Kinzel, Christian: **Arbeit und Psyche. Konzepte und Perspektiven einer psychodynamischen Organisationspsychologie**

Kohlhammer, Stuttgart 2002, 494 S., € 37,00

The book by Christian Kinzel is a very welcome contribution to the scientific literature in organizational psychology on the German book market. In sharp contrast to competing sources in the field (e.g. Schuler 2004) the author's work is built on a psychodynamic perspective. Therefore, his view is unique among organizational psychologists. The small number of clinically experienced organizational psychologists who have published in German at this time have restricted themselves to particular themes, such as "leadership, management and/or organization", "organizational consultation" or "coaching". Therefore, the book fills a big gap. In eleven chapters the author profoundly analyses the unconscious and conscious processes in organizational life and the work place. These processes are considered from different levels of analysis (the individual, the group, the organization, the society) and in different contexts (e.g. capital and work, women and men, work groups, technology, and leadership).

Kinzel follows a systematic sequence of steps. First, the author describes the relationship between "psyche, work and method" from cultural, historical and socio-economical points of view (Chapter 1). In this part of the book the author outlines which factors determine the picture, the meaning and the relevance of work, human resources, rationality and cognition in the work setting. Second, working models for a needed "culture of cognition" are presented in Chapters 2 to 5): Kinzel outlines four classical approaches: 1) "the unconscious complex man" (S. Freud), 2) "the existentialistic approach" (e.g. O. Rank), 3) "the shadow and archetypes" (C. G. Jung) and 4) "the social defense systems" (M. Klein). These sections and another section which is titled "the individual, the group and the unconscious – complementary aspects" (Chapter 6) substantially contribute to progress in organization theory – a theory which often neglects human conditions that may at first glance appear irrational, but which are in reality very meaningful.

Third, Kinzel gives examples comparing "the internal world and external reality" in applied fields including "regressive work groups" (Chapter 7), "technology and computer" (Chapter 8), "women in the firm" (Chapter 9) and "leadership between crisis and myth" (Chapter 10). For example, he shows that Bion's "basic assumptions" are still alive und extremely fruitful for a deeper understanding of group formation and group processes within organizations. Furthermore, he describes that there are many risks, but few chances related to human-computer interaction (e.g. risk to promote more narcissistic fantasies for users) or in ideologies that are called "heroism vs. managerialism" (e.g. risk to reduce the complexity of the work of leaders and managers). The issue of reduction of complexity of managers' work, often termed as "splitting", is – in my opinion – one of the unresolved problems in management and leadership theory (however, see the converging view from Herner 2003, who emphasizes the activities of leaders in functional management while they simultaneously serve psychoanalytical mentoring for their subordinates).

Finally, the author reports about "the status quo of psychodynamic organizational psychology" (Chapter 11). He sketches historical and socio-political influences in insti-

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tutional developments (Tavistock Institute of Human Relations) in different countries (USA, Great Britain, Germany) and describes why psychoanalysts (as clinicians) sometimes fail to be efficient in organizational consulting projects (e.g., clinical therapeutic methods focus more on process than on outcomes and clinicians tend to lack cultural and economical knowledge and sensitivity to organizational complexity). Although Kinzel highlights some limitations in psychoanalysts´ thinking about and handling of organizational problems, I think he does not go far enough. It would also be necessary to discuss the role of "psychoanalysts" as "socio-analysts" in organizations. The tension between the concepts "container and contained" is a possible starting point for such a discussion (cf. Bain 2001).

To summarize, Kinzel's book considers both the classical and modern literature on psychodynamic organizational psychology. The author's statements and descriptions are often embellished with citations, aphorisms, anecdotes, cartoons, case-examples and show-casts, making it a special pleasure to read the book. Despite the fact that the author has no scientific profile as an "organizational psychologist" within the scientific community (I did not find any further work in scientific journals or books from the author), Kinzel has done an excellent job. His qualifications as a psychoanalyst-in-training, as a scientific employee at a university clinic and his experience as manager and member of the managing board of a psychoanalytic training institute surely have helped him to write an important book.

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