
**INDIVIDUAL AWARENESS AND ITS EFFECT ON
ORGANIZATION DEVELOPMENT AND WELL-BEING**



Master's thesis

Business Management and Entrepreneurship

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ABSTRACT

The thesis topic idea is based on its author's personal experiences of self-awareness development via humanistic psychology related methods. The goal of the assignment is based on Paula Salomaa's idea of making a test questionnaire to find out a person's tendency to narcissism from interaction point of view. The test made is originated from Salomaa's Balance Model theory and narcissism theory and the background is in humanistic psychology which is used to return the balance. The Balance Model is originated from Salomaa's licentiate thesis results and the model is based on interaction and self-awareness issues.

The thesis finds out whether it is worth starting the actions related to commercialization of the test and the work is constituted of theories connected to leadership and management, pedagogics and self-awareness issues.

The qualitative research was made with interviews to find out issues to develop in organizations and interesting comments to examine further with the theories used. The personal results help to develop the test further.

The results showed that people in organization are still not ready to face problematic situations openly and adopt easily a new way of seeing things to solve problems. Personal and organizational denial is the biggest problem preventing people and organizations from change and development. Organizational denial causes most of the interaction problems within the organization.

Keywords Self-awareness, consciousness, narcissism, leadership, organization development, work environment skills, well-being

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TIIVISTELMÄ

Työn käsittelytapa liittyy tekijänsä omakohtaiseen kokemukseen henkisesti kasvusta humanistiseen psykologiaan pohjautuvin menetelmin. Luettuun Paula Salomaan kirjan ”Narsismin tiedostaminen” pari vuotta sitten, työn kirjoittaja tunnisti yhteyden itsetuntemuksen ja narsismin välillä.

Työn tavoite perustuu Paula Salomaan ajatukseen siitä, että voisi rakentaa kysymyspatteriston, jolla tunnistaa henkilön taipumus ”alistavaan narsismiin tai vastuuttomaan uhriuteen”. Laaditun testin tarkoitus on löytää kärkeä arvio henkilön sijoittumisesta tasapainoasteikolla ja saada siten käsitys hänen sisäisestä tasapainostaan. Testi pohjautuu yksilön itsetuntemukseen ja vuorovaikutukseen ja sen juuret ovat Paula Salomaan lisensiaattityötutkimuksen pohjalta syntyneessä teoriassa ”tasapainomalli”, jonka kautta hän tulkitsee myös narsismia. Tasapainomallin taustalla vaikuttaa humanistinen ihmiskäsitys ja siitä näkökulmasta pyritään käsittelemään myös toimenpiteitä tasapainon löytämiseksi ja palauttamiseksi.

Työ selvittää, kannattaako testin jatkotutkimuksia käynnistää testin tuoteistamiseksi. Tämän lisäksi työssä on kattavasti tietoa johtamisen, psykologian ja kasvatustieteenkin näkökulmista ymmärryksen lisäämiseksi ja itsetuntemuksen kehittämiseksi työyhteisössä.

Tutkimusmenetelminä olivat haastattelututkimukset, jossa testattiin laadittua testiä sekä kerättiin tietoa työyhteisön kehittämisen näkökulmasta, jotka tulkittiin tutkimukseen sovellettavien teorioiden avulla.

Tulokset korostivat sitä, että ihmiset eivät ole vielä kypsiä vastaanottamaan uutta ajattelutapaa, joka rohkaisee asioiden avoimeen käsittelyyn ja ongelmien ratkaisemiseen niiden välttelyn sijaan. Asioiden kieltäminen on suurin ongelma kaiken henkilökohtaisen ja organisaatioon liittyvän muutoksen ja oppimisen tiellä. Kieltämisestä johtuvat suurin osa työyhteisön vuorovaikutusongelmista.

Avainsanat Itsetuntemus, itsetunto, narsismi, aitoitse, johtaminen, organisaation kehittäminen, työyhteisötaidot, työhyvinvointi

Sivut 84s. + liitteet 12 kpl.

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1 INTRODUCTION TO SELF-AWARENESS

Long time ago Anthony de Mello, an Indian philosophe, had a wisdom to give for his posterity which defines the core problem of individuals and organizations even in today's world. He said in his poem that *"the most of the people live in dream and never know it. They were born in a dream, live in a dream, get married in a dream, make babies in a dream and die in a dream without ever waking up. They will never be aware of the beauty of human life...they only see nightmares."* People ought to wake up. That is systematic consciousness development and finding self which requires self-perception is needed in work organizations too (Sydänmaalakka. 2008, 268). To get to know ourselves we ought to find the inner observer, which is called consciousness. (Sydänmaalakka. 2008, 258) The biggest influencers in individual change are wondering, enthusiasm, self-awareness, self-confidence and self-reflection. Positivity has tremendous power. (Sydänmaalakka. 2008, 76-77.)

1.1 Why is awareness issue important

Unfortunately in the recent years humanistic values have started fading. Competition has become part of the communication and aggressive behavior models have emerged. (Appendix 1, Vantaan Sanomat, 8.1.2014) An interaction model was born, which values productiveness over well-being. The interaction is superficial and interpersonal contacts are no longer popular. Hard communication styles are favored and social contacts are not. E-mails and faceless messages meet the efficiency requirements, but the people behind those are not committed to activities and things at personal level. This model rarely leads to success; instead it takes people to social execution. It is the right of the strong ones to dominate in interaction and that kind of society leads to egoism. (Kauppila. 2000, 206-207) Paula Salomaa says that the society is still not ready to understand the new way of looking at life, self, the other people and society. Denial and environmental reasons prevent people in organizations from understanding each other correctly. Increasing awareness enhances people and organizations to function fluently without so many unnecessary misunderstandings or problems between individuals. It diminishes egoism, which destroys productivity and well-being at workplaces. Only a small percentage of people are aware enough to act against this common behavior style. (Salomaa interview, 2014.)

1.2 A western survival culture prevents self-awareness

The most severe conflicts are born in situations where the whole nations or groups of people are defined good or bad. The fight against the evil in the world, leads to increasing unconsciousness, because own internal threats are not won by attacking the others. Regardless this everyone wants peace and protects himself from outside threats. Mankind has created its history and cultures without reaching comprehensive well-being.

We live in the world where opposing imbalance and the unconsciousness coming from that, are the biggest and the most severe problem complicating social relationships. Lately the individuality has grown at the expense of collectiveness, customer orientedness at the expense of people orientedness and doing against being. (Salomaa. 2009, 86) The challenge of our time is how to unite these opposing motives without giving up on individual issues. (Salomaa. 2009, 87)

The nineteenth century was “the century of narcissism” (Salomaa interview, 2013) and narcissism has roots in consciousness problems. We are living a time of change when it comes to consciousness too according to Salomaa. She is still wondering whether the people with healthy selfhood become those with mental problems during the next generation to adjust to the unhealthy competitive society. (Salomaa. 2011, 56) The industrialization and city-living have been estimated to lead to society where the social structures are declining and the individual must survive independently, without security of the structures. One survival strategy has been to bypass human emotions and concentrating on intellectual mind. This on the other hand leads to distant and superficial relationships which are constructed mainly of sharing the physical and the materialistic worldview. The pressure of individualization leads to positive and balanced development of selfhood, but in the western countries it has been interpreted as duty to find suitable socially accepted identity. (Salomaa. 2011, 48) Sandy Hotchkiss says it is worrying how much all disorders are accepted and even idolized. Many celebrities are openly proud of their narcissistic qualities. Bad behavior is seen glamorous and exiting. Before we know it, the line between healthy and unhealthy behavior has become blurred. (Hotchkiss. 2011, 19)

Many things are much better now than before but as politicizing caused a counter reaction in the 1970’s that will probably happen to “bling bling” money and career emphasis type of world too in the future. (Rasp. 2013) Pertti Rasp a psychologist from Psycon Oy agrees with the narcissistic phenomenon especially at leadership level. The salaries have grown explosively at management positions during his career and the leaders are popular admired celebrities. Minor phenomenon is badly covered exaggerations of privileges. Like the idea would be that the leader who exploits company money and benefits would be all mighty and self-confident and he thinks that he cannot get caught. He might be blinded by the greediness and power. (Rasp. 2013)

1.3 Important terminology related to self-awareness

Mikael Nederström, a Research Manager from Psycon Oy, advises to use proper vocabulary when defining the terminology to avoid misleading ideas. Nederström mentions that people who use word narcissism or other psychological concept, are often not aware of the terminology well enough and that is why the term is dangerous to use that way. It’s like a new swear word. (Nederström. 2013) Diagnoses belong to medicine, not to psychological personality assessment. Usually Pertti Rasp talks about superior,

critical or grandiose style in personnel management and interaction contexts. (Rasp. 2013)

Psychoanalysis. Psychoanalysis researches subconscious consequences, wishes and emotions. To compare western and eastern philosophies, the common thing between Zen and psychoanalysis is that they both aim on finding the true self, understanding and internal peace. Zen aims on making people more conscious about life as it is right now. Zen talks about waking up the mind and clearing the consciousness. Everyone who tries is able to experience psychological insights, but because people do not know this, they use this ability within them too little. (Kets de Vries, 2007, s. 13)

Self. The concept of self comes up in all the time in the thesis. Paula Salomaa recognized the true self to be the deepest part of humanity. The body and mind are tools to use in work and in many ways in life, but neither of those is who one really is. That is something that every individual should find out. It is also said that people who have found the true self have been born again. Man needs self-awareness to enter that process to find the true self. The true self is free from narcissism, and that is the origin of "healthy narcissism". A narcissist and a victim are unhealthy roles of untrue self, because they have not found the true self yet. Paula Salomaa talks about them in other words, a public narcissist - a hidden narcissist and with strong - compassionate comparisons. (Salomaa,P. interview. 3.1.2014.)

Narcissism. The word narcissism is used from different perspective unless mentioned differently. The traditional psychoanalytic view which is used by psychologists to determine narcissism it is not too much obeyed here. The psychoanalyst Petri Meronen from Helsinki University states that there has been a shift in the research tradition when it comes to narcissism. The change is shown in this thesis too because the approach to the topic in this thesis comes mostly from interaction, communication and self-awareness point of view. The word narcissism means a narcissistic interaction style and it is interpreted according to Paula Salomaa's Balance Model and her narcissism theory. The concept of narcissism used here does include the psychological views of narcissism and how it shows out in a person, how it has developed and become to influence the person's environment and the person himself. Salomaa's view does not consider narcissism as 100% personality disorder. Instead it can be recognized that there can be 1-100% of narcissism in a person. That is why there are a lot of people among our everyday lives, who can act like a narcissist or a victim and they still do not have a diagnosis of disorders. According to Salomaa a disorder can be in question when the diagnosis shows 70-80% of narcissism, but this is not interpreted with Salomaa's models. (Salomaa, interview. 3.1.2014.)

Self-leadership has been determined to be wide-scaled consciousness, profound and practical development. According to this, consciousness is information which is understood, digested, adapted, tested and experienced. It is information which has turned to be part of you. (Sydänmaalakka. 2008, 258)

When the observer is aware of the whole entity, it is called self-consciousness. Also the word (self-) awareness is used instead of (self-) consciousness.

Social interaction includes concepts social relations and social skills. Social skills are part of social competence which covers widely adaptive behavior skills.

Social skills. In general, one can define social skills as socially accepted, learned behavior which brings requirements for constructive interaction with the other people. (Kauppila. 2000, 125) Social skills are social cognitive skills which include control of situations cognitively. (Kauppila. 2000, 19)

Empathy is a form of social communication which is emotional level understanding of the situation of another person. (Kauppila. 2000, 24)

Central interaction skills can be listed as such: conversational skills, negotiation skills, performance skills, co-operation skills, communication skills, group and team working skills and empathy. (Kauppila. 2000, 24)

Communication concept is defined as verbal and nonverbal interaction. (Kauppila. 2000, 19) Good interaction skills are determined to be a result of appropriate and efficient interaction in a certain situation. It is described as follows; straight, clear, understandability, expertise, consistency and honesty. It's principals are responsibility, caring the others, individual respect, responsibility of own thoughts, emotions and actions and talking about things, honesty and justice. (Perttula & Syväjärvi. 2012, 67)

Socialization process means human development to become a member of a society including social skills. (Kauppila. 2000, 19)

Emotional intelligence is ability to perceive and control feelings to our own and the others' and learn about them. (Isokorpi. 2004, 19) Recognizing the other peoples' feelings, means understanding that people experience things differently in the same situation. Understanding feelings and their honest explaining means that one has to research why some emotion has been activated in self. Sometimes the feeling can become active in a current situation even though its origin can be somewhere in childhood. (Isokorpi. 2004, 20-21) Controlling feelings means that one can use emotions to support own goals and objectives. (Isokorpi. 2004, 21)

Defense mechanisms. There are four levels of defense mechanisms. The levels are hierarchical. They are maladaptive, image distorting, self-sacrificing and adaptive. The last one is used by emotionally healthy person and it leads to success in all life areas and emotional intelligence. (Isokorpi. 2004, 112) The meaning of defense mechanisms is to protect the self from getting insulted and feeling anxiety. They also prevent the person from being aware of feelings of disappointment. Basically these are related to human needs which are learned in childhood and upbringing. A child learns this in connection with other people, whether he is allowed to cry or is he allowed to show feelings to the others. The defense mechanisms operate the way that the person might not be aware of all his disturbing feelings. (Isokorpi. 2004, 113)

The most used defense concepts in this thesis are denial, projection and transference which are explained later.

1.4 The structure of the thesis

The thesis is structured the way that shows the a change process from the birth of the leadership and work environment skills, which are the basis of all human interaction between each other and healthy organizational behavior. While understanding what good and balanced interaction is between the managers and employees, the point of view is turned towards unhealthy organization view which is a result of interfered development of the interaction skills of a certain individual or an organization. The problems of narcissism have roots in childhood and it tends to poison the whole work community. The recruitment situations are crucial and because of the difficulty of recognizing unhealthy style, the thesis is researching opportunities to recognize problematic interaction style by developing a test questionnaire to find out managers' and employees' personal way of interaction. The questionnaire results are covered in the chapter 6 and the personal results of the candidates interviewed with the questionnaire produced in this thesis are shown in detail in the chapter 7. The final part of the work guides the reader towards organization change process which is shown via individual starting point and what kinds of resistance comes on the way and how the theories used in this thesis interpret the issues. The final chapter 9, conclusion, brings out new ideas of what kind of issues could be tested further.

2 THEORETICAL FRAMEWORK

The chapter two presents the background, the theoretical frame, which follows the work from the beginning to the end and the theories used in the research part and in the results analyzes. The research methods, questions and the ideas of the research process are covered.

2.1 Humanistic psychology

There was cultural order for the development of humanistic psychology. Mechanicality of the behaviorism and its inability to explain more genuine side of being a human being. People became distressed about saving the world. In 1970 it was accepted as division of psychology association. (Rauhala. 1990, 48-49) Humanistic approach is seen as antithesis for behaviorism. (Rauhala. 1990, 49) Philosophically humanistic psychology lays on existentialistic phenomenology which has connection to Eastern philosophy and human is seen as a central problem as a psychic-spiritual being. (Rauhala. 1990, 50)

According to humanistic psychology human being is an open system. That means that the human being is seen as self-guided, unique and constantly changing.

Human being is a seeker, researching, considering, and ready to changes and surprises. One can understand him based on his own unique terms of existence. The division also covers themes like selfhood, self-actualization, creativity, love, values, problem of significance, individuality, internal growth, change, well-being and sub consciousness. (Rauhala. 1990, 50)

The problem of significance is much highlighted and it covers everything which is included in human experiences. Sometimes the term of “consciousness disciplines” (tajuntatieteeet) is used and in that case significances are related to human mind and its relation to the world and oneself. Anxiety, happiness, holiness, contentment and rational thinking etc. are part of the loose significance of humanistic approach. Once all this is understood, one can understand how the problem of significance covers the most important things of human existence. (Rauhala. 1990, 51) In the world which is an entity of experienced significances, reflects also the level of human mental development. Human being acts according to that. It directs life. That is why humanistic psychology wishes to research how the significances have been born, how they become distorted and how they can be developed. (Rauhala. 1990, 52)

The meanings of significance are not neutral. That is why significance has its meaning only in own world or life context. Science researches generalities, but in case of human mind, humanistic psychology, peoples’ world views cannot be generalized and the concept of individualism has become a positive name for a person who is responsible and can direct his personality and everyone should become like it. This means that the person is directed from within him, not from outside like many people. (Rauhala. 1990, 53) Humanistic psychology does not accept that science would be priority; instead it is understood the way, that science becomes something while the problems are approached according to their gist. (Rauhala. 1990, 54)

Humanistic psychology is aware that the researcher has to research himself too because he is the system making the research and that is why it is necessary to understand how it works. Human being has adopted the values, attitudes and expectations of his own culture and they become part of the research. (Rauhala. 1990, 57) One cannot research consciousness but experiences tell about it. In the eastern psychology this idea has been accepted as self-evident. In the western countries it is better known in form of psychotherapy where the person investigates his own world, repairs unrealistic or distorted relations of significances. The therapist gives stimulus and helps to find new way of understanding. The grounds for the reality of the change are related to own life situation. This kind of psychology can be practiced alone too. (Rauhala. 1990, 56)

While talking about humanistic psychology, it is good to mention hermeneutic thinking which is closely related to humanistic point of view. It is often translated as “interpretation” which means all kinds of operations and content inside human mind. It concentrates on interpreting and excluding actor activities. (Rauhala. 1990, 104) Hermeneutics is often no-

ticed while interpreting religious issues and it is closely related to experiences of human existence.

2.2 The Balance Model Theory

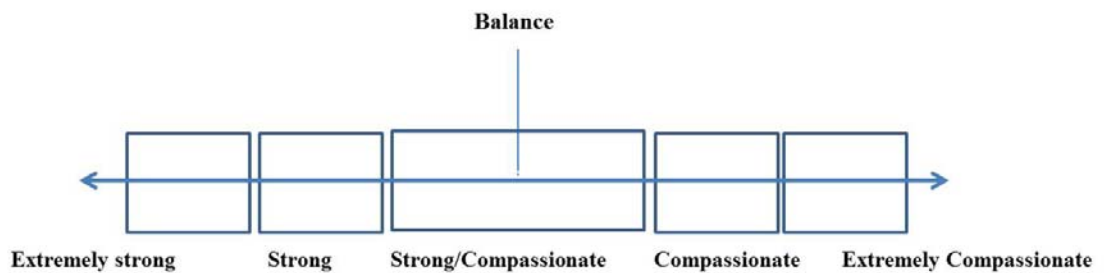
The following theory is chosen here for organization development because it is easy for everyone to learn and understand and at reasoning level, all see the point there. The main challenge is that the issues it talks about are not about reasoning, they are about emotional level and that is a big challenge to conquer in organizations today. The Balance Model is easy to interpret and it gives an internal guide for a person to change, if he is willing to take that step. The theory also gives understandable self-development opportunity for those with self-awareness problems and that it can help the company leaders to enhance the organizational development towards higher productivity and raising intellectual property. The theory is usable in interpreting problematic interaction between people in organizations and it increases mutual understanding and acceptance of differences. It also gives an explanation for those who wonder why things always go wrong or what is wrong with that person or why does he not listen to anyone. The theory is international in the way that people are people everywhere and psychology relates to all. There can be cultural differences a little where, when and how the differences and the problems come out, but the problems do not change between cultures according to this theory. The reason for this comes from awareness and the humanistic way of approaching issues. Those are globally understandable and psychology related spiritual issues which make the theory even easier for all cultures to understand regardless for example religion.

According to Paula Salomaa, the balance model theory was an innovation. Its roots are in her licentiate thesis in which she researched teachers' usage of power in teaching discursion. Based on her observations she was able to define 6 different teacher types based on their interaction with the students at class. (Salomaa. 1998, 143-153) So basically the theory is based on interaction issues, but the innovative model gives opportunities to use it with wider perspectives. The basics of the model are presented here. If one wishes to understand the theory's connection to narcissism, it is advisable to study Salomaa, 2011. "Narsismin tiedostaminen" a little more after understanding this model.

The nature of human being covers countless antitheses. Life is a combination of these contrasts. (Salomaa. 2009. 51) The obstacles sides seem to complement each other. The two sides can be named as strong and compassionate. Qualities which are related to strong are masculine like denying, domination and acting. Compassionate behavior is expressed in a feminine way as compliance, submission and being. On the other hand any of these good qualities can become negative while becoming too strong. This happens for example when denial becomes uncompromising or one sided submission transfers to sadistic behavior.

In a balanced person, the both ends of the scale below (picture 1) are in a balance which means that he has healthy strength and compassion and he can use the both consciously. (Salomaa. 2009. 52-53) Any two words describe two sides of same issue. The both sides are also needed in human life in work and free time. For example, the parents of a new-born baby need compassion to take care the baby and strength to take care their own well-being in the same time. (Salomaa. 2009. 53)

Strong-Compassionate Dimension of The Balance Model Theory by Paula Salomaa



Picture 1. Strong-Compassionate-Dimension. (Salomaa. 2009, 53.)

