ‘can be real in a particular place and time and yet not be true for all places and times.’” At whatever threshold an individual or organization experiences trauma or any event that produces stress and anxiety, the same constellation of adaptive mechanisms – purpose, leadership and containing structures – become relevant, if not critical, to building healthier and more sustainable organizations

### IV. Motivation

From a psychoanalytic perspective, motivation has undergone significant reinterpretation over the past century. Beginning with Freud’s “drive/structure” model, in which the biologic underpinning of bringing sense to what motivates our seeking pleasure and pain, moving to the British Object Relations school’s “relational/structure” model, in which these motivations are seen more as a way of connecting or reconciling past relations with deeply held internal objects, to the Interpersonal school’s addition of society, culture and our need for daily security in relation to others, to a more recent “Relational” view in which our deepest motivations are a product of the ways in which we relate to those in our daily lives. It is this last model, the relational track, that provides great utility for understanding and working with motivation in organizations.

As Wachtel (2008) notes “unconscious processes and unconscious motivation portrays our conscious motivation as *part* of what we are pursuing, while also illuminating the ways in which we are *also* pursuing something more (and, not infrequently of course, pursuing some aims that *conflict* with the aims that we are aware of).” Taking this further, Modell (1984) thinks of a two-person psychology in which “Real people are their own center of agency, responding to and evaluating others’ actions towards them (and even *feelings* about them, as they are revealed in actions and non-verbal behavior).” Thus “the affective exchange between *actual people* takes center stage, and one comes to see and understand the profound ways in which the moods, fantasies, desires, perceptions, and expectations of each intersect with, create, transform, and recreate the moods, fantasies, desires, perceptions, and expectations of the other.” (Wachtel) Our inner processes take into consideration all we encounter, conscious and unconscious data. We then use this data in our actions, behaviors, thinking, fantasizing, dreaming<sup>21</sup>, and so on. What gets produced internally and is then translated into action is at the root of our motivation to take up our role and produce something. These actions cannot be separated from but are products of where and how we live in our daily context and, most importantly, are the way in which we experience the others with whom we work.

This implies a complicated psychodynamic matrix, relational, hierarchical, and fraught with overt and covert challenges. Role, task and authority provide one avenue into thinking about this

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<sup>21</sup> It is important to note here that the years of research conducted by Lawrence, et al, in “Social Dreaming” further attests to this notion that our psychology is a two-person, relational matrix in which our past and present encounters produce meaning.

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relational mélange as does how leaders take up their role and authority, how the organization is doing in the marketplace, how secure one feels in their role, how transparent the organization operates, etc. If, for instance, one's organizational environment is relatively stable and transparent, it is likely that there is less stress at the relational boundaries and less of a psychological need for security. The way in which one "feels" about those she/he works with in this kind of setting will produce less anxiety and most likely result positive and productive experiences<sup>22</sup>.

### *Motivation and Resilience*

Linking the earlier resilience model to the relational one, a number of important features emerge. Purpose, moral, ethical and primary, is a critical component that enables one to join work. Our internal experience that leads to how we identify and link to others needs to be aligned with the overall purpose of the organization or else conflict at multiple levels will result and our need for security unheeded, will increase our level of anxiety. Organizations that thrive on visions and strategies that do not provide some moral or ethical stance will potentially suffer long-term for not providing the right containment for an individual's relational needs. Most organizations today have developed a sense of greater purpose, whether requiring community service, establishing foundations, allowing for matching charitable contributions, and so on. Believing in and relating to the organization's (and one's role's) purpose is motivating, supporting one's internal sense of relatedness to the organization and one's co-workers. Fundamentally, purpose is the place where meaning is derived. Meaning in one's role, in one's work experience and in one's unconscious facilitates connectedness to co-workers and the organization.

