

**A SYSTEMS PSYCHODYNAMIC PERSPECTIVE ON DEALING WITH
CHANGE AMONGST DIFFERENT LEADERSHIP STYLES**

by

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SUPERVISOR: PROF F VAN N CILLIERS

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DECLARATION

I, the undersigned, hereby declare that this dissertation titled, “A systems psychodynamic perspective on dealing with change amongst different leadership styles”, is my own work, and that all sources that I have used or quoted have been indicated and acknowledged by means of complete references.

FAYRUZ ABRAHAMS

DATE

ABSTRACT

**A SYSTEMS PSYCHODYNAMIC PERSPECTIVE ON DEALING WITH
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This study focussed on the systems psychodynamic perspective of how different leadership styles (paranoid, schizoid, depressive, compulsive and histrionic) deal with change as measured in a focus group consisting of four psychologists. How the different styles deal with change was compared to the definitions established to distinguish the key tendencies apparent during change for each style. Content analysis was applied to determine an integrative profile for each style during change. Though each of the styles responds in distinctly different ways when faced with change, all show a heightened level of reaction on the interpersonal dimension, indicating that change dramatically affects leader-follower relationships. The findings highlight the reversion during change to extreme self-interest and a tendency to use the team to serve this self-interest. Recommendations were presented to create reflective space so the leader may, through insight, be in a position to establish collaborative leader-follower relationships that are open to change.

KEY TERMS

systems psychodynamics, anxiety, leadership, change, paranoid, schizoid, depressive, compulsive, histrionic, leadership styles.