The dynamic scale is built the way that the strength increases gradually while going to the left and becomes stronger and more negative the further left it goes. In the left end, the strength has become cruelty and coldness. The compassion increases while going to the right on the scale. The further one goes the more negative the quality becomes and in the right end it has become submissive, soreness and pleasing the others. Anyone can position himself on the scale. One should pay attention thought that closer the middle you are, the healthier your opposing qualities are.

With a help of healthy strength the person can set limits the way that he does not hurt the others and with the compassion he is flexible and takes the other people into the consideration. (Salomaa. 2009. 54-55)

The people, who position to the two ends, have alienated from the true self because they have suffocated the other opposing side of themselves. For example, a person who has turned down his soft side has started to get what he wants with the expense of the other people and a person who has suffocated strength has become a servant for the others. The further to the ends one is positioned on the scale, the more incomplete his human growth level is and the more he has problems with interaction relationships. In work relationships the biggest problem is inability to cooperation, because the person feels that the others are threats to envy or to molest one way or the other. (Salomaa. 2009. 55)

The position on the scale also defines how one uses power in relation to other people. Hierarchy of power in family or work life is not necessarily based on age or social position, but to their relationship in relation to their human growth. For example a child bullying another in school might not be extremely strong person, he can also be very adjusting, but since he has not been able to protect himself mentally, he has several times become dominated by a stronger person and in the same time he has kept a lot of anger inside of him.

Once he meets a more submissive person than he is, he becomes a bullying person. The roles of submissive and dominant person can change instantly. (Salomaa. 2009. 56) The narcissist needs a victim and the victim needs a narcissist. They feel that they complete each other. (Salomaa interview 2014)

A balanced adult does not feel need to dominate the others but he neither has to become too submissive. In this situation the difference between people is not a threat but an enriching factor in the human interaction. A central sign of balance is a healthy self-esteem which enhances healthy connection to the other people. The principles of the dynamic scale qualify with all human interaction. One should pay attention though that individual position on the scale varies according to situation and age. (Salomaa. 2009. 56-57)

2.3 The purpose of the thesis research

One purpose is to increase awareness of narcissistic issues from self-development point of view to enhance self-awareness and organizational change towards healthy work community. This is popular theme in organizations at the moment and also the well-being of employees has become secondary issue with the expense of competition. It has been proved by the researches that for example the leader's self-awareness increases employees' job satisfaction more than any other action. (Nederström. 2013)

Second purpose is to make a questionnaire based on "The Balance Model" theory trying to achieve a harsh awareness of the positioning of a person on that scale. The theory is not made to determine personality or personality disorder; instead to give a direction of the person's interaction style and self-awareness, whether it's "unbalanced" or "balanced".

The third purpose for the research is to find out whether this questionnaire to be made has enough usability in practice to start developing it further, to a commercial product. The intention with this during the thesis process is to see how the questionnaire works and get some idea of whether to continue testing it more.

2.4 Research questions

Why is it important to all leaders and employees to increase self-awareness?

- How is self-awareness linked to narcissism?
- How can self-awareness be used for organization development and well-being?

2.5 Qualitative research and methods

The research method is constituted of practices and operations, which the researcher uses to produce perceptions and those rules which these perceptions are further edited and interpreted. (Ruusvuori&Nikander&Hyvärinen, 2010) The qualitative research strategy is used in this thesis and the main methods to acquire the data are done by interviewing.

The interviews are used to find out new theoretical information of certain issues with psychology professionals. Expert interview means a situation where interviews are made to gather information about a process, facts, practices or a phenomenon. The target interest is not the expert himself. The choice of them is based on their position or other reason which is meaningful for the research. (Ruusvuori&Nikander&Hyvärinen, 2010, 373)

One interview type is structured interview used in the self-assessment questionnaire, which the interviewee fills in before the semi-structured phase. Structured interview means that the questions are already formulated and each question is answered quickly. (Hirsjärvi&Hurme. 2001, 45)

Semi-structured interview means that the topics, issues, people and the questions are determined openly, but they still leave lot of opportunities for answering freely. The usability of this kind of method is the opportunity to make findings. (Räsänen, 2013) Semi-structured interview is related the process of testing the questionnaire produced in this thesis process. The form of the questions in the questionnaire is a combination of semi-structured and unstructured interview. Semi-structured interview can also be called theme interview. It is usable in situations to find out unconscious issues like values. The interview is based on predetermined themes. (Metsämuuronen. 2010, 200) Based on the answers the conclusions are drawn by using the theoretical context of the Balance Model theory whether the person is “balanced or unbalanced”, (according to theory terminology) and whether he seems to have a narcissistic interaction style according to the theory.

2.6 Questionnaire and testing

Empirical research in human science must occur in conditions where the subject does not know what the researcher expects to find out. It is generally recognized that varying degrees of deceit are necessary to prevent the whole purpose of the studies becoming defeated. (Smedslund. 1972, 44)

Several approaches are considered in the question making. Projective test is one question type which is used even though the psychologists do not apply that type of testing (Rasp. 2013) but it seems to be applicable with the theory and Paula Salomaa also suggests that kind of approach. Another option is to make 2-3 statements and the tested person chooses one. Yes/no type of question types could also be used.

There is a pretesting period which covers few individuals before testing the questions with actual target people to cut out too complicated phrases, words or descriptions. That is why the pretesting phase includes about 5 people. They are interviewed personally or by phone after each question improvement phase. The research uses name “increasing productivity and intellectual capital” with the tested candidates.

The qualitative research often requires analysing meaningfulness. It means that the researcher is not satisfied only with what is mentioned, but it is more or less speculative. (Hirsjärvi&Hurme. 2001, 137) The questionnaire testing process requires the interviewer’s understanding of the Balance Model theory, but also understanding of Paula Salomaa’s interpretation of narcissism. The conclusions are drawn based on those theories and with a help of recording made of the interview discussion. The model used is in a form of a Likert scale, which is explained better later when discussing the results.

The interviewees can be any people in work life. The questions are formulated for different kinds of business, sales, and customer service professionals and the questions are general work environment situations. If the target group would be different, the wording ought to be changed according to the business field. In this assignment, the task is to test the questionnaire and find out if it works or not and to see what kind of interesting details come up during the testing process. That is why the amount of interviewee candidates is not big, only 10-20 people.

2.7 Expert group consulting

The first idea was to have a group of psychology professionals to help in the question-making process. In the beginning of the research the author wanted to find out how the psychologists and the psychological assessment tool users perceive the plan. What was noticed in the first place was that, there is a need to define words and messages better since psychologists tend to misunderstand the intention. The word narcissism was only understood as a sickness by them and they were very doubtful of the assignment. On the other hand this experiment proved that the psychologists might not be the best group to use for question design, because they understand narcissism from psychoanalytic point of view and this thesis was about doing something innovative. Their way to approach the topic is related to personality disorder testing. Because the approach of them is different the author decided to work on the questions alone with consultation help from Paula Salomaa. Instead the knowledge of the psychologists is more needed in evaluating the validation and the reliability of the questionnaire afterwards, if needed says Salomaa.

The expert group is constituted of the following people who were interested in participating to the project Mikael Nederström a Research Manager at Psycon Oy, Pertti Rasp a psychologist and a partner at Psycon Oy and the balance model originator, interaction researcher Paula Salomaa. Mikael Nederström has also agreed with me about using The Balance Model theory to this kind of approach. He considers it suitable. (Nederström

2013) The group was found by sending about 40 e-mail questionnaires to the psychologists who do personality assessment in their work and asked their interest to participate in this project, (Appendix 2).

2.8 Reflective discussion

Reflective interaction style is emotion oriented. It means discussions, consideration, thinking and evaluating other views. A person is in creative condition, ready to listen and consider views of another person and matters related to problem-solving. Reflection can be internal or external. In social situations it comes up as desire to reflect own views and opinions to another's. In the reflective style, the actor acknowledges the possibility for being right or wrong. The style favors differences in right or wrong. Reflective style is so called soft style, because it allows opportunity for considerate and open interaction. Reflective style helps receiving feedback and decision making. (Kauppila. 2000. 68) The idea in this thesis is to use reflective style while making the interviews and analyzing the results of the research process. It is important since the researcher is part of the results. Reflection is one of the most effective ways for a person in a change process to keep the change going forward. That is why continuous self-search have to be done while making analyze about the candidates and the situations related to that. Opinions of the other professionals are gladly considered too. If one cannot reflect his own behavior, it is impossible to change and the change is a question that is necessary as shown in the coming chapters.

3 THE ORIGIN OF WORK COMMUNITY SKILLS

The chapter three presents how the work environment skills are born and it also operates as background theory for understanding work community's interaction problems and unhealthy interaction while showing that the starting point of the problem is inside an individual and no-one else should be blamed about them. Different psychological views of narcissism are covered and the development of emotional intelligence which is important for every member in an organization.

3.1 Psychoanalytic view to human mind

Sigmund Freud was called the father of psychoanalysis. Many of his thoughts and findings are still relevant today especially those which are related to emotional processes. Freud believed that neurotic symptoms can be used when interpreting why people behave the way they do. The symptoms were a shortcut for understanding person's subconscious. (Kets de Vries. 2007, 28)

Whether it comes to people or organizations, psychic consciousness is the first step towards psychological health. It is a fact that if we deny the subconscious reality by denying being aware of it and working with it, we

have solidified the gap between what was said and what is real. The organizations cannot function successfully, if the top management is not paying attention to irrational processes or impulses, which are inseparable part of a person's internal world. (Kets de Vries. 2007, 30)

Four basis thoughts of psychoanalytic perspective

1. There is a grounded reason behind a person's every action even though the action would be senseless.
2. The most part of a person's mind, thoughts, emotions and motives are not conscious. The people are not often aware of what they do and why. But still it effects on reality. People have blind spots and they also increase the amount of those by developing protective methods. Unfortunately people who are not aware of these, cannot effect on them either.
3. The most important thing based on what a person is, is the way, how he or she expresses feelings and controls them. Consciousness and emotions determine the behaviour of a person together. When people grow, controlling emotions becomes coherent part of personality and emotional states and it can be used determining psychic and physic well-being. Emotions create the basis for representations about self and others meaning informational and emotional visualization regarding self and others.
4. Human development is an internal chain of actions between people. We all are part of our past and the childhood experiences have significant meaning which affects especially on the way people see each other. These experiences prevail and guide our communication with the others all our lives.

(Kets de Vries. 2007, 30-32)

The inner scene has been formed by synergy of inheritance and environment. Extremely complicated need hierarchy is created with communication, inheritance and environment. (Kets de Vries. 2007, 33) The order of needs of a person is controlled by three forces, the inborn and learned reaction models, the meaning of the people who took care of the child and to which amount the individual aims on creating again the experiences of the positive emotional states from the early childhood. (Kets de Vries. 2007. 34)

3.2 Character and personality

Character determines an individual and it is a combination of deeply instilled behaviour models. Character separates us from the other people. It is a combination of habits. (Kets de Vries. 2007, 70) Personality shapes thoughts, values and beliefs, information processing models and leadership style. It effects on a person's moral compass, a combination which includes the moral, ethical and motivational principles in an individual. (Kets de Vries. 2007, 71)

Even though the birth of the behavioural, emotional, attitudes and defence mechanisms can be tracked down to early childhood, personality charac-

teristics start to show out more clearly in puberty or in the beginning of early adulthood. Some characteristics come out in private life and in social situations, but if they become inflexibly strict and disturb life of an individual, they can complicate social and professional activities. That is when the person suffers from a personality disorder. This means that the person has stiff behaviour models, which bother him and diminish tremendously his daily working order. In general, the person does not notice this himself. (Kets de Vries. 2007, 71)

A tremendous part of the personality has been formed in the age of 30 years. Unless we understand how far the contemporary is defined by the past, we continue making the same mistakes again and again. (Kets de Vries. 2007, 37-38)

3.3 Selfhood and its birth

A new-born baby's mind is trying to create again the happy state which he experienced in the womb. It can only create an exaggerative image of him and the ideal picture of omnipotent parents. Along with time and good care, meaning physical and emotional level basic needs which are met, the child's sense of own identity is born little by little in the interaction with the environment. (Kets de Vries. 2007, 45) It is typical for the early childhood to have a tension between the exaggerated self-image and the real childhood inability. The failures in handling the tension creates negative emotions like shame, humiliation, rage, envy, grudge, revengefulness and it makes the person to hunger personal power and position. In the long run these visions change to be reasonable ambition, and good self-esteem. (Kets de Vries, M. 2007. 46) The parents who cannot or want to react right way on the child's demands, corrupt the inner world of a growing child. The most often the insufficient care is due to ignorance, disregard or things undone. (Kets de Vries. 2007, 47)

3.4 Environment effects on self-esteem

"Self-esteem is the experience of being capable of managing life's challenges and feeling worthy of happiness". (Laine. 2005, 24) It is self-confidence, appreciating oneself, seeing the world valuable and being able to appreciate the others. A good self-esteem is also independence of other opinions and tolerating disappointments and failures. (Keltikangas-Järvinen. 1994, 18-22) A narcissistic person lacks for self-esteem and self-confidence almost totally. (Keltikangas-Järvinen. 1994, 84) Some self-esteem issues are also culture related and it depends on the culture what kind of emotions a person is allowed to show. (Keltikangas-Järvinen. 1994, 52)

Family, parents and their interaction relations with the child are important whether the child feels accepted and appreciated in the family. Encouragement and diversified interaction help the child to develop a strong self-esteem.

Parents, who guide the children, give them responsibility and in the same time set limitations to their behavior, grow children who trust themselves. Limitations do not only mean prohibitions, but also positive wishes and expectations. Setting limitations increases feelings of security and control and the person can that way estimate the results of his behavior. (Laine. 2005, 42) In general the self-esteem of the parents is shown in the children (Laine. 2005, 42-44).

3.5 Self-image

Real self-image (the real and conscious) includes ideas of personal characteristics which might not be shown to others. Ideal self-image (what I would like to be like) reflects expectations and demands of the environment which the individual has adopted. (Laine. 2005, 23) Normative self-image is what I think that the other people think of me or what they wish me to be. A person is aware of this, but he has not necessarily adopted it. It is outer stress to change to certain direction. (Laine. 2005, 23) If a child's ideal self-image and the real self-image are alike, the person feels then, that he has no need to change, because he is what he wishes to be, perfect. Self-image is unrealistic and obviously the person does not know himself very well enough. If the situation continues, narcissistic qualities can show out or even more severe psychological disorders. (Laine. 2005, 25) Research information shows that self-image is learned. How the others see a person and feed-back determine crucially how a person's self-image turns out to be. The process could be like the following (Laine. 2005, 33) Human being is the most sensitive to self-image development in the age of 6-13 years. Some psychoanalysts claim that self-image develops in the age of 2-3 years or even before that. One of the biggest problems in narcissism is related to self-image, because the person feels that he is perfect and he has no faults. (Laine. 2005, 33)

3.6 Social skills

The basis for social skills is inborn. They are temperament and personality features. The behavior produces positive results and helps to avoid negative consequences. Social skills include certain interaction skills, which socially skillful person performs well. (Kauppila. 2000, 125) Social perception and interpretation of nonverbal communication helps people to understand each other. The more one can read the others are based on his social sensitivity which a person can develop in different situations like in groups. (Kauppila. 2000, 23)

A meaningful part of social skills are acquired by perceiving behavior of the others. On the other hand psychological problems prevent the development of social skills. Such problems are social anxiety, loneliness, alcoholism and schizophrenia. Also environmental stress factors like traumatic experiences can disturb adoption of social skills. (Kauppila. 2000, 129)

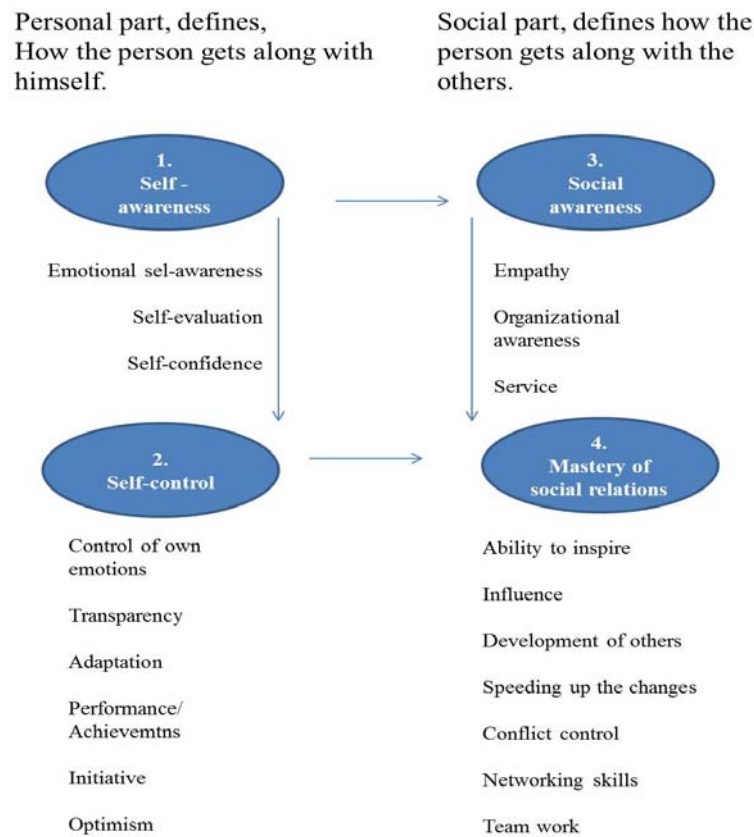
Social skills are learned and developed by earlier experiences and due to feed-back. (Kauppila. 2000, 131) It seems that social skills learned at early age, create a good basis for successful social relations in the future. (Kauppila. 2000, 134-135)

3.7 Emotional intelligence

Self-awareness enhances the both, development of empathy and self-achievement and those ensure the functionality of social relations. Self-awareness is the basis for emotional intelligence. Empathy on the other hand is essential for social competences and emotional resonance which means putting together the feelings of two or more people. (Isokorpi. 2004, 22) To learn emotional competences, one has to notice his inner processes. If one does not know how to take a stand on his feelings as a chance to obtain more information of the own inner world, feelings are experienced as accusations. The person is not able to accept the information what his feelings wish to tell him and use it constructively. (Isokorpi. 2004, 66)

Emotional intelligence covers social skills and interaction skills. The difference is that interaction skills are more superficial like etiquette and good manners, but the social skills allow social relations to continue. (Isokorpi. 2004, 28) The key question there is, what the genuine and true presence is like in relationships. Being true means revealing own incompleteness and admitting mistakes. Personal, spiritual growth is possible when one accepts his own incompleteness. (Isokorpi. 2004, 29)

Chemistry between people in groups comes up often and it is used to explain problematic situations. Isokorpi claims that co-operational problems cannot be explained through personalities. That would mean that people can't change and it would allow the work group to think that they can't do anything for the problem. The organizations often feel that it is easier to divide people to good and bad, black and white without seeing the opportunity for learning. (Isokorpi. 2004, 73)



Picture 2. Emotional intelligence (Isokorpi. 2004, 23)

When there are problems with human relations, human being is prone to see the grain in another person. There is so called inbuilt mechanism, which wishes the other person to repair the situation by changing himself or his actions. Often, the other person even demands for this change. This on the other hand leads to more conflicts since; a person is able to change himself only. (Isokorpi. 2004, 112)

3.8 Communication and interaction

A good communication and interaction is supposed to include the following ideas between the two people: Trust, openness, understanding, activity, interest, perception, emotional connection, honesty and acceptance. (Kauppila. 2000, 72) People usually have desire to act together. Will to save own image, directs people to act appropriately and pay enough attention to the others. To experience fruitful co-operation, people seek mutuality in social situations. It leads us to interact with those, who we feel can give something to us. This is called social exchange. It is based on exchanging thoughts, information, know-how and services. We help those who help us. Equality and rightfulness are important to all whether they are recognized or not. (Kuusela. 2013, 76) Our reactions are more positive to those initiatives which come from colleagues who we feel appreciate us. (Kuusela. 2013, 77) Reciprocity is not the only thing affecting our expect-

tations. Also the work role and statue affect. Certain things are expected based on a person's position. (Kuusela. 2013, 78)

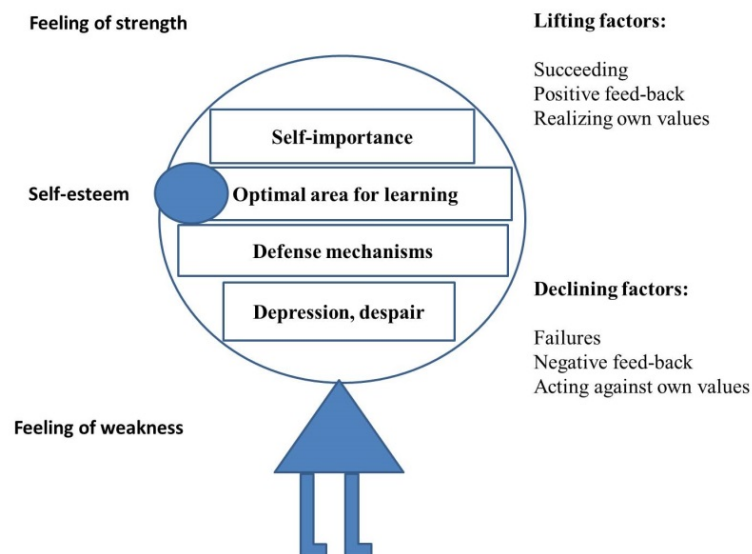
3.8.1 Assertive communication

Assertive interaction is equality based where one can assertively defend oneself and own interest without giving up too much and without breaking the rights of another. It is based on a good self-esteem. (Kauppila. 2000, 150) Assertiveness helps to secure that personal rights are not offended and to defend oneself against unjustified demands and make reasonable demands to the others. Assertiveness gives tools to handle effectively surreal suggestions and perceive personal rights of the others. It helps to change behavior against the others and avoid unnecessary aggressive conflicts. Assertive style helps to communicate openly and trustworthy way about any subject and develop and maintain personal effectiveness. (Kauppila. 2000, 151)

3.8.2 Concepts of defences

In a threatening situation a person gets stuck with everything familiar to him. Basically this means that a person becomes distressed in front of new situations and is afraid of not surviving from them. (Laine. 2005, 30) Anxiety or insecurity can be relieved with compensation. For example an individual tries to replace weaknesses of one area with another like when a person is interested in a certain hobby and concentrates all energy for that because he feels he is unable to manage with the other areas too. Isolation in social relations is variable and can be fantasies, drugs, alcohol, and physical isolation.