Leadership also provides critical elements of how one is unconsciously motivated. How one relates to leadership, particularly to senior leaders, provides a key basis for how we are motivated to participate and work. As Sennett (2008) points out, command structures ultimately demoralize the worker, ripping their joy and affect from their role and work. Leadership must be aware of their impact and relatedness to their organization. The cumulative affect that is produced amongst leaders resides within each role holder. Ensuring that this affect is regulated in a substantial way, that leadership compensates for stylistic differences, how they take-up the role of leading, and how they facilitate and demonstrate the purpose that drives the organization directly impacts how workers join and at a deeper level, how they identify and relate. In the earlier SOP example, when Dunne allowed his affect to change and his internal experience to be demonstrated for all to see (moving from a tough Wall Street persona to an affective one, in which the public shedding of tears was okay), it provided a model of mourning for all to join, where one's internal experience of pain could be openly experienced. It became okay to be openly devastated, to admit to trauma and, simply, to cry with others. This ability to be appropriately affectively transparent is critical. How a leader takes the role and helps employees understand their purpose, bring meaning to their work, and relate to one another is fundamental in motivating a sustainable entity.

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<sup>22</sup> Richard Sennett (2008) finds motivation to be severely "weakened" by command structures and competition and notes that a "moral imperative" must ring true for an individual to remain connected to one's work. He cites the collapse of the Soviet Union in which a command structure with heightened competition and a hollow moral purpose led to the demise of the system. He goes on to state that "to drive to do good work turns out to be no simple drive. Moreover, this personal motivation is inseparable from social organization. ... The drive to do good work can give people a sense of a vocation; poorly made institutions will ignore their denizens' desire that life add up, while well-crafted organizations will profit from them."

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The relational model helps us understand organizational structures in a more profound way. Role and task structures and how work is authorized and organized, establishes both the practical and dynamic transactions of how people relate in organizations. The concept of role alignment has been well established in the work of organizational development (Rice, Miler, Lawrence, Hirschhorn, et al). How work is structured leads to our unconscious experience of both how we relate to the work as well as how we relate to our co-worker. Management who takes into consideration how work gets organized care for our task needs as well as our security needs. As Heifetz (1994) clearly states, one of the primary roles of a leader is to regulate anxiety within a system. Structure is a primary means of regulating anxiety and creating a psychologically more secure environment. There are numerous examples of how structure demoralizes (Sennett) and how structure frees a system to excel. In Hamel's latest examination of management (Hamel, 2008), he cites three distinct examples of vastly different organizational structures that reinforce the organization's purpose. Google's 20% rule in which every employee may take up to 20% of her/his time to examine anything of interest, Whole Foods' ability to manage locally, free in-store personnel to organize in a manner which is right for that market and its customers, and W. L. Gore's phenomenal success with providing every employee both the freedom to chose what to work on while being held accountable for results. Structure, then, is the physical and at times dynamic manifestation of purpose and a representation of how leaders think about the organization. Structure impacts motivation in how it impacts how we relate to one another.

The overarching element of the resilience model, the psychological sense of community, is the dynamic response of providing good enough alignment of the prior three elements. A psychological sense of community is the positive outcome of when purpose, leadership and structures improve the work environment and move it towards the more pleasurable side of physical and psychological relatedness. Mitchell (1988) offers, "I do not believe that interpersonal interactions are merely an "enactment" of a more psychologically fundamental world of internal object relations or "representations"; nor do I believe that the subjective experience is merely a recording of actual interpersonal transactions. *The most useful way to view psychological reality is as operating within a relational matrix which encompasses both intrapsychic and interpersonal realms.*" The psychological reality of an organization can take many shapes, some productive and some not. The *organizational relational matrix* is a complex field that is dramatically impacted by its ability to sustain itself within the resilience model.

### V. Case Examples

#### A. *A Greater Purpose Produces an Enduring Business*

With the growth of email in the early 1990s two email outsiders saw an opportunity to help keep email honest by assisting marketers in ensuring that receivers of their email have "opted-in" to doing so. These two entrepreneurs developed separate companies and then brought them together in a merger. The company today dominates their field, has been intimately involved in the development of anti-spam legislation and is an influential member of both the Internet and direct marketing communities.

What is most remarkable is that this company has endured missteps in the marketplace, radical shifts in market trends and rapidly changing technology, growing in the process. Today they are over 130 people who practice remarkable transparency, from the CEO to an administrative assistant; everyone has access to most data and has the ability to ask any question and influence decisions. Their performance management system incorporates open 360° input, live 360° feedback collection and swift action with regard to performance issues.