When a person has low self-esteem, he might isolate himself from the other people and his social skills are left undeveloped. Aggression can be direct or indirect, verbal or nonverbal. (Laine. 2005, 31)



Picture 3. Self-esteem. Defenses try to prevent our self-esteem.
(Helin. 2006, 96)

3.8.3 Concepts of misleading interaction

Disorders of self-image and self-esteem are inborn negative experiences of social situations that come again in new relationships. Question is about interpretations which people make when interacting. Denial is the ego's primitive defense mechanism. A person denies having done things which he could be blamed of. Denial makes communication difficult and increases distrust between people. Rationalization is a defense method which means that the person is trying to explain disappointment, failure and shame. The person generalizes problems and is not able to handle his own part in the situation. (Kauppila. 2000, 30) Denial of value leads to twisted communication. If A person who aimed on a certain goal and did not reach it or if he lost something which caused difficult feelings of disappointment, can be example of this. (Kauppila. 2000, 30-31) Humor is often seen as positive form of communication but if it is used to avoid answering proper questions, it leads to problematic communication. (Kauppila. 2000, 32)

Person might also behave against his feelings when a person is afraid of showing the real emotions in a difficult situation. Exaggerating emotions and dramatizing things helps creating norms since it is a way to blame the others and get attention to a certain topic. Belittling experiences of another and pointing at events which have bigger meaning or influence than those issues what the other mentioned. Excuses are used when people avoid talking about real reasons or influences. Competition situations mislead interaction because in a strict situation, people tend to defend themselves to avoid distressing emotions. (Kauppila. 2000, 31)

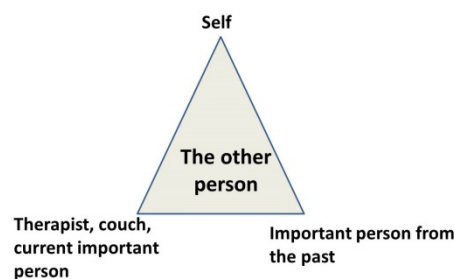
3.8.4 Transferring feelings

To understand narcissism, it is useful to understand concept transference. The term is used to describe a way to deal with situations which are learned as child and repeated as adult when relating to other people. Transference can mislead us. (Kets de Vries. 2006, 60) When there are enough similarities in a new person than in an old one who we know, unintentionally we transfer the qualities of the old person, who we appreciate to the new one, even feelings. (Helin. 2006, 46-47) This unconscious transference from person to another confuses a person's mind and he mixes the time and the place. Basically, the transference causes a feeling, that no interaction is new. Earlier experiences effect on every new one. (Kets de Vries. 2006, 60). For example, if a person feels hate for his father, feels the similar hate while talking to a therapist. (Kets de Vries. 2006, 61) The reason for the irritation is not really in the other person, it is inside the locator himself and in the weaknesses which he does not accept in himself. (Helin.2006, 48-49)

Recognizing the transference and talking about it, helps a person to understand ways he sees the other people nowadays. Understanding transference is also important when trying to understand the relationship between a supervisor and subordinate. (Kets de Vries. 2006, 61)

There are two models of transference that are common at workplaces. They are called reflective relationship and idolization. A baby or a child follows its mother or people around it and their example. At workplaces this can turn out to be twisted. Employees use managers to reflect what they wish to see and the managers rarely resist this kind of positive consolidation. (Kets de Vries. 2006, 61) This enhances mutual club of admirations and the managers tend to shine their own image with it, instead of organizational needs. This can be fatal when things change quickly and everyone should be able to face the new reality and develop oneself to answer for new situations. (Kets de Vries. 2006, 62)

Idolization is in question when we first admire the important people around us. We start with our nannies and we include strong images to them. The wish is to fight against feelings of inability and this way receive a part of the mighty person. The transference is a shield for the employees and narcissist is very covetous for this kind of adoration and they become dependent of it. The problem is that the leaders are not able to see the reality in this kind of situation. Narcissist prefers to live in a place where he sees only what he wants to see. (Kets de Vries. 2006, 62)



Picture 4. Relation triangle. (Kets de Vries. 2007, 239)

The relation triangle helps people to clear out difficult feelings and experiences which they originally felt earlier in their lives which continue to come back to their current relationships. Recognizing the transference is essential in change process since it tells about weakening defense mechanisms. (Kets de Vries. 2007, 240)

3.8.5 Projecting negative emotions

Projection is a negative defense mechanism which means transferring own hatred to another person without seeing the same in self. (Isokorpi. 2004, 113) One explanation for nonworking people relations is so called “chemistry” which unfortunately is used when it seems too difficult to appreciate the other person. A person might feel that the other is a threat to him and that is why he might give up on finding out what is the real obstacle in the relationship. In general the reason is in the earlier emotional and conversational relations.

Often a reason behind conflicts is related to authority or prestige. In the long run, a person might have learned a certain behavior and he reacts instinctively to forget the uncomfortable feelings behind the action. (Isokorpi. 2004, 114) If the person does not have ability to face emotions or to express them, the emotions are isolated and denied. Defensive behavior however prevents rational thinking in the situation when it is the most needed. People guard themselves from the others, learn to play manipulative games and keep silent about problems and mistakes, which cannot from some reason be brought out. It demands courage to show all feelings and it challenges people to face deepest fears. If a person is ready for this, it is possible to widen and deepen own consciousness and find sides which enrich life. (Isokorpi. 2004, 115)

How to be open with other people? How to accept and take seriously the support and trust of the other person? Being trustworthy means, that one cannot take advantage of the person's transparency. The trust is mutual when people feel security. A person is allowed to express himself at all levels of selfhood. This also means accepting a person as he is. (Isokorpi. 2004, 116)

4 HEALTHY LEADERSHIP AND ORGANIZATIONS

The chapter explains what a well-functioning and interactive organization is like in an ideal situation and how it effects on the work community's well-being. It helps to understand what self-awareness actually means in an organization and how it helps leadership and interaction.

4.1 Cornerstones of the leadership

Philosophy of leadership is considered as follows. The leader recognizes and admits basis of values and knowledge and tries to be fair, consistent and equal in his leadership work. He understands the consequences of his own actions ethically and morally in practical situations. He has emotional intelligence which reflects trust and security to his environment. The leader updates his technical knowledge and skills, norms and rules. He is aware that there are three levels in leading; knowledge, ethical wisdom and presence. He is able to make considerate choices. He has courage to lead and he accepts his position and execution and decision making power and he is not afraid to use them. The leader is aware of his weaknesses, limitations and strengths. He is open and trustworthy, but he can also protect himself in a right way. He is in touch with his feelings and attitudes in all areas of life. He can control his feelings. He bears the solitude which comes with leadership, but he is also able to seek for peer support and networks around him. He has hobbies and friends. He takes good care of himself, protects himself and his health and well-being.

(Paasivaara. 2010, 148-149)

4.2 Democratic leadership and employee skills

Everything is leading which helps workgroups to find their goal. The leader takes care of primary goals and the activities which are supposed to enhance reaching the goals. The leader's role is also related to interaction and community's stakeholder co-operation. Leader is also responsible of inner integration and ensuring the decision making. It is his role to see that the corporation reaches the best possible results. The role of a leader includes in general decision making, information processing and personnel relations maintenance. (Aarnikoivu. 2010, 33)

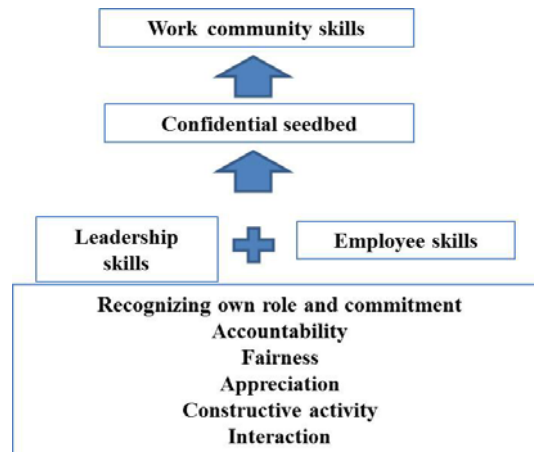
Even if the leader is competent with the communication skills, it is not enough if the others are not. That is why communication skills are important to all in work organizations. Communication is a sector of professional competence at current work places. Creating a democratic, flexible and the kind of work culture which takes everyone along, demands different kinds of skills than authoritarian culture. The basic operations of the groups are based on communication otherwise common consciousness does not exist. (Haapaniemi&Raina. 2007, 37)

In a dictionary subordinate is defined as employee, who works under command and instructions. Employee on the other hand is defined as physical person, who is working for someone else in an institution or a company. Nowadays the name subordinate is questionable and that is why the role is often named as expert, person responsible, team member or a project worker. The confusion of the concepts often makes people forget that also the expert / consultant or specialist community also needs a superior. (Aarnikoivu. 2010, 35)

The role of an employee can be defined according to the following as a member of work community:

- Examination of own values and attitudes.
- Commitment to work according to organizational goals and according to the primary function.
- Treating the members of the work community respectfully and the commitment to appreciative interaction.
- Behaving responsible way and supporting the creation of the confidential environment, good co-operation and the sense of community.
- The both the superior and the employee have responsibilities and rights which makes them equal members in the work community.

(Aarnikoivu. 2010, 36.)



Picture 5. Work community skills (Aarnikoivu. 2010, 70)

A good leader knows how to talk and listen to what employees have to say. One important task for a leader is to ensure that the employee sees the meaning of his work and how it relates to company's success. E-mails or other indirect communication methods do not replace the meaning of verbal face to face communication. Without taking care of these two issues, the employee does not commit to his work and the problems are seen in his results. Clearing the organization's basic function, mission, organization's vision and competition factors are important and how employee's tasks effect on clients and their satisfaction. The meaning of company's values in practice, everyday basis, is essential to an employee's successful work. Feed-back in a right way and the leader's ability for a dialog enhance successful co-operation. A leader, who uses dialog in his communication, is interested in his employees and his way of working is searching, he listens and asks. He makes sure that messages are received and delivered correctly. (Aarnikoivu. 2010, 72-74) To achieve the confidence, the leader needs to fulfill the following: professional competences, benevolence, honesty and predictability (Aarnikoivu. 2010, 87). The importance of employee skills is not self-evident, even though it is often seen that way. It is more about making the important things visible. Development of employee skills is seen in well-being and in more effective operations. (Aarnikoivu. 2010, 89)

4.3 Dialog

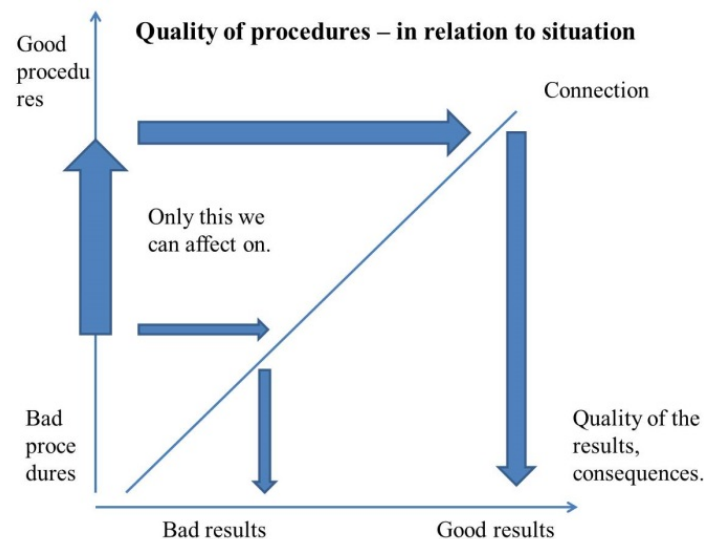
The quality of the interaction is essential in work cultures. In traditional interaction, people tend to concentrate on bringing out their own point of view, but in a dialog they try to find out common significances. Different views of same thing widen the common understanding and that way enhance broader view about the subject. (Haapaniemi&Raina. 2007, 38)

Dialog is about free and creative researching, active listening and expressing own thoughts. You may see some opinions better than others, but you do not get stuck with that. You are ready to listen to the others. You don't need to state that your point of view is the right one; instead you are willing to develop your own understanding.

Dialog starts with realizing that effort of another helps you to develop your thoughts and perceive the possible problems in them. It concentrates on open thinking without defenses and distrust. This kind of synergy means that we have to value the others. (Jalava. 2001, 126)

4.4 Values in relation to co-operation

The values that the organization obeys mean a lot for the whole work environment. Helin mentions in his book *Yhdessä menestymisen taito*, that three first ones are recompensing, designating and indicators. Financial success comes after these three. The best conclusions can be driven from the inner state of the organization. How good and appreciated the leaders are, how systematically the functions are analyzed and developed and how the inner co-operation functions and how committed the employees are. These factors are reflected inevitably to the quality of the products and the customer service and through those to the results of the company. (Helin. 2006, 86-87)



Appropriateness of operations or procedures to a certain situation, is worthwhile to estimate only through results. If the results are not satisfying, one should concentrate on own actions.

Picture 6. Connection between procedures and results. (Helin. 2006, 19)

The basis for co-operation is at emotional level. If the feelings are mostly positive, the co-operation is easier. There are co-operative relationships of two kinds, those which are based on values and those based on acceptance. Human mind tends to accept only those with similar values. On the other hand the area of acceptance is normally wider and more variable than the area of values. This enhances co-operation with a larger group of people. (Helin. 2006, 104) Those people who succeed as superiors, salesmen and customer servants are those with a wide area of acceptance. That is the first rule. The second rule means flexibility. Those people who can form their own way of behaving the way that they don't annoy many people with their behavior. (Helin. 2006, 106)

4.5 Leader's self-awareness

A deeper self-awareness is the first step towards productive leadership. (Kets de Vries. 2007, 204) Self-awareness means awareness of own feelings, weaknesses, strengths and motives related to action. A good self-awareness helps the leader to stick to reality and that is why he does not take things too dramatically, critically or positively, but according to the situation. The leader is also a human and could be directed by his subconscious thinking just like the others. In leadership work, one always has to deal with issues like who is respected and who not, who receives resources and who not. Who are good and who not. (Paasivaara. 2010, 40) It is important that the leader recognizes his values, goals, interests, wishes, strengths and limitations as well as his way of leading in different situations. Anyone can work well when things are fine, but the leadership skills are tested in conflict situations. Humility is important for own well-being and for understanding own incompleteness. (Paasivaara. 2010, 41)



Johtaja itsensä kehittämisen asiantuntijaksi –proessin osa-alueet (Nikkilä & Paasivaara 2008.)

Picture 7. Self-awareness of the leader. (Paasivaara. 2010, 39)

The basis for self-directedness lays in good self-consciousness. Self-consciousness with self-development ability means how the leader understands own assets, needs and motives. It is ability to monitor own actions and recognize own growing challenges. Without enough self-awareness it is hard for the leader to plan his work, make decisions and commit to them. Also the feelings of liking his work and managing work are becoming stronger. (Paasivaara. 2010, 57) Feelings are big part of decision making. Recognizing them and being aware of them do not mean becoming overwhelmed by them or excluding intelligence. Leadership is a combination of the both and it shows out as work community functionality, sensitivity and effectivity. Examples of the leader are emphasized. (Paasivaara. 2010, 75) Emotions are intelligence. They can be defined by human ability to behave accordingly in a situation where prior learning does not offer instant solution. Three things effect on this; inheritance, environment and the person himself. (Paasivaara. 2010, 76)

4.6 Creating trustful work environment

A manager gives feed-back to an employee. Based on that the employee knows what kind of work is wanted. In addition to that the employee might start to see the manager more positively emotionally than before which again increases positive feelings of the manager. Interaction which has started with trust is realistic, stresses strengths and the both sides are aware of that, whereas distrust stresses weaknesses. Stressing strengths helps to solve problems, develop resources, commit and activate. (Jalava. 2001, 60) Building trust means expressing own thoughts and feelings openly. Honesty is a result of open relationship. The leader takes care of employee's advantages and wishes good to him. If this does not exist, a person is reserved and wants to protect his own situation. (Jalava. 2001, 72) The manager should himself show in practice how things are done. This ensures the meaningfulness of the words and tells the employee that there is a morale behind the words and how the role is taken care of. (Jalava. 2001, 79) Things do not always go the way that would be ideal and the trust is not achieved. The following chapter brings out a common phenomenon at workplaces today.

5 VIEWS TO UNHEALTHY WORK LIFE

In the current life, there are growing demands for career, life control and for making quick decisions. The quality and quantity demands for work have grown. The trust must be achieved again and again. Emotions help people to see and feel the quilt or bad feelings. The healthy shame or guilt is important because it expresses responsibility and moral behavior. Unfortunately human being has been isolated from this kind of natural reactions. Some researchers have claimed that nowadays the current society and working life favors the kind of personality which has been described like personality disorder or narcissism. This means superficial adaption, short orientation, fickle, taking advantage of human relationships and own ego uplift. If the previous kind of behavior continues too long, the emotions can no longer functions as alarm bells. Person with personality problems does not show feelings, he isolates himself from those. He cannot control his emotions or use them in an appropriate way. Emotional skills express stability in relationships and real affection, warmth and empathy. Therefore, the long relationships like customer relationships reveal problematic personalities. (Isokorpi. 2004, 15) The organizations through the world are full of people who do not notice the incoherent behaviour models. They are stuck with vicious circle and do not even know how to be detached from it. Development methods can help these organizations to understand the reasons for the change resistance and have an idea of where and how they can become more efficient. (Kets de Vries. 2007, 37-38)

5.1 Narcissistic disorder and pathologic view

This is the traditional criteria to which psychology professionals base their understanding of word narcissism. Narcissistic personality disorder is determined according to the following. The list is a diagnostic criterion (DSM-IV) of American Psychiatric Association. (Kets de Vries. 2007, 51) A Narcissist has a pervasive pattern of grandiosity, need for admiration and lack of empathy. He exaggerates achievements and talents, expects to be noticed as superiority. He is preoccupied with fantasies of unlimited success, power, brilliance, beauty or ideal love. He believes that he or she is special and unique and can only be understood by, or should associate with other special or high status people or institutions. He demands excessive admiration and he has a sense of entitlement. The person is interpersonally exploitative, takes advantage of others to achieve his or her own ends. He lacks empathy, is unwilling to recognize or identify with the feelings and needs of others. He is often envious of others or believes that others are envious of him or her. He shows arrogant, haughty behaviours or attitudes. (Kets de Vries. 2006, 31-32) The criteria is met completely in only in about 1-2% of people, but many of these are seen slightly and separately with narcissists who act almost normally but still causing harm to themselves and the others. (Kets de Vries. 2007, 51)

Dr. Hare has researched psychopaths which have narcissistic qualities. (Hare. 2004, 37) Sociologists call them sociopaths since they believe that the problem is caused by environment rather than biology, psychology and inherited factors like the psychiatrics believe. (Hare, 2004, 29) Some sources call the phenomenon antisocial or unstable personality. Many other personality disorders also have features which are similar to narcissism. (Diagnoositietohaku. 2014.) Several theses and books are written about narcissism and most of them share the thought that it is a sickness. Most of them also explain that there are also narcissistic features which are minor, but still cause harm. Paula Salomaa has a modern view for this.

5.2 A modern view to narcissism

Paula Salomaa explains narcissism from interaction and self-awareness point of view. According to her, the level of narcissism can be between 0-100% in a person and only in very severe cases; one can talk about personality disorder. (Salomaa interview. 2013) She bases her view to scientific researches and her experiences from consciousness development. (Salomaa. 2011, 12) On the other hand, the amount of people whose interaction and co-operation style is narcissistic, according to her, is about 80-85% of the population. The amount is interpreted according to Salomaa's balance model and narcissism theory. (Salomaa interview. 2014.) Paula Salomaa's theory is chosen to describe narcissism view, because her Balance Model theory is also used to interpret narcissism in this thesis and because it is the only clearly different kind of approach to the topic from humanistic point of view in literature at the moment. That is why it allows everyone an opportunity for understanding his own narcissism without accusing anyone. The traditional view makes people see the issue only from one side with a scary shadow.

Balance Model also makes the difficult issue more everyday based and that way more like normal. The traditional view only talks about a sickness and sees the problem as black-white contradiction and tries to show that narcissist is a bad person and a victim should get sympathies, which is not any better idea from Salomaa's point of view since the victim is just as problematic person as narcissist.

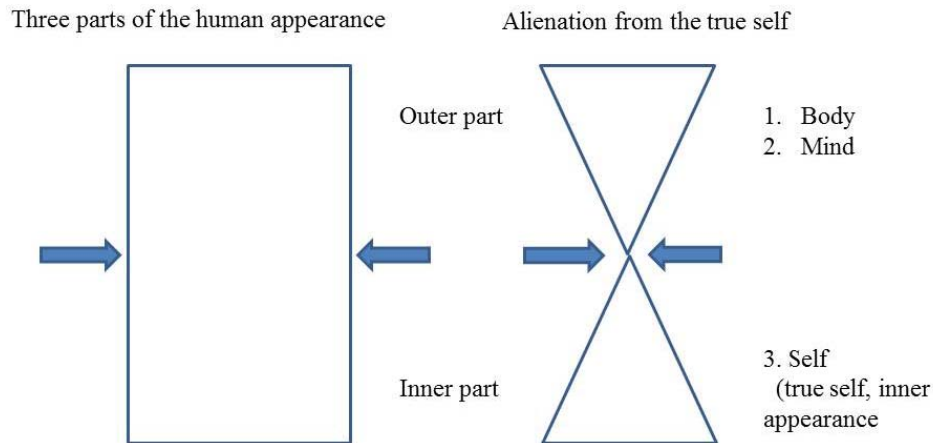
A view to consciousness fulfills the information and experience produced by Western science. From Eastern point of view, the narcissist and the victim live in a subconscious state. They are not in contact with their feelings and emotions or present in this moment and they are not connected to their needs and qualities. Making a change from unhealthy narcissism to a healthy one, to healthy self-esteem, independence and good self-confidence, is possible, but painful. It requires recognizing the problem, accepting it and motivation for personal development.

One should be able to face the truth of one's own inner state, give up on defense mechanisms and stop blaming the others from own problems. Every thought, word and deed, tell about oneself, not about the others. (Salomaa. 2011, 13)

Salomaa presents Hotkiss ideas of the emotional development of a narcissist has been left on the level of 1-2 years old child, which means that the narcissist does not experience himself as separate person from his mother or other grown up, who fills his needs. Narcissist treats the others the way that they would not be individuals at all. His self-awareness has been narrowed and he does not recognize his own desires or emotions. Hotkiss. 2006. (Salomaa. 2011, 18-19.)

According to Hotkiss 2011, a narcissist has seven sins. They are impudence, magical thinking, arrogance, envy, arduousness, abuse and limitlessness. (Hotkiss. 2011, 27-55) Behind all unhealthy narcissism there is shame and a need to eliminate that as quickly as possible due to inability to face it in a healthy way and move forward like normally people do. (Hotkiss. 2011, 30) The good thing with shame is that it holds back natural selfishness and the roots for learning that are in the childhood. (Hotkiss. 2011, 66)

Problem with narcissism is in his consciousness, in other words self-awareness. He is not aware of his problem and he seeks the problem from the other people. This kind of development leads to self-centeredness and limitlessness. (Salomaa. 2011, 24)



Picture 7. Alienation from the true self. (Salomaa. 2011, 31-32)

The more conscious we are, the more balanced and happier we are. Body, mind and self, form the intact entity. Body means outer appearance, physical activity and senses. Mind includes thoughts, emotions and the brain. It is an area of logic, science and math, which cuts pieces from the reality, investigates them separate from the entity and reflects illustrating models of reality. The mind is more or less artificial part of us and a result of sociality and up-bringing. The inner true self represents the natural state of human being and it includes the two other parts. The third part also means wider awareness and connection to our deepest appearance. (Salomaa. 2011, 31-32)

The narcissist and the victim have both alienated from self, the third part, because they haven't received enough mirroring to their needs, emotions and self-expressions. They can compensate their lack of them with intellectuality to replace undeveloped emotional life, but deep inside the person feels failure. Alienation can be also seen as pathological concentration to outer appearance. (Salomaa. 2011, 32-33) The mind concentrates on information and that leads to problems if one does not realize the connection to inner self. The purpose is to widen the hourglass and keeping it that way. The more one can widen it, the more he is free from narcissism. (Salomaa. 2011, 34)

5.2.1 Narcissism is a problem with self-awareness

The Balance Model continues explaining narcissistic behavior through self-awareness. The level of inner consciousness effects on emotional control and ability to accept mistakes and weaknesses. If one lives in unconscious state, he is afraid of negative emotions and he is scared of showing weaknesses. The level of consciousness also defines the atmosphere at workplace. In a competitive work place, skills and information have been hidden, people state opinions based on own advantages and teams and their performances are compared to each other. (Salomaa. 2009, 61)

The balance and acceptance of everything means also finding mature adulthood and emotions of responsibility are part of that. (Salomaa. 2009, 62) The more balanced and conscious one is, the more he is directed by conscious mind, not unconscious one anymore. (Salomaa. 2009, 63) Own consciousness also defines fundamentally all relationships and what one wishes to discuss openly with people. This fact depends on that it is impossible for a person to discuss something which he is not aware of because the issue does not exist in his world at that moment. He has denied it. The level of consciousness affects also to listening habits, understanding of different art forms or certain books. (Salomaa, P. 2009. 63)

The complete balance model also shows that if the two people who meet have different state of consciousness, if they are at different directions on the scale, the gray area shows how much there are issues in their interaction which they cannot discuss together (picture 8 below). The person whose consciousness is weaker sets the limitations to the interaction. His level crucifies which topics they discuss and how they express their feelings. The consciousness of them both defines what qualities they accept in themselves and in others. The principle is, what one denies in him, he also denies in others. Notice that people behave this way, whether they know it or not. (Salomaa. 2009, 65)

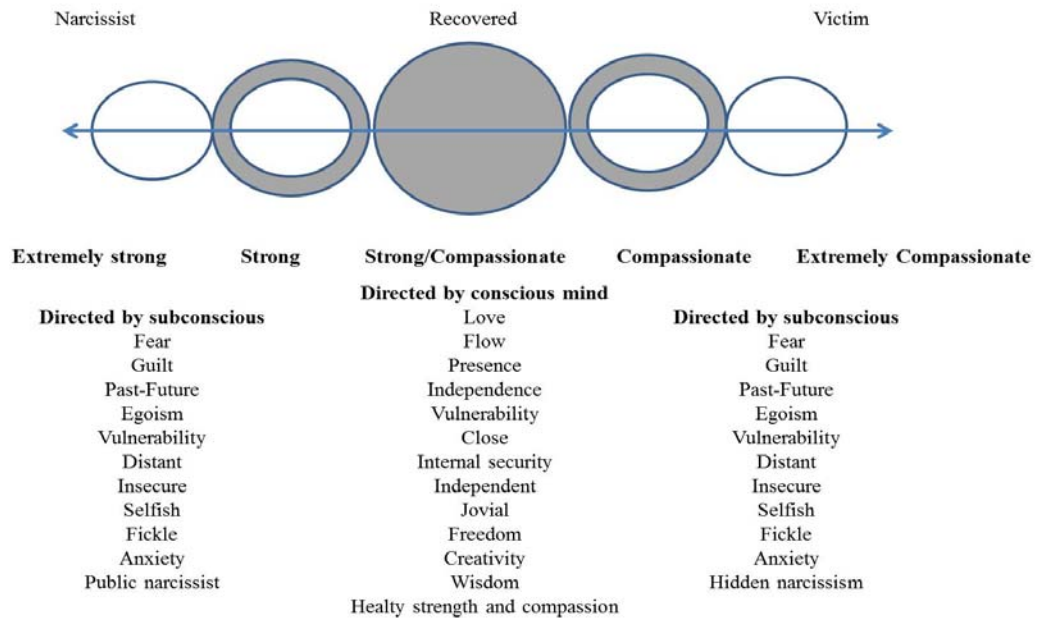
People in two ends on the scale have also many similar qualities. The both have fickle state of mind, their basic attitude is negative and they get hurt easily. This tells about pessimism and inner strengthlessness. It is in common that they interfere with other peoples' lives and talk about that with outsiders. Also the identity of narcissism victim leads to selfishness, because he has lost his strength and he expects that the others bear responsibility of his life. The most distinguishing issue where imbalance is seen is the attraction between the people in the other ends on the scale. (Salomaa. 2009, 66)

5.2.2 Seeking the balance

All narcissists have similar personality, even though the quality and the amount of symptoms vary. The same thought goes with the victims; without healthy narcissism, they also reject themselves. Neither of them is an independent adult and able to pay equally attention to the other people. Narcissist pushes his own advantages forward very strongly and the victim concentrates on pleasing him as much as possible instead of taking care of himself. The common thing between the both is the twisted idea of self, inner insecurity and mentally distant relationships. Being a narcissist or a victim are the different sides of the same issue. Without the other there is no other. (Salomaa. 2011, 42.) The public narcissist and the victim (hidden narcissist) need each other. They are two contradictory ends which cannot stay away from each other. This is due to that the other one has a lot of demands and the other has a lot will to make desires come true no matter what. The unbalance in the relationship causes that. A balanced person has no need to do whatever the others ask from him if he does not consider it good for his mental health or if it is not his own will based. (Salomaa interview. 2014)

Healthy narcissism requires recognizing the problem and taking responsibility of own state. The balanced adult, recovered one does not apply the other person to himself to fulfil his lack of strength or compassion. He shares those qualities with him or her. (Salomaa. 2011, 42-43)

Relations of different consciousnesses, Balance Model Theory by Paula Salomaa



Picture 8. Relations of different consciousness levels. (Salomaa. 2009, 65) Combined to the picture of narcissism in Salomaa. 2011, 42.)

The public narcissist has extreme strength because he has rejected his compassionate side. The victim is extremely compassionate and he has rejected his strong side. The reason for the problem is long lasting inhuman circumstances and the survival of that has required denying the other part of self. Public narcissist is openly haughty and claims always to be right about everything. He can avenge critique in a brutal way, if being blamed of something. His self-centeredness can be interpreted as good self-esteem by the people who don't know. (Salomaa. 2011, 43-44) Hidden narcissist instead hides under the shelf and the narcissistic qualities come up in insidious way or by adulation and hidden malicious behavior. Behind that is long lasting hatred, which he has not been allowed to express. Along time, that hatred has poisoned life and grown to uncontrollable power. (Salomaa. 2011,44) The roles of narcissist and victim can change instantly if the narcissist ends up in a relationship with a person who is stronger narcissist than he is e.g. a psychopath, but the more compassionate people he can still dominate. The same happens with the victim if he meets a weaker person than he is. (Salomaa. 2011,45-46)

5.3 How to recognize the problem in recruitment situations

The experts interviewed were the research manager Mikael Nederström and Pertti Rasp, psychologist from Psycon Oy to tell me about how they determine narcissist.

Nederström mentioned that they are using one test related to narcissism which is based on the diagnostic criterion (DSM-IV) of American Psychiatric Association and that is the criterion how he personally understands the concept of narcissism. Some other tests like 360 which they use as assessment tool might also give some indications to that direction. Pertti Räsänen is very interested in using new tools to use to define narcissism.

While asking Nederström how he notices narcissism in recruitment situations, he pointed out that it is extremely difficult even for an experienced psychologist and with psychological testing. That is why he feels that candidate interviews without psychological assessment processes should not be done at all in companies without any psychological help. There are other views to this of course and the difference is that the psychologists tend to determine the concept of narcissism as sickness. The others who see wider perspective to this issue, understand that undeveloped self-awareness causes similar problems and the most of the people who seem to have narcissistic characteristics or behavior style are not diagnosed. Instead, they live and work among us all. Nederström advises to avoid too hypothetical questions and keeping the questions relevant within candidate's experience. So basically he prefers evaluating behavior that has happened and not what could happen. If the candidate would start to imagine how he might act in a situation like this or that, the result quality diminishes because there is no guarantee that the person could actually know his behavior in a hypothetical situation. Nederström is right according to Salomaa's view to this issue. If the 80% of people have unhealthy behavior and interaction style, the person does not know himself.

That is why the testing methods and the question formulation in this thesis research are quite good as such. It comes out if the person does not really know what to do or how to act.

An example questions to get hints of narcissistic behavior:

“What has been the biggest mistake you have made during your career and how did you handle the situation”? What have your biggest achievements been like in your career”?

If the person claims that he has not made any mistakes, he might wish to be perfect from the recruiters' point of view like narcissistic person does. His achievements are always due to him if they went well and if not they are the others' fault. This might sound simple, but it is not claims Nederström since the people who come to personality assessment are often more intelligent than the others and they apply to higher and executive positions. An intelligent narcissist can act socially acceptable way in the interview and answer the questions according to what recruiters want to hear. Every intelligent person normally has ability to understand how to answer questions the way which is socially positive. Narcissistic people often give very positive and empathic image of them and might seem too good to be true. (Nederström. 2013) Convincing the recruiter comes with charm. If thinking about the criteria of top positions, the job advertisements often highlight that they want intelligent, hardworking, honest and socially gifted people,

but unfortunately that is also how company psychopaths are described by the victims and researchers afterwards. (Babiak & Hare 2007, 107.) It is hard to see anything based on one interview, CV or even by talking with candidate's references. That is why Nederström prefers personality testing in variable ways and he highlights validity and reliability which are needed if to ensure the usability of the test. He estimates that to have good results it requires at least 100 test results. (Nederström, 2013)

It is also impossible to define narcissistic personality during an interview or testing since some people who do not like testing days, can act in a defensive way which might look like narcissistic reaction to some recruiters, but instead it might only be related to his dislike towards the testing process. Nederström tells another case example that a person who might possess narcissistic qualities, can actually diminish that behavior in an interview if he is smart enough and has enough self-awareness. This is of course a sign of smart behavior and a good thing in his character and it proves that self-awareness helps to improve well-being in an environment. (Nederström, 2013) If a person answers honestly to test questions, the right kinds of dimensions are emphasized, but narcissist might not be honest in this situation and the results might look unreal compared to behavior. Normally a narcissist does not know his weaknesses because he feels he is mighty and superior to others. (Rasp. 2013)

While asking Mikael Nederström if narcissistic behavior is seen after the candidate has already started working, he claims it might not come out until long time even after several years, but this depends on what kind of job he has been doing. For example, if the person is a sales manager, he might travel so much that the employees or others hardly perceive this quality in his personality; instead it might show out in his private life. In some cases the situation might be that the employee has stayed in the company for a long time without any noticeable narcissistic behavior but when the person receives promotion, different tasks, more influence and power, he might turn out very narcissistic. (Nederström, 2013)

5.4 Everyday narcissism in organizations

A narcissist with power has eight basic characteristics according to Sandy Hotckiss. 2011. They are blurred boundaries, transference of shame and finding a scapegoat, a grand vision, idolization, abuse, variable moods, envy and a need for admiration. (Hotckiss. 2011, 167) Cynical attitude speaks about unhealthy narcissism in an organization. If the whole organization has adapted narcissistic attitude, the whole group adapts to those qualities and they become an established principle of procedures. This is based on the grandiose images which have become a norm. The healthy voices are shut down. (Case 1 below.) All organizations, whose real image of the work environment and about them has been obscured, lose ability to react quickly to sudden difficulties of the environment. Problems will appear if the pride of work is due to desperate glory instead of real proof. Problems increase if the managers hear about things which do not match with their own grandiose ideas.

When they turn against those daring to say something, the employees will start to bypass the information which does not correspond to the managers exaggerated ideas about the organization. Those employees who are attracted by the feeling of togetherness continue denying the truth to enjoy collective conceit. The worst consequence is not only missing the truth, but losing the real connection between the employees. Work becomes a play. (Goleman. 2009, 131) Amount of common illusions is related to hiding the truth. Opposite commentators threaten to blame others losers and daydreamers. Reaction to this is rage. People questioning about anything are punished or even resigned. Narcissistic organization has become an own morale universe, where goals and goodness is not questioned, instead they are taken as god's word. (Goleman. 2009, 132)

Paula Salomaa has analysed the following kind of difficult cases from different life areas in her book "Narsismi arjessa, vastauksia henkilökohtaisiin kysymyksiin" and that way given answers to help people in those situations. The similar analyzing method is used here by the thesis author. All the case examples are originally from Kirsi Mäkinen's client organizations. These analyses are given to enlighten the possible issues behind the scenes in the questionnaire cases too which are to some extent similar and the theoretical background for analyzing comes from the balance model.

Case 1.

"I am a Vice Executive Officer of a company. I have 10 experts working for me. My boss is the entrepreneur himself. For years ago the entrepreneur has decided that only the supervisory group takes part in company's development. Several times some employees have complained about that, because they feel that it is not fair that they cannot participate to develop their own work and because the information delivery does not work", says the EO.

"All the changes come as surprise to all. The managing group has never listening to us; instead we have been shut down, even though some of the managers have sometimes tried to change the situation", says an employee.

(Mäkinen,K. 2012 problem cases from client organizations)

This case is probably quite in common in many authoritarian organizations where the employees do not have much to say. Often people don't think that there would be anything wrong and before they even notice, they have chosen to act the way which is favorable to them. Employees adjust to mistreatment and leaders give up on their values to hold on to their position in the company. That kind of situation is one sided and even though the problem is high up at management level, it is possible to have healthy strength and express own feelings and emotions openly about the case. It is everyone's right to take care of work well-being and protect self. That takes courage from all the parties in this case 1. In the worst situation it might lead to firing the ones who open their mouths, but in a good situation, those who have to open their eyes, can finally do that. A mature adult (the balanced person according to Salomaa's model) who has healthy self-esteem can understand the situation and admit own faults as a leader and

learn from the situation. But those who have adapted narcissistic way on seeing things, just get hurt or angry and try to find ways on how to compensate own shame. It might mean getting rid of the healthy employees who can stand up for themselves and after they have been eliminated the company can continue its unhealthy development wondering why the productivity is lowering. It also shows that the people who tell their experiences and discontent for the situation, have the kind of inner strength which is healthy when considering own work well-being. Adjusting to mistreatment would kill initiatives and happiness of self and good feelings of own work and workplace. To take care own health, one should express feelings of no matter what kind they are and notice that, if they lose their jobs due to being honest and fair to themselves and by setting a cat to the table, one can only ask himself: "Would I really like to continue working there" or "Would I like to continue tolerating my mistreatment no matter how I suffer?" Of course the one who decides to say something has to have good communication skills, angry attitude does not help. The balanced adult has the understanding of what this means. He understands that even though the other person is provoking him to lose his temper, it is better to relax and stay calm. Loosing temper means also losing the power to the narcissist who is hurting him already. A narcissist can turn the situation upside down immediately when he finds a reason given by the other party with his behavior. Being able to control own feelings is a way to earn the others' respect and they start listening to you, when you show, that you can stand up for yourself in a healthy way. It is very scary for the narcissist who is used to having control over the other people, but this kind of healthy strength is not controllable for the narcissist. No matter what happens after that, one who was able to express own feelings by being true to himself, will experience inner victory and does not need to be ashamed of anything. (Analyze example based on the Balance Model theory)

If the managers would continue pleasing the owner, they would lose their joy of their work too in the end, if they experience that they don't have any influence on anything. They would become hidden narcissist and victims of the owner. The employees don't respect a leader, who cannot act according to own values and try taking employees side too. The employees become victims and those who open their mouths are probably blamed on being narcissists by those who favor the status quo. The workplace has become a playground of immature adults who all are afraid of losing their pride, position, face, self-esteem, and everything in the eyes of the others in an unhealthy organization, who are just like them and don't see anything weird about that. (Analyze example based on the Balance Model theory)

A person who has got emotional competences is aware of himself, he trusts himself and he is able to take the other people into consideration. An employee with emotional competences notices his needs, defense mechanisms and is able to analyze himself. One can easily be with an associate who accepts himself and the others with all the incompleteness. (Isokorpi. 2004, 16)

In a good case the owner can see his misbehavior and change. That would lead the organization to complete new, good direction. The employees would have to change too and those who can't would probably leave because the attitude, values, behavior models, everything changes and the power relations what they are used to, don't exist anymore. Also the owner probably starts recruiting new kind of employees with real values, not only own selfish ones. The people would be listened and problems solved openly. Openness is important for the information delivery, but also go gain trust and not leaving anything unsaid, because the more things are unsaid, the more it leads the organization towards narcissistic values. (Analyze example based on the Balance Model theory)

5.5 Narcissistic leader

Commonly accepted view is that a certain amount of narcissism is needed in to be a successful leader and it is necessary demand for getting to the top. To understand organizational life one has to have information of narcissism. The phases of it come stingingly out in organizations where narcissistic leaders can find and their subordinates can lose their true selves. (Kets de Vries. 2007, 44)

There are four different self-images: positive, negative, impassive and flickering. A narcissistic leader possesses negative or puffy self-image which means that the person is not able to see more than his good sides. He feels he is always right and the other opinions are waste of time. (Paasivaara. 2010, 44-45) A certain level of narcissism from the healthy self-esteem to the destructive selfishness is totally natural and healthy feature. Self-esteem effects on its part to such positive behaviour features as self-confidence, creativity and assertiveness which all are good to have. In the other end of the scale there is the pathologic narcissism which is described like selfishness, egocentrism, lack of empathy, exploitation, inability to accept limitations and conceit. (Kets de Vries. 2007, 44-45)

To a narcissistic leader, organization is black and white. The people are whether for him or against him. Those who are hesitant or refuse from mistreatment, become enemies who offer the narcissistic leaders and their supporter group new targets. Scapegoat's role is important. They are targets, to who all bad and threatening are reflected. (Kets de Vries. 2007, 63)

Narcissistic ability to manipulate the others and create quick relationships even superficial ones is useful for them when climbing in organizations. Unfortunately the power, position and authority are usually more important to them than deeper commitment to the organization's goals and performances. Because they are motivated by selfishness, their success is short term. (Kets de Vries. 2007, 48)

One of the most important tasks of a supervisor is to take care of his employees' emotional needs. Reactive narcissists are extreme and they bypass their subordinates' dependency and exploit their loyalty.