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Noticeably, the environment is motivating and staff motivated. One can look at this company in a number of ways to understand how this level of open interpersonal relatedness combined with a strong moral purpose results in a motivated workforce. People are guided in developing better working relationships, developing new capacities for being frank and honest, and becoming the best they possibly can. Purpose here guides leadership, structure, and the greater sense of psychological community that results.

Recently, a valued technology employee decided to take a significant offer for advancement in a company in a different market and leave. The CEO, as he does with all new and departing employees, had a “just wanted to say goodbye” conversation. In this conversation he assured the employee that he would always have a home here and though they could not match his new job, they would always be able to use his talent. Four days after he left he called and asked for his job back. His explanation? Regardless of the increase in income, he felt so strongly connected that he wanted back in.

Clearly, purpose and employees’ relationship to it motivates this workforce to extraordinary levels. Joining to make the use of email and certain aspects of the Internet a safer, more enduring and transparent place helps individuals both join and grow within this company. This is similar to the experience that has been reported on at Google — joining the mission to make all the world’s information available to all is noble, stimulating, and motivating. And, of course, purpose alone does not tell the full motivational story. Leadership adept at managing anxiety and providing a secure context, structures that promote people’s relatedness and the aforementioned purpose, combine to create a positive relational matrix in which the community thrives.

### *B. The Controlling CEO: A Leadership Tragedy*

She has been CEO of a small software and technology business for about a year. She was specifically brought in by the Board in order to “stop the bleeding” and turn the company around. The company had about 100 employees and office in two states and in Europe. It was second in its market. When she arrived, she uncovered significant financial bleeding, a lack of controls, and large amounts of product sitting in sales people’s garages (though it is unclear if this was theft or an attempt to drive up sales).

She quickly assumed control by requiring her signature on any expenditure over \$1,000, exacting reviews of all contracts and meticulous scrutiny over most processes in the company. This achieved solid results in the short term, the cash flow became positive and product development and sales were slowly improving.

Despite these improvements, sales and product development were lagging against targets and there was a diminishing trust within the senior team. The Board began putting pressure on the CEO to deliver performance (the Board was the majority owning Private Equity firm).

The CEO contacted us and asked for help. We intervened by interviewing the senior team and then conducting an offsite in which the team worked on both connecting as “people and connecting regarding the business. This was a seminal event in which, during an exercise, the CEO got in touch with the fact that he was not in touch with or related in any way to anyone in the room (there were 12 senior managers in the offsite). The CEO, in response to an exercise that my colleague and I devised, told a story of when he managed to achieve the sale of her prior company. She came home one night at the end of an exhausting process of getting the sale accomplished, brought home a bottle of Dom Perignon, and sat with her

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husband and 14 year-old daughter to “celebrate”. Her daughter was horrified at the news. It was a complete shock. It turned out that about a year before, the CEO had invited her daughter’s class to tour the company. It was such an amazing day and she found a part of herself in what her mother had built. Now it was gone.

What ensued was an emotional confessional in which she admitted to all that she did not know about the people around the table. Though she had been at the company for over two years, she did not know who anyone was married to, did not know if they had children, and if they did she did not know their children’s names. She, in that moment, understood how unrelated she was to the rest of the people with whom she was supposed to manage.

One of a number of things decided at this retreat was that the limits on spending and approvals would be lifted, authorizing her team to act. She had withheld her delegation of authority in a way that fully represented the level to which she allowed herself to relate to her team, to really know who they were and how they thought and acted as senior managers. She had not allowed herself to experience a connection with any of her people and thus sucked the motivation out of the organization and never fostered its development. The impersonal connection to the product and market was not enough to sustain anyone. People needed to be guided and permitted and authorized to relate, to allow their internal formulation of the other to connect with experience and the greater mission of what they were charged with — the development of a revolutionary product in a growth market.

Within two weeks we got a call and rushed to the client. She felt that she was about to be fired by the Board and did not know what to do. The next day she was asked to leave. The company today thrives under the direction of one of the senior managers brought in by the former CEO.