This narcissistic attitude encourages employees to subsidiary and passive dependence, suffocates their sense of reality and crucially important functions. (Case 2 below) Narcissist is not committed to other people. He ignores those who do no longer serve their selfish purposes and their one-sided privileges and they search for new allies, which excludes creative and innovative organization culture. These qualities guarantee in practise the organizational self-destruction. (Kets de Vries. 2007, 60)

Case 2:

“My boss is the owner of the company. His strengths are not emotional intelligence or people skills. We have agreed that I take care the HR Manager role due to that. My boss is not willing to negotiate. I feel that he is always trying to roll over my point of view and make it his own. He never gives up on something if we disagree. Our discussions are not assertive dialogs; instead I feel he is scamming me. I always feel frustrated, abused and angry after talking to him. All suggestions have been turned into his way and his advantage. I would like to keep my position in the company, so I can't be against him. Often I have to act against my own will and prove myself for my employees and explain that I do try to be on their side too”.

(Mäkinen,K. 2012 problem cases from client organizations)

Apparently the owner knows something about his weaknesses, but to avoid dealing or healing the problem that it causes, he has delegated unpleasant task to his HR Manager. He probably explains publically, that it is HR Manager's task to take care of issues like that. On the other hand, it is also his way to hide shame which he is insecure about. That insecurity must be hidden, because it is a weakness and a weakness is the same as failure to him.

The research manager from Psycon Oy said that a narcissist can also have a good self-awareness, but he would not be a narcissist if he wanted to change or understood that it is necessary. He does not want anyone to notice that weakness. The narcissistic leader takes advantage of the Hr Managers will to do his work well. He does not pay attention to the Manager's feelings, because they are not important to him, since only his needs and emotions are something to consider in his opinion. If the HR Manager allows this to happen, he is a victim, a hidden narcissist, who is more afraid of feelings than able to listen to what they are telling him. According to Salomaa, feelings are like friends and negative feelings try to tell us something what we need to learn about the situation. (Salomaa interview. 2014.) The fear is the true leader in this organization and it shows out in things left unsaid and in the owner's behavior. If the Hr Manager does not express is negative feelings, they become a bitter anger inside him. He allows mistreatment of self and he starts becoming more like his boss little by little by giving up on appreciating himself and his emotional state. Neither of these leaders in the case, is a mature adult, a balanced person and neither of them have excellent communications or negotiation skills which are wanted in by employers nowadays.

Neither should be in a supervisory position. They are not examples of good leaders with the values and abilities mentioned in the chapter “leadership and organizations”. The Hr Manager should set limits to his boss. A narcissistic person is like a baby, all mighty and full of himself, asking for everything to himself. The Manager should state clearly that he has things to say and needs to be heard. He could emphasize that it is important to his well-being that his opinions are listened and it feels hurtful that he does not get understanding to feelings. If the expression does not help, he could consider leaving the place because it is not worth trying to change something that does not want to change. A person can only change himself (Salomaa interview. 2014). (Analyze example based on the Balance Model and narcissism theory)

Very rarely the board of directors turns against the narcissistic manager, because they do not often recognize the risks. An organization does not though, have to be powerless. They can prevent these situations from occurring by following in the long term. They can use strategies like decentralization of the decision making process and limitations. (Kets de Vries. 2007, 63) Also offering training, coaching and other services are used strategies when noticing signs of problems. But if the organization decides to combine the roles of the Managing Director and the Chairman of the Board, it is disastrous. A position in the top management can make a monster of a very promising person. (Kets de Vries. 2007, 64)

It can be difficult to offer a narcissistic leader training or guidance or professional help, because they do not take responsibility of failures personally. If they do accept the professional help, the reason is probably somewhere else like in their private life sector, a divorce, life change or depression. Narcissist sees everyone else as cause of his problems. They can even mislead the therapist by trying to prove that the situation is not their fault. Narcissist is also super sensitive to negative feedback. They consider a constructive feedback as humiliating criticism. They need time to understand that the most of human weaknesses are not catastrophic. (Kets de Vries. 2007, 65)

The task of a coach is to make a person to accept their responsibility and become aware of their undeveloped protection processes what they use. There is no quick solution to a psychological trauma which was born when early development become disrupted due to manipulation and desertion. Learning healthy way to see these things is a long term process. (Kets de Vries. 2007, 66)

5.6 Hiring or firing

Nowadays client organizations are more open to discuss more about difficulties like narcissism, because the topic is very “pop” at the moment. On the other hand the younger generation does not accept any kind of leadership anymore, they don’t commit to one place and they don’t stay if employees are not treated well.

The consciousness of good leadership has risen. Pertti Rasp advises customers related to narcissistic leadership openly unless the characteristics are related to any particular individuals. (Rasp. 2013)

Telling about the narcissism for the client and for the candidate is a difficult situation. Psycon organizes feed-back opportunity to all parties. Narcissist as term is not used; instead they talk about weaknesses and things to develop when the candidate wishes to know more about the results related to his assessment and whether the psychologist has supported his recruitment. Nederström could say tell to another psychologist more openly about the problems he sees in a candidate profile but to the client who is not psychologist, he might say for example *“in a difficult situation, it might happen that this candidate has quite weak self-criticism”*. If narcissistic characteristics are seen well enough by Mikael Nederström through interview and several tests, he tries to ensure the customer about why the person should not be recruited. (Nederström. 2013) Pertti Rasp does not recommend a narcissistic personality to supervisory position with people management role or to important managerial positions or to positions which require delicate interaction or co-operation (Rasp. 2013)

If the recruitment decision maker has narcissistic personality himself, he probably chooses employees who are like him or who are submissive to him and who he can take some advantage of. (Nederström, 2013) Or he might not want to have competitors around him, he probably hires “yes-men”, but it depends on his motivations. (Rasp. 2013.) The following chapter tries to reach a way to help all organizational recruiters and managers to recognize unwanted behavior by paying more attention to a person’s interaction style.

6 QUESTIONNAIRE PROCESS

The coming chapter brings out the research phases and the issues that happened on the way for getting the questionnaire results. The preparation process for the questionnaire development, the research implementation preparations and the results of the research concerning the test questionnaires are discussed here in detail. The chapter includes the theoretical frame for test metrics development and the reliability factors.

6.1 Metrics and pretesting

It took few weeks of creative thinking before the idea of how the questions are formulated became clear. Several options were considered and the ideas were reflected with Paula Salomaa. The biggest issue to solve was the metric which to use and how to formulate the questions to be clear. The Balance Model is a Likert type of scale.

Metrics means all the testing questions and ways how one finds information on the research area. The basic idea of the metrics is to perceive the phenomenon as objectively as possible.

A small amount of test people means in general a small generalization possibility. (Metsämuuronen. 2002, 48) In general, the development process of a good metrics is a long process which starts with raw versions, suggestions of friends and colleagues and making changes to the metrics based on that. The metrics should be tested with small scale pilot research which helps to cut bad parts and questions. In reliability vice a longer metrics is more reliable than a short one. (Metsämuuronen. 2002, 49)

Metric development process:

- Finding the right questions
- Finding the right theory
- Metric based on own thinking and theory
- Critical investigation
- Pilot research
- Improvements
- Ready metrics

(Metsämuuronen. 2002, 88)

A Likert scale is used especially to attitude, motivation and other metrics like that where the test subject evaluates himself. The scale has obstacle ends. (Metsämuuronen. 2002, 52)

6.2 Question design, analyzing them and the answering

A few trial questions were made and tested with few people until the idea of using true life organizational experiences as event descriptions was found. The descriptions are originated from the author's client cases which she has been working with in organization development projects. The cases are difficult to solve and many of them have narcissistic characteristics. The interviewee is asked to state how he/she would react and answer to them to enhance and develop interaction and co-operation in the situation described. The further questions are made according to answers.

Few testing cases showed that the event descriptions tend to be too long and complicated and the adjustments were made according to feed-back of the pretesting. Paula Salomaa's consultation has been used in adjusting the language.

The way how the interviewee talks about issues and events is always in relation to what is so called normal or expected in one's culture. The interviewees are prepared to follow expectations for not being regarded as abnormal. There is always something in common with peoples' speeches. Without this, the organized society would not be possible. (Ruusu vuori, Nikander&Hyvärinen, 2010, 28) Research results as such do not say anything. The researcher's questions and the way of reading and interpreting, direct how to elaborate the results of the research. (Ruusu vuori, Nikander&Hyvärinen, 2010, 15)

To explain why the test questions are the way they are comes from the Balance Model Theory and Salomaa's narcissism theory, because the answers are interpreted and analyzed based on those. According to narcissism theories presented in this thesis, a narcissist has a tendency to manipulate answering. That is why the questions are asked in a personal interview, face to face, one by one without letting the candidate see them and think about them beforehand to prevent manipulation. That is also the reason for why the candidate is asked to give the first thoughts that come to his mind about the issues presented in the questions. Of course smart people can still manipulate if they want. It cannot be totally prevented, but if they answer honestly, they reveal their ideas which can be interpreted whether the answers are "balanced" or "unbalanced", narcissistic or not, whether the person is more public narcissist or hidden narcissist. Not answering at all or giving answers which rather take the answer to other direction than towards constructive answer, also tells a lot about the person's style. In psychology it is in common that everything that a person does or does not do, tells something about him anyway. Pretesting already has shown that the person can also try not to answer the straight question in a straight way, or he can try to give the question back to the interviewer or say "I don't know" or other comments which are signs of not wanting to reveal the real ideas behind the words. This can also be interpreted as hidden narcissism, because Salomaa's theory explains that, a balanced person is able to answer and communicate openly about all issues. This is due to his ability to tolerate negative feelings that some hard communication situations cause. He notices them and is able to understand what they mean. He can also control his behavior without getting overwhelmed by the emotions. A person who has narcissistic interaction style, he often sees himself only through one party in the case description given in the test questions. It is also typical for narcissist not to see the situations from everyone's point of view or show ability to solve the situations in a co-operative way. He can try to use power for his own advantage only.

The Balance Model is used as a Likert scale in the questionnaires. The questions are case descriptions. The reason for having case descriptions was originally an idea of Paula Salomaa. The cases could be simpler too, but the idea with the problem solving cases is due to narcissism theory. A narcissist does not have good interaction, communication or negotiation skills. This also leads to the fact that he does not have good co-operation skills or ability to solve difficult problems fairly in an organization. It was also interesting to notice in pretesting that one person became nervous while trying to find good answers to the questions. He even started mocking the questions by claiming they are stupid. Another one said to one question that he has not been in the kind of situation so he does not know. So he completely outsourced himself from the cases, which can also be interpreted as "sorry, not my cop tea". This is a narcissistic reaction especially when the person was given a supervisory position and if he is unwilling to put his hands in the sand, it is not a good thing for his organization.

Answering the questions is not only about how you try to solve the cases or what kind of solutions you can think of and how many.

There is no right or wrong answer and definitely not only one right solution. But the test is about how to express thoughts, feelings, ideas and how one plans on proceeding with the problem at hand. In the same time the interviewee has to show good leadership skills with a good communication style but also ability to understand himself through self-awareness. If a person does not show “balanced” way of communicating, interacting and behaving, he will be marked whether a public or hidden narcissist. In the test is basically the same whether he is hidden or public narcissist, because their problem is originally the same and they can use either side according to the person who they are talking to or working with or which seems to be more favorable to them. That is why the overall conclusion is given on a Balance Model scale with percentages which are the same both sides from the middle.



Picture 9. Scaling for the results.

The percentage scale is only based on the 10 questions interview with a help of self-assessment if necessary. The scale is used the same way as the Balance Model describes the theory. The green are means balanced answering, yellow and blue unbalanced answering, yellow towards hidden narcissistic style and blue towards public narcissistic style. These results are based on only these 10 questions and someday the person might answer differently. The result is only the situation at that moment when the person answers and it is interpreted only with Salomaa’s theories. The theories are about interaction, communication and social skills so only those views are paid attention to when analyzing the answering. The questionnaire results are not 100% facts, they are directive.

Basically the task of the interviewer is to find out whether the candidate’s interaction is good or bad from the work community and well-being point of view in the light of the used theories. For the thesis author the best way for recognizing which way the answer goes comes from practicing consciousness. This means about listening the persons words, phrases and noticing the hidden message behind those and what kind emotions he makes the author feel.

A narcissist does not recognize many feelings, often only a good and a bad one since the world is black and white to him. Often he is unable to explain his emotions. If he finds a solution, it is often caused by the other person, not by him. A public narcissist has often a temptation to avoid feelings and a hidden narcissist is overwhelmed by them or exaggerates them.

One example of what kind of issues can be found in a person’s speech is shown in an article “Näin ajattelee narsisti” (Appendix 3) The article is an extreme case of a diagnosed narcissist, but milder versions of that kind of thinking can be noticed in everyday lives. Of course, there is always the problem of interpretation and the interviewer effects on results unintention-

tionally. Basically this is a reliability problem, but when it comes to a theme like this, people, even psychologists and recruiters make interpretations and because of everyone's own previous experiences in life, people have different kinds of glasses on what they use while interpreting situations. Everyone sees them differently based on their own background. No matter what the solution is that the interviewer makes, it is more or less subjective. A narcissist might recognize narcissism and prefer that since the "balanced" person would be too scary for him since he is not willing to change and a balanced one would require that one way or the other, if looking for an employee. A narcissist might also learn to do this test in a right way if he feels that it gives some advantage for him, but then he can also use it for his advantage according to what kind of results are useful to himself.

6.3 Testing the questionnaire in practice

To find out the candidates to interview with the questionnaire, managers, business owners and employees were contacted randomly with e-mail and phone according to their location which was easily reached. The author received hints of who could be interviewed and few of them were colleagues, few customers and with few the author is collaborating with in business. Thirteen of the 14 candidates were located in the metropolitan area in Finland. Thirteen of the interviews were made face to face and one by phone.

In the first phase the candidate fills the self-assessment form which is constituted of 8 case descriptions, a little more simple than in the interview questionnaire. The idea with that form is to see how the candidate himself understands his interaction. The form was not evaluated in the results given to the candidate; instead it is used as direction, if necessary when explaining the results to the candidate. The problem with that questionnaire was based on experience received that if the candidate did not like choosing either of the opposite ends on the scale, the compromise he made was often in the middle which in this case does not necessarily give correct information. The self-assessment form also seemed to be too black and white and the people only saw the opposite ends and the compromise in the middle. If using that further later, the scaling has to be developed for getting more appropriate answers.

The second phase is the face to face interview. In the beginning the general instruction for answering is given by saying that "Your task is to give grounded solutions to improve interaction, communication and cooperation to develop and precede the work community's problem solving abilities". The interviewer reads the cases one at the time to the candidate. After each description there are few questions to answer. All the questions are not detailed and simple. Most of them require thinking from wider perspective. The idea is highlighted to the candidate that there is no need to try to solve everything in the case, but give few first ideas that come to mind. The interviewer makes marks on the scale according signs given by the candidate.

According to Paula Salomaa, it is ok to make the interview via phone also if necessary. One candidate was interviewed by phone due to his location.

6.4 Analysing testing results

To analyze discussions it is good to record the interviews to transcribe the interviews. (Ruusu vuori, Nikander&Hyvärinen, 2010, 275) In this case the interviews were recorded. It was done because of getting the phrases and the words correctly for further analyzing and to ensure reliability. Theory based content analysis is based on previous context which can be a theory or a concept system. The first phase is to form a structure for analysis. It is constructed of categories. This gives opportunity to test a previous theory in a new context. (Tuomi&Sarajärvi. 2009, 113) The following picture shows the analysis structure based on the Balance Model theory and narcissism. There is a full example appendix 4 according to article “Näin ajattelee narsisti”. This is the structure which was used in the empirical research phase to interpret the content of the results. It was diminished from four to three sections after noticing that one section was not needed.

Original phrase	Quick analysis and comments based on theories	(Un)balanced expression

Picture 10. The structure for analysis.

Paula Salomaa is the only person who has enough understanding already about the issues tested and that is why she has listened one recorded interview and she has given her evaluation of the candidate according to the questionnaire made whether he should be positioned as balanced or unbalanced according to her theories. Paula’s comments are in the appendix 5.

After receiving results it was useful to take a look at the results with a wider analyse. The data collection process and analysing was like this:

- The interviews were recorded.
- Recorded interviews were undone to analyse and presented as picture 10 above.
- Each phrase written to analyse was named balanced or unbalanced.
- The results were rescored and analyzed for the second time by listening the interviews again to make the scoring more accurate. They changed a little. Also the evaluation was developed after the second analyse.
- The amount of unbalanced answers were counted per question per candidate.
- Over 50% of the phrases per question have to be marked as unbalanced to say the answers per question are unbalanced and the general marking of the question is unbalance.

- After that the metrics was adjusted accordingly:

17-33 %	1-3 unbalanced questions
34-50 %	4-6 unbalanced questions
over 51%	7-10 unbalanced questions
Balance	0/10 unbalanced questions

It was noticed that there were some question descriptions per person marked as balanced, but still there were some phrases per question per person which were marked as unbalance. Those were not regarded or counted for unbalanced results, because 50% of the phrases in that description were not marked unbalanced. That is why it was decided that there has to be at least 5 questions per candidate which have these minor unbalance markings which were not enough to be counted in the first place. If 5 questions per candidate were found, one more unbalance marking per question per candidate was made. All these are shown as a chart in appendix 6. After this the candidate scoring was transferred to the interaction style chart where is seen the combination of interaction style analysis of the 14 cases and the balance model. After the chart the phrases were analysed more thoroughly verbally according to Salomaa's theories (chapter 7) and organization development theories in the chapter 8.