Leadership that lacks relatedness as a key attribute was a critical fault — leadership that though not incompetent, corrupt, immoral or unethical, did not find a way to help people connect at multiple levels. Just as in the earlier example (under *III. Organizational Resilience*) showed how not authorizing Berardino ultimately brought the firm down. In this case, leadership’s inabilities resulted in undermining the organization’s success during this leader’s tenure. In addition, structures were not put in place that would compensate for the leader’s weakness and, in fact, over-protective structures reined, increasing one’s need for security, adding to one’s sense of hopelessness and undermining a strongly held purpose — a *command* authority stifled the relational matrix, nearly bringing the organization down.

### *C. A Confused Organizational Structure*

This next company is an amalgam; a joining of five disparate yet related entities for the purpose of synergistic market dominance engineered by Private Equity bankers. The idea to build a larger “full service” business to maximize leverage and returns is not a new one. Many if not most mergers and acquisitions are driven with this objective. Here, the strategy of combining a number of different online medical services businesses to create a major Internet presence in online healthcare seems plausible and a case where the parts are probably worth more as a whole. Last spring a reputable and experienced CEO was hired to oversee the mergers and build the strategic union. The joining of these businesses was executed last year before the current downturn in the economy, which has deeply affected at least two of the five divisions. Concerned about their investment, the Private Equity owner has tied the hands of the CEO by insisting that: certain founders be allowed to remain in key positions (regardless of competency) and continue to have direct access to the Bankers; and one particular struggling office remain (due to the amount they had paid for it).

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What is left is a somewhat de-authorized CEO overseeing a mixed bag of units, each of which has its own cultural identification and the founding “father” present. Accountability is difficult to enforce, founder influence trumps the greater good and the potential benefit of the whole and the possibilities for future growth are either slow to emerge or not being realized.

The structure that remains prevents the organization from achieving success as well as prevents the alignment of resources in support of the strategy. The Banker’s attachment to the founders and the excess that they had paid for these organizations hampers their ability to understand the intricate organizational issues as well as authorize their CEO. When recently informed about the difficulties a particular founder was causing, one Banker told to the CEO, “Give him what he wants and then work behind the scenes and do what needs to get done.” This lack of transparency and “double dealing” permeates the organization. It is hard for anyone to trust anyone else let alone establish a working relationship. In fact, it is nearly impossible to learn about others with most people keeping their “cards close to the chest”, as one senior manager put it.

Obviously, structure is a significant issue. But, leadership is difficult to take-up; greed exacerbates most transactions, reducing the greater purpose to a series of PowerPoint slides. It is unfortunate that this story is common amongst the small and mid-sized companies we see. Again, relatedness is thwarted by the deficiencies in how the organization is structured, how leadership gets enacted and in how purpose remains a dream.

### VI. Conclusion: The Resilience Model as a Motivational Tool

My motivation, then, is linked to the nature of the relationships I maintain with like-minded members, people who have been colleagues and mentors. As I grow older, my relationships are becoming more tenuous, more distant, and superfluous. Membership serves less of a purpose today for me. Or, said differently, I am not sure what the organization stands for — what is its purpose? What greater moral need does it provide? How does its leadership work with me to ensure inclusion, to provide vehicles through which my voice may be heard? Does its structure help me feel more secure in my field; does it help me regulate my anxiety? My ambivalence can be seen as part of, if not derived from, my relationship to the organizational relational matrix — the organization’s purpose, leadership and structures combined with my relatedness to other members creates, or not, a sense of a psychological community.

The models discussed here offer a continuum through which to view organizations. The resilience model (purpose, leadership and structure) provides a framework and tools for building sustainable systems and a productive organizational relational matrix in which motivation is rooted in the relational experience (psychological sense of community). As Mitchell (1988) says “Like Escher’s *Drawing Hands*, the interpersonal and the intrapsychic realms create, interpenetrate, and transform each other in a subtle and complex manner.” It is within this matrix of self and other where the bonds of pleasure and pain motivate our behavior. We continue to work towards productive links that result in sustainable and successful organizations — communities where anxiety may be managed and our security needs addressed, providing an environment that allows us to psychologically join, develop and prosper.

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