6.5 Reliability and validity

Evaluating validity in qualitative research means evaluating results and interpretations of that. Have I chosen right kind of material to evaluate to answer research questions? Am I able to convince my readers that my interpretations are grounded and I have also tested the perceptions enough? (Ruusuvoori, Nikander&Hyvärinen, 2010, 27) Analytical transparency and anchoring interpretations to the material are signs which improve the validity of qualitative research. Of course transcribing is never as good as the original situations and it can never reach all the non-verbal nuances perfectly. (Ruusuvoori, Nikander&Hyvärinen, 2010, 433)

Reliability refers to repeatability. If the same phenomenon is measured again several times with the same metrics, how similar are the results. If they are reliable the results would be similar. Validity means, if the metrics measure what they are supposed to measure. Test-retest-measurement idea is to measure the same people with the same metric again and the measurement is reliable if the results are similar. Time should not be too long otherwise the retest might not measure the reliability anymore. To avoid that change, the time between the first and the last testing time should not be more than two weeks. (Metsämuuronen. 2002, 58)

Measurement which is not valid, one might feel measuring the issue, but is in fact measuring something else. (Metsämuuronen. 2002, 99) A construct validity goes even further than content validity. If the phenomenon follows certain psychological or other theory or model, it is possible to find support for that from the material. In theory this means that the perceptions vary according the theory behind. (Metsämuuronen. 2002, 103-104)

Estimated validity means that one testing time could estimate the future testing results. (Hirsjärvi&Hurme. 2001, 186) Estimated validity is able to take into consideration the human change and the changed situations. (Hirsjärvi&Hurme. 2001, 187) One can also use checking in qualitative research by expressing openly how the alternative interpretations have been excluded from the results. It can be considered how the traditional reliability and validity can be replaced. It does not mean that the research could be done whatever way. The research still has to reveal the ideas of the researched people as well as possible. This should happen aware that the researcher influences the results acquired, because the question is about interpretations of the researcher. In that case the structural validity is the most important. It means documenting on how she/he has come to the conclusions she has made. It is still possible that other researcher comes to different conclusions without considering this as weakness of the research. The traditional reliability in a qualitative research is closer to the quality of the research material. How well it is transcribed or how reliable is the analysis of the material. The results of the interviews are always a result of the co-operation between the interviewer and the interviewee. (Hirsjärvi&Hurme. 2001, 188-189)

There are two main lines in qualitative research. One can compare the results to the information received from the other sources. Unanimity means that the information or interpretation which was given by the researcher and the interviewee is confirmed. One has to remember though, that a person's ideas about issues can change in a short time. The other means that there is a correlation between researcher's interpretations and the interviewees' idea about them. This way the interviewed people can see their results. (Hirsjärvi&Hurme. 2001, 189)

6.6 Testing results of the questions

One intention was to find out development issues about the questionnaires. The first thing what was noticed was that the first questionnaire with 8 questions is not necessary at all. The phrases there instead are good and usable but in another way and maybe for a quick test version in public in the internet. The original 10 questions instead are good enough as such, only shortening could still be done a little more. But the most important information was that the 10 questions work and they are really good "job interview" for example in executive recruitment situations. One can find out deeper things about a person's behaviour style based on the questions and the analysis made afterwards. As recruitment consultant the author has intention to use the questionnaire in the future for managerial and expert recruitment cases. The questions work with employee level too, but the question design needs to be changed according to the business field the interviewee is working at and they should be written to be in the 3rd person. The reason for this is that when the question is in the 1st person the answerer only points out his or her own point of view and only rarely takes a look at managerial or other parties' situation unless asked in the question, but if the question is in the 3rd person, the answerer brings out more options considering all parties involved and that way it is also easier to see the unbalance in their answers. The other reason is that if unpleasant is-

sues are asked from them and they don't feel like giving honest answers in their own opinion, they might not answer at all. They are afraid of revealing their lack of knowledge or understanding. So it is better to use the 3rd person and give them more opportunities to answer. Of course it might still happen that they don't want to say what they really think from one reason or the other. The managerial questions are seen in appendix 7 and the employee questions in appendix 8. The self-assessment form is in appendix 9.

The questionnaires are good and give similar answers and are often understood correctly. But if wanting to use the questionnaires as product for recruitment situations, more research information is needed to ensure reliability and validity. Those two issues make the product reliable and the clients can trust it better. This would mean that at least 1000-2000 interviews should be made with the questionnaires to get valid and comparable results. On the other hand, this does not prevent from using the questionnaires in situations or selling it as a product, because the information which is received with it is still usable for example in recruitment situations. A consultant Kirsti Tenhola from Focused Energy Oy says that only trained psychologists can use testing methods where the interpretation is done by the interviewer this includes the projective tests. Her comment is though based on "the traditional brainwash" what the psychology professionals have been using is sales purposes to eliminate other competitors. She also believes that the best assessment makers are not psychologists. Usually those personality analyses used in development cases and in recruitment situations which are self-assessment type of tests are allowed for every professional's usage. The balance model is a projective test and it does not seem to be too difficult to learn to use correctly for a person without psychologist education, but of course it requires practising more to be really good and to get more profound understanding of the test's opportunities and challenges. Anyone can learn it, but to be really good at it, requires self-awareness development.

The estimated interview time was met very well. All the interviews were made in 35-65 minutes. The time was longer with people who spoke very slowly or who needed to think the questions and answerers more. The author also developed in those situations with experience and some of the 10 situation descriptions received new question designs while noticing what people tend to answer each of them the most often. So one of those new question designs for several descriptions was "what do you think might be the original problem behind the scene in this kind of situation?" The answers are gone through more detailed in another chapter. The questions produced very many similar answers, which is a good sign from reliability point of view to see that people interpret them similarly. Of course some questions also brought up new ideas and more unique solutions, which is also good and shows that people can still bring something new to their answers.

It was a good decision to record the interviews, because otherwise it would not have been possible to find out everything without it related to the goals of this thesis, but it is still a question whether recording is neces-

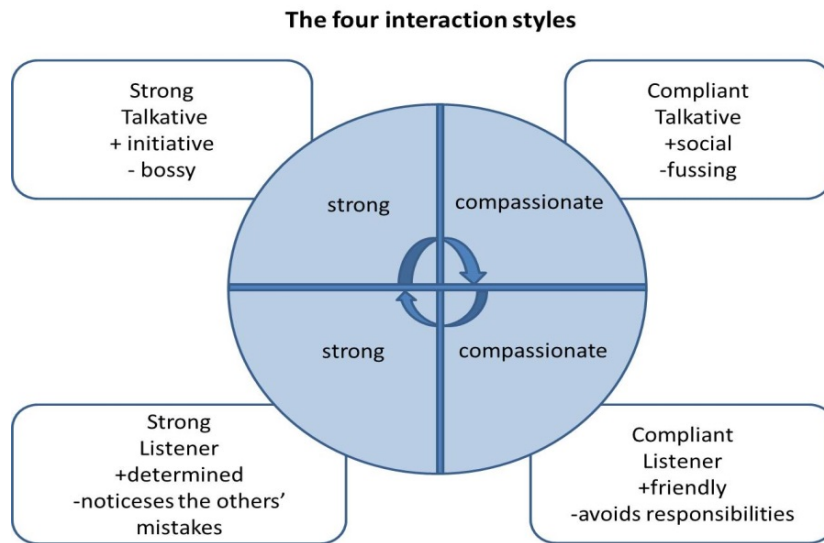
sary to make decisions about unbalance or balance in a person. In general, conclusions could be done without recording, but to get detailed and scored results the recording is necessary. One development idea related to this is to consider should this detailed scoring be developed the way to create an internet based scoring. Of course one question is whether this test should be an assessment test at all.

While finishing all the 14 interviews the author also understood that it is not necessary to ask what psychologists think about the 10 case descriptions from narcissism point of view, because the intention was not to predict sickness, only narcissistic interaction style, which became more real during the research. It is evident that the questions bring out the interaction styles and sickness of person is not even intended to be measured. How is this known? The most in common way to notice that was when noticing that people deny feelings one way or the other, try not to understand them, show them, or deal with them. The other way noticed often is to listen to their word choices and what they express with them and a third is to try to provoke them with additional questions a little and see if they become nervous or hesitant to answer what they really think or whether they just go on with what was said by the interviewee to get a quick access out. Of course the most managers and supervisors were experienced and they were not easily carried out to wrong direction which tells about good self-awareness, self-confidence and commitment to their position or role and behaviour styles related to that. But some younger people with less work experience, they got lost in their thinking, words and logic while the interviewee turned the point of view in case descriptions to many different ways and in the end some of them said they don't know what to do in the situation. But the most people and especially experienced managers did not lose their track.

The length of each interview analysis was approximately 3-4 pages. The meaning of that is to have more clear understanding of the people to analyse further and pick a few interesting phrases literally to analyse and to rank the candidates according to the scaling used. The full results of the candidate answering and ranking are seen in the appendix 6 and the following chapter presents the personal results on the Balance Model Scale and analyses the phrases in more detail.

7 INCREASING AWARENESS WITH PERSONAL RESULTS

Paula Salomaa has combined the Balance Model Scale on interactional attributes to help people understand their positioning and behaviour more clearly.



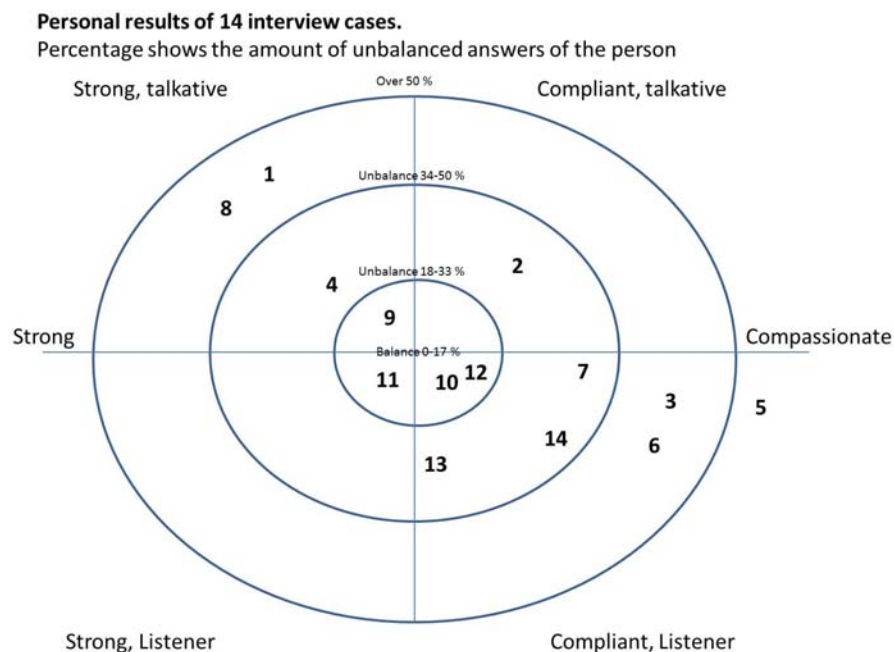
Salomaa, P. 2014. consultation material

Picture 11.

Salomaa, P. 2014. Consultation material.

7.1 Personal results on scale

The scale combines the four interaction styles in the square which is combined to The Balance Model Scale. The following personal results are given to each interviewed candidate on A4 written format, the example of those results in appendix 10.



Picture 12. Personal results on scale.

To summarise the results. There were 14 interview cases in this research all together. There were 2 entrepreneurs, 3 managers from a global company, 1 Managing Director, 3 managers and 1 employee from an international company, 1 manager and 2 employees from a middle sized company and 1 manager from public sector. The business fields were ICT, auditing, sales, production and law.

3/11 managers were positioned as public narcissists, 4/11 as hidden narcissists and 4/11 were balanced. To be exact, only 1 of those 4 balanced managers scored only balanced answers, the case 11. All the candidates who were interviewed with employee questions were hidden narcissists. To count percentages of the results we can see that 29% of the results were balanced and 71 % unbalanced which applies to Paula Salomaa's ideas that the amount of unbalanced is larger. As explained before, she mentioned that only a very small amount of people (15-20%) are in balance with themselves. The figure might be even more exact or less exact with quantitative research. According to the scaling in this thesis, the weakest interaction skills are seen with those people who have more than 50% of unbalance in their answering and in this research; there was only one candidate like that, the case 5. To see the full results per question see appendix 6.

7.1.1 Differences in interpretations

The researcher was able to see the direction how narcissistic interaction shows out, but from research point of view, the interview candidates did not turn out to have the worst results what could be imagined. The highest score of unbalance was 7/10 and even with lower scoring like 3/10 the unbalanced interaction is clear. 1-2/10 unbalanced answers might not be so easy to notice, because one has to be able to pick up all the little hints and details from the words and phrases to notice the weakest signs. Only one person received score 0/10 without any phrasing per question to give indications of unbalance. Of course it might be so, that the person is balanced, but it also might be that researcher did not notice the weakest signs or that the candidate was just able to hide his unbalance by using in general polite and acceptable way of answering the questions.

In the end the results are in connection with the interpretations. Even if they might be different between people who make the test with the candidates, the other result might not be more wrong or right than the other, because the interpretation is subjective. Even though there would be rules of how to make interpretation or even if the person would have professional abilities to make conclusions objectively, the interviewer is in the same time a subject while doing the interview and his own world view, cultural background, general norms of behaviour, understanding of himself and self-awareness etc. effect on the interpretations to some extent. A person's own emotional state also effects on results. Some people have a tendency to deny a lot of unpleasant things. Even the interviewers might have this quality that they see and hear only the good things what the candidate says and imagine that he is perfect without paying attention to his own denial while making analysis. Even those interviewers, whose balance is ok,

might face this problem. It comes out easiest in situations when the interviewer unconsciously does not notice a sign of unbalance. Then it is not a question of not having a good test or that there is something wrong with the interviewer, instead it's just that the signs were not noticed. To be more exact, it would be inhuman, very narcissistic to claim noticing everything, not possible to anyone.

7.2 The analyse of the results according to the theories

The Balance Model and narcissism theories give information about a person's competences in the following issues; emotional skills, leadership, self-leadership, self-awareness, interaction and communication skills, cooperation skills, understanding the bigger picture, power, problem solving and organizing skills. The results are discussed here based on these topics. *The candidate comments are market with quoting and like this phrase.* The used quotes are from the research results and they are used in many different ways to stress the issues presented. The phrases as they are here, might not tell anything without the context. That is why the context is a little enlightened here too. But everything cannot be explained here on paper like the sound of voice, the strength and attitude that came out during interviews or the feelings of those situations. The interviewer's presence is important and it allows emotional level understanding during the interviews. If the interview descriptions did not give pleasant experiences or if they seemed to be weird or uncomfortable to some candidate, there is probably something to consider from unbalance point of view. The interviewer tried to make the situations comfortable to the candidates and the author feels that it worked quite well and the candidates were appreciated and treated accordingly like they were in a meeting or a job interview.

The following Finnish written parts on pages 51-61 are freely translated in English by the author in the end on appendix 12.

7.2.1 Emotional skills

Several cases showed that managers and employees regardless their experience tend to forget in some situations that they act similar way themselves in a different situation, but when they become hurt in a question, they showed that they also approve the hurtful sound of voice or less polite way of expressing feelings and emotions with a colleague. Examples:

- *"Yllättyisin että on pää pölkylä heti, mutta arvostan sitä, että säännöt tehdään selväksi ja tietynlaista rehellisyyttä pitää arvostaa".*

The candidate felt hurt while giving this answer, but was also showing that he accepts stronger language and in another situation he was ready to use it himself too;

- *"Jos ei liity tekemiseen vaan on henkilökohtaista. Pitäisi olla aika jyrkkä, koska se ei kuulu työpaikalle. Melkein näpayttää näpeille, että omat*

asiat hoidetaan omalla ajalla ja työpaikalla työpaikan asioita. Varmistan sanktioilla.

- *”Selvittäisi mistä asia johtuu ja perustella kollegalle syyt. Jos ei hyväksy niin se on voivoi, jos se on ollut minun päätös.”*

These comments do not only show the black-white thinking in the candidate's mind, but it also shows incompetent emotional skills and unwillingness to understand the other party and what is behind his reaction. The phrases seemed like this candidate is not aware of his own similar behaviour which he did not approve while someone else did it. The candidate felt discomfort about the situation what he was asked to solve and he was escaping his emotional stress this way. A minor factor with his communication was that this candidate was the youngest in the group of people who were interviewed and that why it would be interesting to research how much age effects on answering. He was probably a little young and had too little experience of life and difficult situations.

Here the confusion of own behavior is in the same phrase.

- *”Onko kukaan ohjeistanut miten käyttäytyä, tuo menee hyökkäväksi ja henkilökohtaiseksi”?*

The phrase above is quite straightforward and in its context it sounded quite strong and angry. While talking about behavior the person was not behaving so well either with the sound of this question.

There were some other expressions too which show weak emotional skills and are more public narcissist's comments:

- *”Haluan lopettaa supattelun, minä kiellän sen”*
- *”Pakottaisin vastaamaan”*
”Näkisin, että päätös on tehty ja lähtökohtaisesti ei ole syytä lähteä arvostelemaan päätöksenteon jälkeen”
- *”Työt pitää sujua ja henkilökohtaiset kemiat eivät saa vaikuttaa työhön”*

This manager has probably chosen a leadership method according to old-fashioned and authoritarian way. He believes that he can force the others do what he wants. It is typical for a public narcissist to see that only he is right and the others are wrong. He does not like his decisions questioned no matter what the reason is. What does he mean by “henkilökemiat”, it is confusing expression and everyone who used it was also asked what does he mean by that and everyone had a different idea. To the author it seems like based on the context where it was used that the answerer meant emotional issues, but no-one was expressing it that way, instead they explained more practical reasonable reasons.

- *”Voidaanko sopia, että toimitaan ammattimaisesti”*
- *”Kahdenväliset asiat pitää pitää pois työpaikalta. Esim. eri vuoroihin töihin tai muulla tavoin. Mikä sitten on se keino, riippuu siitä ovatko valmiita sopimaan.”*

In the previous phrases there was already an idea that if someone questions something at workplace, it is seen like a problem or a matter of disa-

greement even though it might only be an employee's way of finding more information or getting answers for issues which were not clear. Sounded quite cold when the manager suggested "a professional behavior" in a situation where was a question of his misunderstanding in the situation. The manager did not know what else to say since he considered that emotional issues do not belong to the workplace. He did not have tools to solve that.

- *" Ei ole ehkä tollaisen työn tavoite, että on koko ajan tauolla. Voisi ha-
keutua muihin töihin, jos ei pysty toimimaan".*
- *Sanoisin, että eikö tää nyt mee jakeluun. Joskus pitää osata sanoa, ei
voi vaan pääätä silitellä ja olla vapaaliikkuvuus"*
- *"Tekisin keskustelun ja uhkailun muualla kuin kaikkien kuullen"*

Accepted use of too strong interaction style above.

Here below on the other hand a hidden narcissist way of seeing things. The approach is denying the possibility of an unpleasant situation, because the answerer did not notice at all the signals in the question which showed that there already was anxiety in the organization. The candidate just prefers to deny the facts.

- *"Ei herätä ärtymystä, saahan ihmiset jutella keskenään. En aio
reagoida mitenkään asiaan. Muukin työyhteisö voi osallistua kes-
kusteluun jos se koskee kaikkia"*
- *"Jos ykskaks jotkut alkaa supattelemaan. Esimiehen pitäisi moti-
voida muitakin tekemään enemmän yhteistyötä. "*
- *"Pystyttäisikö keskittymään työhön eikä tappeluun? Voidaanko
käydä läpi mikä on kenenkään toive ja tahtotila ja miten pystyttäi-
si tulevaisuudessa hoitaan hommat paremmin?"*
- *Olen valmis vastaanottamaan millaisen vastauksen tahansa, mut-
ten hyväksymään. Mutta jos perusteet on tuota luokkaa niin saat-
taisi alkaa etsimään uutta työpaikkaa"*

Balanced answers:

- *"Jos sovittu että taukoja pidetään tiettyinä aikoina on selkeät
säännöt ja joku ottaa eri vapauksia pitää selvittää henkilön kanssa
onko jotain huolia, ongelmia tai väsymystä. Jokin inhimillinen
puoli täytyy asiassa olla.*
- *"Luopuisin omasta paikastani. En hyväksy päätöstä. Ilmoittaisin
rekrytoinnin tehneelle, että oma autopaikka lähin, jos mennään
vuorosysteemin ohi."*

7.2.2 Leadership, self-awareness and using power

- *"Jos olisi itse niin ehkä toisella oli jotain mitä itellä ei ollut, niin
hyväksyn sen, mutta ehkä tulee vähän ajatus, että en sitten kelpaa
tai ole riittävän hyvä. En välttämättä ilmaise kelleen vaan mietin
oman pään sisällä. "*

Some say that Finns have a bad self-confidence from historic reasons. It is partly true since the past has affected on what we are like. On the other hand, no-one knows whether the saying is due to what people have just been told to and if they believed it, they'll think it is true. In the previous sentence the candidate felt disappointment, but the person was probably not very used to disappointments or he could not take them as an opportunity to understand own development opportunities in the same time. Instead he was hurt. This is hidden narcissistic reaction to hide the own negative emotions and not expressing it.

- *"Ei ole ongelmaa ainakaan meidän työyhteisössä"*
- *"En tiedä tarviiko puuttua, se on niiden asia"*

These phrases above are the most heard while talking to customers about organization development work shops. It is also the easiest sign of expressing clear denial. Normally even in those organizations who immediately bring this up, have something to develop just like all the other organizations. Change is everywhere. This clear can be the barriers when trying to break the skilful incompetence (explained in chapter 8) and defense mechanisms. The candidate or the organization is not aware of its situation and does not seem very eager to change that point of view.

- *"Riippuu tilanteesta ja esimiehestä miten vahva hänen auktoriteetti ryhmässä on. Uuden ja ryhmästä nostetun täytyy näyttää kyntensä ensin ja myös muiden kannalta olisi varmaan ok vetää rajoja. Kun on saanut vähän aikaa vetää touhuaan niin kyllä se rauhoittuu, en sano mitään".*

In this case situation the person had a new boss so he felt like he is going to see how things develop on its own, and he does not say anything for the insults he is hearing from the supervisor. It is hidden narcissistic approach to the issue.

- *"Ei jää vaivaamaan tai pitkäksi aikaa häiritsisi, mutta vituttaisi kyllä."*

If the issue does not bother the candidate, why can't he let it go after the situation? It does bother him and his emotional status would ease if he could express himself freely and he would move towards the balance.

- *"En voi tietää, että onko se niin, että haluaa itse vältyä töiltä vai keskittykö sparraamiseen".*

This was one of those confusing answers where the researcher felt that the candidate had like two ideas in mind and he put them into one phrase and as a result, the answer is not logical. The situation was where the new employee's colleague was teaching him in his new work and was using impolite language with the new one. Sparring the others is something different than delegating tasks or using too strong language. Maybe this candidate tried to change his answer seem more positive in the end and avoid showing his ignorance.

- *"Jos joku ei ole ansiosta saanut hommaa niin se on selän takana puhumista, mutta en ilmaise sitä kuin ääritilanteessa, jos työnteke ei onnistu enää muilta."*

The candidate prefers not to discuss much in public or with the superior. Of course it would be risky for him to accuse anyone for not having had a new job for the right reasons, but he could find a way to tell his own opinion to the superior without accusing or at least he could find a way for getting the emotions out, because in the long run, the issues unsolved start to bother and make working difficult. Letting feelings flow would bring him towards the balance.

- *"Seuraan miten asia vaikuttaa henkilön tekemiseen tulevien viikkojen aikana. Asennekin voi muuttua kun huomaa miten homma sujuu toiselta"*

This was one way to take advantage of the situation within the organization for own advantage. The manager thought that the applicant, who did not accept the promotion of a colleague, would change his attitude if he felt that the person has failed in his new position. This would make the manager's job easier because he would not have to do anything for that problem. It almost sounded like a hoped situation. Avoiding confronting an emotionally complex situation, might be due to his weak interaction skills or his bad self-esteem and self-awareness. He is afraid of having to talk about issues which rise unpleasant feelings.

- *"Hyväksyttävyyys riippuu firmasta ja tapauksesta. Asemassa alempana olevat voi joutua luopumaan jostain eduistaan."*
- *"Ensin yrittäisin muuttaa koko pelisääntöjä. Jos omistajan tahto niin jotain asioita vastaan ei kannata taistella."*
- *"tasa-arvoa ei voi viedä loputtomiin, jos on rekrytoitu joku ylemmälle tasolle"*
- *"En tiedä voinko vaikuttaa omistajaan, se on sen asia miten pyörittää yritystään."*

Accept the loss of advantages or the power or be ready to go away. It is a habit of the organization, is the message what was received from the previous phrases. The manager has given up hope for being able to effect on situations at hand and settling to the will of the owner. A hidden, frustrated narcissist would choose like this. As long as he can stay in the company he will. When the pain becomes intolerable, he goes elsewhere.

- *"Yritän karsia oleellisen tiedon, jos asiaa niin sehän on hyvä, että sanovat. Mutta jos ei niin voisi ehkä yrittää hillitä."*
- *"Puheliaita ei varmaan voi estää, tuskin kannattaa käskeä olemaan hiljaa. En lähtisi rajoittamaan, se on vaan positiivista, että joku puhuu jos kuitenkin jokseenkin on asiaa." "Jos vaikutusta*

lopputulokseen ja työntekoon ettei jotkut sano mitään niin sitten voisi rajoittaa puheliaita”.

- *”Pitää kuunnella myös enemmistön mielipidettä.”*
- *”En tekisi puheliaille palaverissa mitään, jos homma toimii ja saadaan asiat sovittua”.*

He is obviously satisfied with whatever the meeting result is and whether he received all the best ideas or the best solutions from the group. Quite many was not willing to limit the speech, but just as many preferred the limitations too among the candidates. Sometimes the compromise might be a good enough result and that can be done with less opinions heard, but if one only listens to the majority voice, it is likely that nothing new comes up and nothing changes because not very often majority prefers change and those who do are afraid of saying it, because they know that the majority does not agree.

- *”Yrittäisin saada hiljaisemmaksi, jotta sanovat enemmän asiaa. Helposti yli puolet ajasta on vaan jauhamista. Jos ihmiset vaan hölöttää yrittäisin hiljentää”*

I think this manager above is not very much in control of the meetings and he seems to be losing touch. Maybe he does not have enough verbal competences for the job.

Balanced answer:

- *”Niiden kanssa, jotka ovat suunapäänä, voisi yrittää hillitä ja antaa suuvuoro muille. Voi jakaa ryhmiin ja antaa ihmisten valmistella asioita.”*
- *”Kannustan toista etenemään omalla urallaan jotta hänellekin löytyy joku kiinnostava paikka.”*

7.2.3 Interaction and co-operational skills

- *”Millaiset välit esimieheen, jos avoimet niin voi mennä suoraan kysymään, jos ei niin pitää vaan yrittää tehdä parhaansa”.*

This answer makes think, what kind of supervisors he has had while he feels that he is so forced not to express his concerns to his superior that he reacts this, hidden narcissistic way. Does not sound like he would stay very long, if the situation is like that.

- *”Periaatekysymys, että kaikilla on samat säännöt. Ehkä se pitää myydä sille johtajalle jotenkin kierosti miksi ne pitää saada. ”*

Is it twisted idea not to express own thoughts and feelings clearly? Maybe the case is that he is just afraid of expressing himself to the manager. The fear of the manager or own supervisor became clear with this research too, of course the managers are less afraid of that than employees.

- *”Jos sovittu, että työpisteestä ei voi niin vaan poistua ja joku tekee niin kyllä siitä saa närkästyä”*

Not liking what the other one says or accepting and understanding the discontentment, does not allow using too strong language like the manager did in the case situation for which this was the answer. The candidate felt that harsh language is allowed if someone does not play according to rules in the company. To enhance co-operation, a little softer wording would be better for the interaction in the situation and for not hurting anyone.

- *”Onks teillä tapana täs paikassa pompottaa uusia eikä antaa mitään tehtäviä vai mikä tää tulevaisuuden kuva on?”*
- *”Jos on puhe esim. ketä on paras niin sanon, että miten te voitte olla niin tyhmiä että ajattelette vaan omaa parastanne, ettekä firman”*

Way of expressing one's own point of view very strongly with anger. The answers for these are probably just as angry as the phrases above.

- *”Siinä tapauksessa on ongelma, jos osa ei uskalla sanoa, mutta ei muuten, jotkut vaan aina myöntyy muiden mielipiteeseen tai sitten yksi toimii puheenjohtajana.*

He had accepted the meeting styles and did not see much wrong with that the others talk and the others do not say anything. This kind of attitude does not change the habits and a lot of ideas are left unsaid. If leading like that, it might become frustrating in the future while not getting answers.

- *”En kerro muille ellen halua seuraavien ylennysten osalta ottaa huomioon. Ylennetylläkään en kerro, koska se varmaan aistii toisen käytöksestä, mitä mieltä toinen on ja voi haitata uuden esimiehen tehtävää, jos ajatellaan ei ole yksimielinen.”*

Maybe the manager who mentioned this was not very aware of his own thinking either, because he feels it is better if the boss does not say anything to anyone and it's better if the new manager finds out by chance after the promotion. To the author it sounds like similar situation might happen what the manager was trying to prevent by choosing this approach. What does it matter to know that every employee did not accept the promotion? Every manager has to find his own way with the employees anyway and it is clear that everyone do not have to like the choice and expressing that is ok. This person was perhaps afraid of his own abilities to handle the situation and clearly he was protecting the new manager from negative emotions which makes it a hidden narcissistic answer.

- *”Asemasta riippuen, ylemmälle voisi antaa ymmärtää, että ei ole tarvetta ylimääräisiin palavereihin niin laittaa hänen kautta viestiä alemmalle.”*

An example of twisted interaction style, meaning that the manager tries to avoid open, face to face communication with the employees and passes the information forward via his other employees. Where is the straight and clear communication? This only brings trouble and more questions, as a result the message changed on its way. What kind of a manager does not prefer being personally in contact with his employees? This is not good or efficient communication but it's also very questionable leadership style too.

- *"ydinongelma niin voi olla epäluottamus johtoa kohtaan, ihmiset kuvittelee, että se on salaseura, vaikka se on vaan johtoa tukeva ryhmä"*

There must be something wrong with this communication style, if employees think that management group is "a secret union". Maybe a lack of communication both ways, maybe a leadership problem, maybe lack of appreciation from the MG. People would know if the interaction would be ok, now they are guessing. This manager, who said this, did not really try to influence on the general ideas what was the problem with the employees and why they were dissatisfied, he was only trying to protect his background as a member of it and defending the rights of existence of the management group.

- *"En välttämättä valehtele, mutta jätän kertomatta. On moraalikäsityksestä kiinni mitä lähtee käyttämään keinona."*

The phrase shows that even managers feel that not telling something is not lying. If not telling and it is necessary to know or would be better to know to avoid confrontations later, is just a misleading interaction which turns out as a problem later on. He is also willing to question his own morale, which does not give a strong ethical picture of this manager's behavior.

- *"Toimialapäällikön hommat ei kiinnostosta koska olen sen yläpuolella"*
- *"Ajattelen, että urpot toimialapäällikkö ja omistaja alkaisi ajattelemaan, ettei kannata mennä lupailemana liikoja uusille työntekijöille."*

It seems to be too strong approach to the situations. What does it tell about the internal situation in these organizations where a manager is not interested what the other one is doing? It does not sound like a development oriented way to look at the issue. Calling names means that if he tells one person to be "urpo", what might he tell for urpo the others to be? Calling names and accusing people behind their back does not give good idea of the organization to anyone who hears that. It means that the spirit within might be bad, but where the real reasons for the issue are, it is not easy to find out since deeper research is not possible. Of course it might just be this one manager's personal problem, but often it has to do with the whole organization.

Balanced answers:

- *“Vika ei yleensä prosessissa vaan ihmisten välisessä kommunikaatiossa. Kaverit pöydän ääreen ja keskustellaan mikä toimintatapa nyt on ja mitä pitäisi olla. Miten toisiamme autamme? Yleensä vuorovaikutuksessa on ongelma.”*
- *”Jos kyse siitä, ettei tietoa haluta jakaa niin sitten nopeasti pitäisi puuttua eikä ole syytä miksi pitäisi hyväksyä.”*
- *”Sinällään hyvä ehdotus ja rakentava, ilmapiiriä ei paranna jos vaan johtoryhmä tekee kehittämisen eli hukataan voimavara, joka tulee lattiatasolta. Pitäisi johtoryhmän kesken sopia miten yhteinen kehittäminen tapahtuu.”*
- *”Palaute sisältää uhkauksen, sen voisi jättää pois ja kysyä oliko sinulla erityinen syy tai huoli minkä takia poistuit.”*

7.2.4 Problem solving and organizing skills

- *”Jos ei ole hitaudesta kyse niin kahden kesken syöllistäisin vähän toista osapuolta, joka syyttää hitaudesta, että miten hän itse hoitaisi asian”*

It could be a motivating factor to let the employees solve themselves the issues they complain about. But this manager though it was a good strategy to transfer responsibility and avoid negative emotions too.

- *”Se vähän riippuu tarvitseeko muiden tietää, ettei yksi hyväksynyt. Ehkä alussa ennen kun on puitu sen kanssa, joka ei hyväksy niin ei. Eikä jälkeenkään, ei senkään, joka sai ylennyksen ellei vaikuta ylennykseen. Ei esimieheltä tarvitse kuulla, en oikein tiedä keneltä pitäisi kuulla asiasta vai jättäisikö kertomatta. Ehkä en kertoisi jos ei tule mitenkään ilmi, koska aiheuttaisi ehkä kränää. Jos pahenee niin ehkä sitten pitäisi jossain välisää käydä läpi, ettei toinen hyväksynyt ylennystä.”*
- *”Niin jos se nyt oikeesti aiheuttaa ärtymystä työyhteisössä niin riippuu kuinka paljon, mutta en esimiehenä kieltäisikään. Rippuu miten se tapahtuu, ovet kiinni...Jos puuttuisin kysyisin miksi teette niin? Jos lähtökohta on että ärtymystä aiheuttaa niin en kieltäisi ellei hirveä sota tule.*

These both descriptions before are examples of cases where the candidate did not really know what to do with the situations at hand. The competences did not be good enough for making clear decisions. It seems like he tries to push and push the problem forward for not having to solve it at all. He is also trying to protect the others from negative emotions by choosing emotionally less stressful way to behave. This also shows that the he is not aware of the big picture and what might happen if he as a manager does not do anything. He is waiting for the war obviously. A hidden narcissist chooses this kind of approach.

- *”Järjestetään yhteinen happeningi ja rennommasta nostattamises-ta voisi lähteä liikkeelle. Jos taas palaverissa ottaisi esiin, että ale-*

taan nostaan palkkoja yms. niin kyllä ensin pitää saada fiilinki nousemaan kouluttamalla yms.”

This is a common way of showing denial and that the manager is trying to relieve the negative emotions and avoid the situation. He is protecting himself but also the others from that, which is a hidden narcissistic approach. If this is the way organizations prefer doing development, the results are poor. Pushing unpleasant discussions away or trying to express them unclearly as a “happening” is giving misleading information to the company. It might also become even worse, when the employees notice that the so called “happening” was arranged to solve company’s internal problems and not for having a good time. The manager should learn to call a cat a cat, not a dog.

While talking about job satisfaction. This kind of false statement does not increase well-being. Well-being comes from taking responsibilities of things that happen, whether they are pleasant or unpleasant and trying to understand them and what went wrong and solving them without blaming anyone or trying to disguise the problems.

Balanced answers:

- *”Jos työntekijöitä arvostetaan eri kriteereillä ja työsuhde-etuja annetaan muista poikkeavalla tavalla niin pitäisi organisoida toisin.”*
- *”Mittarit ohjaa vääränlaiseen toimintaan.”*

7.2.5 The big picture and circumspect decisions

- *”Työntekijöille jotka lähtee sanoisin: voitasko vielä jutella ja katsoa omistajan kanssa sun työnkuvaa ja palkkaus uudestaan, jos voidaan vielä muuttaa jotain”.*

It is probably too late at that point to start that kind of a discussion. The employee might have tried it earlier and the manager should have too, but now it is too late and nothing to do anymore, a lost case. The manager was not aware of the situation at this point at all. Timing was lost.

- *”Sellainen työyhteisö, jossa on motivoiva hyvä yhteishenki on tärkeää ja kehittyminen. Jos jo koeajalla ruvetaan jyräämään niin ei hirveän mukavalta tunnu eli rupeaa tutkimana työyhteisöä. Onko tämä sellainen paikka, jonne oikeasti haluan jäädä?”*

Take the time to look at how the situation develops. Easier factor is the trial period which allows leaving easily. The person was hurt, loaded with emotions, he did not feel comfortable with it, but he claimed he would not tell anyone. It is no need to feel bad, if it is not his fault. He cannot help what the others do, but he could express himself openly and tell the manager, but the problem with him in this situation was, that he was afraid of the person, who was making his working difficult and he did not want to say anything, because the person was very appreciated older employee there. Instead he chose to obey hidden narcissistic style.

- *”Osa syy miksi kysyn kavereilta, on että pääsee jauhaan paskaa ja toisaalta ihmisen perustarve tulla hyväksytyksi. Useamman voimalla viedä asiaa eteenpäin on mahdollisuus saada jotain aikaiseksi.*

This candidate does not have courage to take the first step alone to talk to the manager; he asks from the friends in the organization what they think. It is useful to ask the others opinion too and as a group it is easier to talk to the manager, but if this kind of behavior is chosen by him just because of his own lack of self-esteem, it is not a good thing to always obey that way. Besides he might sometimes be facing a narcissist who takes advantage of his weakness.

- *”Olisi ollut mullekin käyttöä, mutta kerran toinen tarvii niin olen valmis luopumaan”*

This was a tactical chose from this person to finally give up on his parking place without fighting, even though he does not like it and he tried to prevent that from happening. One can say that the person has diligent way to approach his work and he probably feels it is very important to him too and he is not taking any risks for losing it. That is why he prefers skilful incompetence (concept explained in chapter 8)

Balanced answer:

- *”Jos ei esimies pysty perustelemaan päätöksiään järkevillä syillä niin voi kysyä onko oikea henkilö esimieheksi.”*
- *”Ongelmana luottamuksen puute, johto ei luota muuhun organisaatioon, voi olla huonoja kokemuksiakin taustalla. Veisin eteenpäin, koska muuten osaavaa hyvää työvoimaa lähtee.”*
- *”Mikä on yhtiön olemassaolon tarkoitus pääomistajan ja hallituksen keskusteluun?”*
- *”Jokin muukin ongelma kun tasa-arvokysymys, ei ylimmällä johdolla olisi mitään syytä puolustaa sitä noin jos ei olisi esim. henkilökohtaisia suhteita taustalla, valtapeliä.”*

8 DEVELOPING AN ORGANIZATION VIA INTELLECTUAL CAPITAL

As previous comments and expressions show, The analyse according to the Balance Model brings out peoples' ideas about work environment issues. The comments also show their attitude towards change, the other people, their leadership style, communication style and interaction. The others have better opportunities to succeed as company managers than the others based on their answering. Some have the view of the big picture and the others just feel like defending themselves. If wanting to develop organization the unbalanced answers should be taken seriously by those who said them and they should start processing a new way of seeing life, themselves, the other people and society. The next theories are used to help to show how the previous comments could be taken into action with a

help and support of the organization development theory Four Rooms of Change.

The thing with using this theory is based on the authors own experience of how well it works while facing problems described in chapter 7. Even though one can show the Balance Model results to the candidates and explain or give a lecture of how they should think about their own development, the denial is still often so strong and impossible to cross with just a lecture. It requires a workshop which pushes people to think themselves more deeply about the problems on their part and in the same time they have opportunity to produce an action plan in the workshop and take and give responsibilities of the tasks which need to be changed. Of course, nothing works if the person and the organization does not want to change.

Organization development point of view is taken from consultant or outsider's point of view, because the results of the research did not come from one company, instead the people came from six different organizations. The biggest problem to enhance change is getting it started and getting through emotional and psychological reactions. That is why the concentration is on that part. That is also the part where a narcissist is pushed out of his comfort zone for change.

Organizations are constructed of human relationships and co-operation. A remarkable part of interaction is communication in its different forms. One can say that organizations are born in communication. Experiencing organization idea highlights the nature of the organization as construction of human interaction. (Perttula & Syväjärvi. 2012, 22) Leadership is not seen being in relation to the leader's personal qualities, but more important factor is interaction between people. Traditionally in psychology, leadership has been seen as rational and conscious action, but new researches have shown that leadership is concrete interaction in human relationships. (Perttula & Syväjärvi. 2012, 23.)

Every person has his unique life situation and a view of experiences. Because of these individual experiences, the explanations and interpretations which people give are separate from each other in an organization. It means that an organization is constructed of several individual point of views. The complex situation shows that there is no one right answer or explanation for events, actions, situations and people within an organization. Instead there are many reasons why the rightness or superiority of things is related to whose point of view is seen. No matter how things seem to be, the point of views are basically valued the same just like individuals. Regardless this, it is possible that some point of views are better to implement from well-being reasons. (Perttula & Syväjärvi. 2012, 24-25) Problems and conflicts do not come to relationships by chance, the people themselves make those interpretations. (Perttula & Syväjärvi. 2012, 26)

Developing an organization is a question of change especially a willingness to understand what the problem is and what it takes to make change happen. Narcissism in Salomaa's terms is also a question of change, a human beings interest to understand him and look inwards to understand his

biggest strengths: weaknesses. Individual awareness is starting point to organizational awareness which will in the end, if the organizational defences are broken, lead to positive change. The Balance Model has not been used with many companies yet for organization development purpose. But it goes nicely together with, The Four Rooms of Change theory (FRoC) which is used to show organizational change needed in certain emotionally difficult situations which came out in the research. The FRoC theory has got similar way of looking at life, people, change and development as Salomaa's theories have. That is why it is used here to show what a person or an organization should do in change situations. FRoC gives a guideline for an unbalanced person or an organization to develop. While lecturing or having profound conversations about results given by The Balance Model, it can help people on their way in change. To push it a little more it is useful to get awareness given by the FRoC concept since it is proved to work in similar situations in all continents.

8.1 Breaking the defences

As mentioned many times in this work, denial, whether it is an individual or whether it seems to be in the organization, is a defensive reaction. After taking a deeper look at the results, and while listening again the interviews, it is clear that denial in its different forms is the most in common feature that showed up in the research results. It will be shown in this chapter that there are scientifically four different states of mind in human existence. Class Janssen has named them contentment, denial, confusion and inspiration (Four Rooms of Change theory). As the name explains two first ones are positive in their nature and two last ones have more depressive sound. These different states of mind Janssen has proved to exist psychologically in every human being but the nature of them shows in organizations too, because the organizations are constructed of people whose general state of mind reflects from the general appearance of an organization. The concern in this assignment is happening in denial and confusion states of mind. Narcissism has taken place in people who are in denial state of mind, in denial room.

Paula Salomaa says in her books that a person who is not in contact with his feelings, has lac of empathy, he does not know who he is, what he does, where he's going. He lives in an unconscious dream. He does not have very good interaction skills, because he has hatred and bitterness inside him of which he blames the other people. These descriptions have a common factor, denying. People are denying almost everything that happens around him.

Class Janssen says that in denial state of mind, a person does not understand himself, he has negative emotions which he cannot explain or he does not know where they come from. The person tells himself, "everything is ok, you have everything one should have", which in other words means that the person denies all opportunities for change, denies the issues which might cause him feel unpleasant things.

The person is also stuck with the “general ideas outside him” about what one should do in a situation. The emotional state has stopped the person’s creative thinking. Organizations whose development has stopped are full of people whose state of mind is denial. If the management would not allow denying ways of working or would be open to new ideas, the organization might not be in denial state, because the employees reflect the leadership style that exists there in the organization.

Janssen also calls the state pseudo adjustment, because the person is not really seeing what happens around him. If he did open his eyes he would be able to take a step forward and move towards confusion state. The problem is that most people are so afraid of confusion that they prefer not to go there. Salomaa says, that the fear is behind why people cannot change their lives. They are afraid of future, which they do not even know what it is. Some people and organizations need a shocking experience to open their eyes, the others are just more aware and willing to approach change and it is easier for them. Janssen says the willingness to change is a question of person’s way of looking at life, himself, the other people and society.

The following “practical theory” will reflect narcissistic interaction style in organizations even though Chris Argyris is using a different name about the phenomenon. Chris Argyris, an organization scientist, has created a concept of skilful competence which seems to have similar ideas about organization’s denial than Paula Salomaa’s theories. This theory of skilful incompetence is presented because it gives roots where the organization development should be built on and explains it very understandable way.

Class Janssen presents Chris Argyris’ view and says that the theory is one central part of denial and it is related to organizations defence mechanisms. All that creates sickness, which is a combination of denial and confusion. Skilful incompetence is an unconscious theory in people’s minds which they learn unconsciously at very young age. It is an unwritten program of how people should behave with each other especially in situations which are complicated, embarrassing and threatening one way or the other. The theory is not a real theory; it is just something which seems to exist while looking at how people behave.

The main idea there is to master things and people the way that oneself wins without shocking the others. The practise is skilful since when it shows out; it is partly automatic and happens in micro seconds. It does not require consciousness or attention. It is incompetent in the sense that it has consequences which its users don’t want like defence attitude, misunderstandings and negative predictions which make issues themselves come true. The theory is not discussable and not discussing about that is not discussable either. (Janssen 2009, 43) In practise this could be like when people think that they know what the others want to hear, so the people who obey this theory tell them whatever to make them happy even if they had opposite ideas themselves. But in the same time one should be able to win with arguments which support own opinion. It is weakness to show insecurity. (Janssen. 2009, 43)

Skilful incompetence is often mistakenly understood as politeness, respect and taking the others into consideration and in the same time as strength. As Argyris says, people rarely are aware that they obey this theory. It is self-censorship, in other words denial. People only notice it when they become victims of that theory. People feel that there is dishonesty then, but it is not discussable, but still they get along with it. They also understand that they have not been heard. Skilful incompetence produces a pseudo dialog, which is an obstacle to the real one. (Janssen. 2009, 43)

When an organization uses skilful incompetence theory without knowing of course, it roots to the organization and becomes defensive mechanism. If it is not threatened it sabotages splendiddness, independence and real genuine dialog. If someone dares to test it, it is risky. One way out is to go around them, but this means that they are too strong to be threatened. Skilful incompetence is not rare, it is in common and it is used by honest, hard-working, competent decision makers, who probably don't have deeper disorders. We all use this. (Janssen. 2009, 44)

Skilful incompetence is one reason why so many change programs fail in organizations. To make change happen it is inevitable to threaten organization's defence mechanisms and pay attention to their own skilful incompetence so that they can take responsibility of changing their behaviour. It is a question of changing one's own way of speaking and listening. (Janssen. 2009, 44)

Skilful incompetence situations seem similar to many public-hidden narcissistic situations which were met in the research. While understanding more of narcissism in the light of several theories, it is clear that it is a phenomenon and a result of denying. As mentioned earlier, people and organizations should experience big enough shock to be pushed into confusion.

8.2 Understanding resistance

One of the biggest problems there are in organization development while breaking the barriers of defences and getting through denial is that the person helping or enhancing the change must understand what resistance is. Resistance is not really an obstacle and it does not mean that the client or the decision maker does not want to buy the idea. It is just a natural reaction to an emotional process taken place within the client and he cannot really explain them clearly. It is natural reaction against the process of being helped and against the process of having to face difficult organizational problems (Block. 2010). That is when one can hear the comments like in the research: *"Ei ole ongelmaa ainakaan meidän työyhteisössä"*

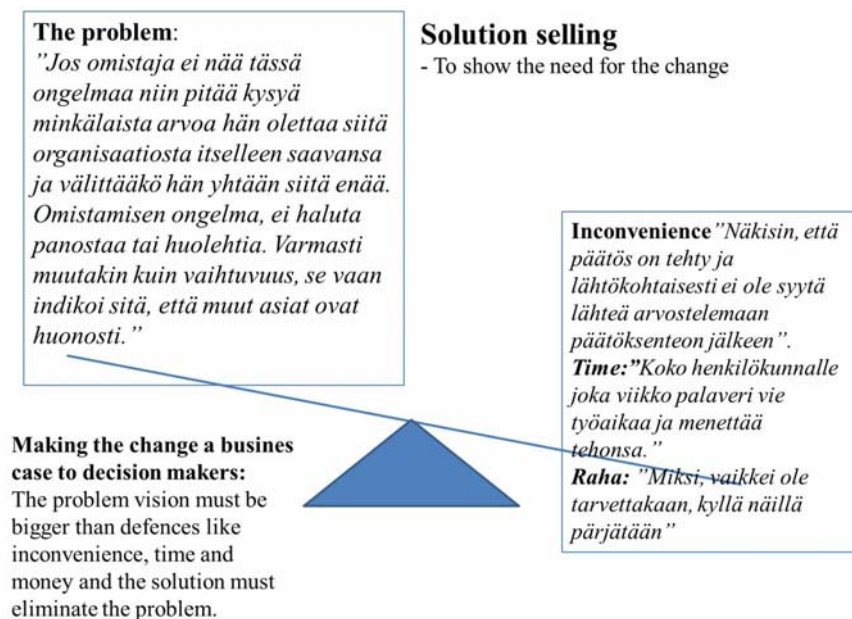
Resistance comes in several different forms and it is a part of learning process. Unfortunately many business cases / change processes whether there is outside consultant or in-house change agent, end in resistance. Block 2010 and Salomaa have similar instructions to deal with it. They explain that while facing negative emotions, people should see them as a natural part of the process or life.

The others who notice that should support the other to express the emotions to get them out directly and in more understandable form. No matter what the resistance is like (confusion, silence, intellectualizing, moralizing, compliance, methodology etc), one should not take it offensively and personally. It is not an attack against anyone's competence.

The thing that the client is resisting for example could be something like:

- Someone may have to be fired or told they are not performing well. *"Pitää antaa ihmisille ymmärtää, että seurauksia on jos puheita ei kuunnella."*
- The manager may feel inadequate in some part of the job and does not want to face that. *"Ehkä tulee vähän ajatus, että en sitten kelpaa tai ole riittävän hyvä."*
- The situation in the organization might be risky and the manager does not want to push that. *"Riippuu tilanteesta kauanko odotan tai onko muutenkin tulenarka tilanne."*
- The manager's boss might be part of the problem and the manager may not want to confront the boss. Like happened in several cases in the research: *"En tiedä voinko vaikuttaa omistajaan, se on sen asia miten pyörittää yritystään."* *"Jos omistajan tahto niin jotain asioita vastaan ei kannata taistella."*

To get over these emotional reactions Salomaa encourages asking the client to be authentic and show example self. Try making the other party express his concerns in the situation. *"Miksi ei haluta auttaa toisia, miksi on syntynyt epäluottamus?"* The following picture will show how one could make the problem at hand a business case to the manager, boss or client. The problem must look like it is bigger than the obstacles and the advantage of going through it solves the problem.



Picture 13. The picture is featured with the research comments and it is based on solution selling idea, which is useful while presenting the problem at hand and the need for change for the decision makers.

If a person has tendency to change resistance, how can the change start in the beginning with? When is there a turning point? Destabilizing the personality needs anxiety and pain towards uncomfortable state which weighs more than advantages for holding on to the current state. He has to be able to over go such phases like: “I don’t see any problem here” or “I have a problem, but I don’t want to do anything about it”. (Kets de Vries. 2007, 227) Only knowledge of the need does not guarantee action. Considering the good and the bad sides about the change, turns on a mental process which helps to consider options to a bad situation. This is meaningful process and it can shake to current state. Every person has conscious and unconscious wish about correcting personal defects. If this wish helps a person to understand that they have to do something, it becomes a change engine. The person moves from denial state to admit that everything is not fine. (Kets de Vries. 2007, 228)

8.3 Interpretations of the results according to the Balance Model

The vertical axel tells about self-awareness, concentration skills, ability to active listening (picture 12).The horizontal axel is The Balance Model axel, which highlights aggressiveness, tolerance, emotional intelligence, responsibility, and reciprocity and work well-being. The middle section explains about balance and well-being. It tells if the person is conscious of himself, there is a balanced, free and relaxed emotional life, assertive communication takes care of own rights without hurting the others. There is also the healthy strength and compassion where doing-being, selfishness-unselfishness, yes-no, talking-silence are used mutually.

This time the results are considered from the imaginative point of view, if the people on the scale would come from the same organization.

If we take a look at “the personal results of 14 interview cases” scale a little more from organization development point of view, we can see that the most of the candidates were positioned in the square called “compliant listener” The position there is the researchers estimation based on the answers. The second biggest square is “strong talkative”. The opposites could create problems, if the other group feels their ideas are not heard since the other group easily takes control and pushes own ideas forward more intensively than “compliant listeners”.

There are only few balanced people in the organization and they are in trouble. If the scale would be a report of a real organization, the leaders would probably not be the balanced ones, because if they were, they would have never hired so many people with strongly unbalanced people because their awareness is better and they would notice the problematic interaction in the job interview. The position of the balanced ones is difficult in an organization due to the small amount of them and the environment does not understand them. They are seen from narcissistically twisted view. Their self-esteem or self-protection from abuse might be interpreted as pride since the interpreter is not aware of himself better and does not see his own problems. Their empathy could be seen as weakness and their willingness to help the others would be marked as flattery.

This imaginative organization is probably lead by one of the people in the square “strong talkative”, because they have ability to take the power and the high amount of opposite unbalanced people would look like a potential group of submissive employees.

The people have three different types of negotiation skills. The cooperative ones in the middle are able to take forward the ideas which are for everyone’s advantage. They can think openly all the options and tolerate emotions to stay relaxed and responsible in every situation. They would be good negotiators and sales people. They also support the others and leaders who share the value basis. The Rivals are the public narcissist group of negotiators in the left side of the scale who are only concerned of own goals, secretive life and pressuring the others. They will never tell what they really think, they just tell you what you want to hear and they please you if they feel you have something they want. They will fight against the manager too. The third negotiator group are the submissive ones who give up on their own thinking to please the stronger personalities. They follow any idea which keeps them in favour of the manager or other person who they want to please. Especially the case no.2 which has a tendency based on his position in the square “compliant talkative” to fuzzle about things which the boss wants, he prefers to be a loud supporter. In the same time the “compliant listener” no. 5 is taking an opposite reaction by not telling truthfully what he thinks himself and his way to take things forward it is confusing since he does not talk issues as they are, he prefers passing information via others and using hostile language if something is wrong.

The unbalanced ones have less tolerance for mistakes than the balanced ones and their control of feelings is worse. They might deny them or they might react to them overwhelmingly. The unbalanced ones suffer from depression and stress more than balanced ones who can effect on that due to their emotional awareness. The unbalanced people in organizations are less concentrated on their work, because they have to put too much energy on keeping up the appearances and the facade what they have. They operate in organizations to ensure their own position and neglect the primary task of an organization. There was only one leader in this research who is able to active listening, the case 11. He should lead the people. An unbalanced person could succeed in managerial position too and take care his tasks well, but with people the balanced person is the best.

The opposite ends of the scale have some common problems. Especially cases no’s 1,3,5,6 and 8 have the most unbalanced answers. They do not enjoy working because they take everything so seriously. They have a lot of different kinds of fears which limit their abilities in the work organization. They have problematic approach to work like laziness, perfectionism or work holism. They are discontent and suffer from lack or creativity. This makes these people stiff and they tend to be envious or easily offended. They are the ones who most likely create clicks in organizations and take part in harassment at work place. Unfortunately often those who have no part in any of that are blamed.

To develop the situation showed by the scale, the following advice could be given in general and to employees and managers separately too. This is opportunity to start understanding for own change.

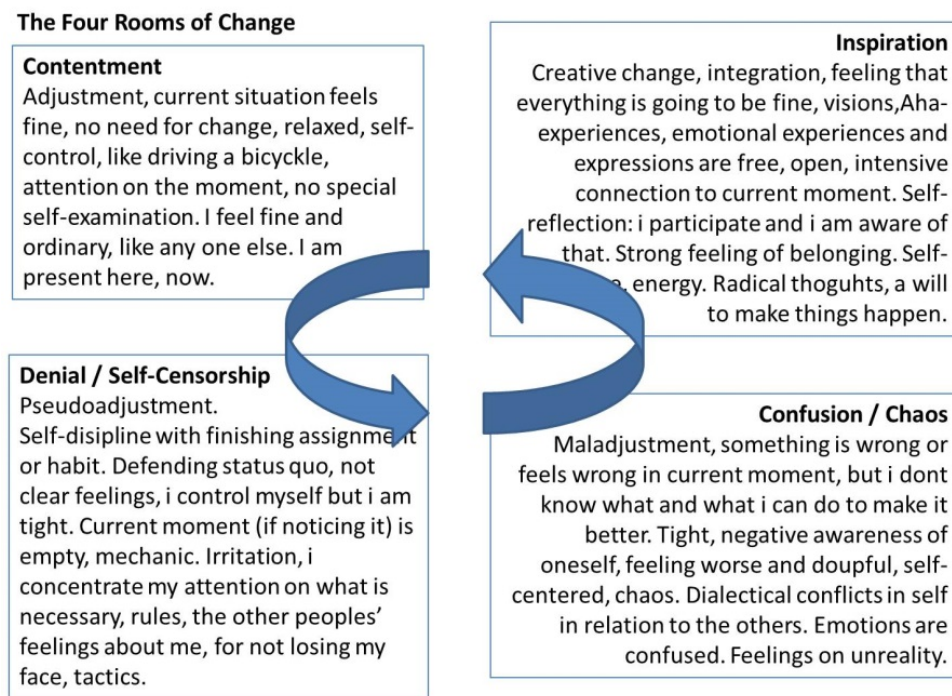
The “compliant listeners” should express themselves more clearly and straightforward way than before to make themselves understood correctly. If having a tendency to avoid difficult discussions, they should be faced now and give feed-back all directions in an understanding way. As managers this type of people are difficult for their employees to understand since the manager type wants to avoid problems. They just fluently pass a problem when they meet it or then they just explain it in a good way like it would be a good thing, which only tells that they do not really see the situation. They easily give up on things which they believe in, if they have a thought like that, if someone else or someone more influential has a “better” idea. The good side in this kind of a leader is that he is kind and not forcing or pushing anyone with anything. On the other hand, that might be problematic too because he is not very interested in asking information and if employees or others do not say, things might not come out. This type of employee is like a traditional type of employee who likes doing whatever is told him to do. He is probably hard working employee, but if something goes wrong he probably tries to hide it from his supervisor.

The “compliant talkative’s” should form more own opinions and express them, not only supporting others’ opinions loud. As a manager this person is perhaps a very social and likes interaction with people. On the other hand he might not have enough strength to take decisions forward and when it comes to interaction he finds it more interesting than taking the actions forward. As employee this person might talk more than and his work suffers or he might enjoy working with executive assistant since having opportunity for to help appreciated people.

The “strong talkative’s” should move on towards their compassionate side and give more space the other people and let them express themselves too. Less “I” word and more of “you or we”. As leaders these are bossy and can seem to be difficult to work with. The others might not feel appreciated while working with them. On the other hand, they are the goal oriented ones who have ability to take decisions forward and into action. As employees they are ambitious and might try to achieve a better position and intensively show their skills to their supervisor.

The “Strong listener’s” should also use more flexibility in their thinking and be more tolerant to different perspectives and ways of doing things. He is not the only one who is right. This type of person as employee is probably very much paying attention to how things are done by the others, he is goal oriented and in a good way he can be very good supervisor while having desire to listen and in the same time make decisions.

8.4 Personal change as a route to organizational change



Picture 14. The Four Rooms of Change theory (Janssen. 2009, 9)

In the picture above shows the four frames of mind / the change process in an individual, which explain the four psychological states that a person has. If looking at the descriptions there one can notice that every room has its nature and people have different things to conquer in each room. The following example according to the results material and narcissism shows what the change might turn an unbalanced person to a balanced one. The description is made according FROc. The following is a thinking model works with leaders, employees and all people. Everyone has their unique circle and they can picture the events to the rooms themselves to understand their situation. This is just one example described by the author according to what FROc teaches. The rooms can be filled with any events.

When a narcissist or unbalanced person meets enough difficulties it might push him to look for change. It might happen slowly during the years or something might happen out of the blue. **Unconscious denial state:** He has been feeling good and considered himself perfect. He has ignored totally the feed-back he has received in his environment like:

- *”Onko kukaan ohjeistanut miten käyttäytyä? Tuo menee hyökkäiväksi ja henkilökohtaiseksi”*

Finally he has had enough and he ends in crises. He ends in crises and he starts to question his own being and asking what is wrong with me? Ones he starts asking that kind of questions, he has a slight awakening and he enters to **conscious denial state**. The process is individual and no-one else can push it, but another understanding person can help by making him ask more right questions to get him look for the answers which will push him forward in the change circle. As time goes by, he starts getting and receiv-

ing feed-back, which he listens this time, and pays attention to it. He has reached the border of denial-confusion.

The more qualities one denies in him, the more limited is his consciousness of himself and about his denied other side. When that happens, one is not internally directed, but his influencers come from outside him and his own consciousness. Every person is able to perceive only his own world defined by his consciousness and the world is never similar than what it seems to be in person's own world. While understanding this, one has no desire to force others to accept only his point of view. Instead he is interested in knowing how the others see it. (Salomaa. 2009, 58)

In the end when having enough self-reflection he enters confusion room. If the person has been in denial all his life, this is a very scary place for him, because he does not have any answers and he has to find the solution to his lives biggest questions like: Who am i? Who do I want to be? How do I get there? Before being able to know the answers, he has to answer the most difficult question of them all: what contentment do I have to give up on? The answer is related to what kind of things the person has considered as contentment which in fact has not been contentment. The contentment which he considers contentment is pseudo contentment / denial. When it comes to a narcissistic person, the real answer is something like the whole idea of oneself, because a narcissist has believed to be perfect and created an imaginative image to himself to cover his weaknesses. That is a fundamental issue to answer for and in this case, it is an identity question. The answer might be very hard and difficult for the narcissist to find and it might take years to accept it when he finally does find it. Those with personality disorder probably never will, but those who have narcissistic interaction style, have a good chance. Anyway, whoever answers the zero point question, is facing a bigger or smaller crisis at that point.

That is the turning point. The good thing is that when the answer is well thought through, it pushes the person into inspiration room, where he will stay unless the decision made there in confusion the room turns out to be false and he drops back and he must start the zero point search again. It is normal to go back and forth.

Salomaa talks about the confusion room too. Recognizing rejected qualities in ourselves, it demands active exploring of our feelings, thoughts and reactions. It means giving daily time to reflective discussions with ourselves. This kind of concentration means taking responsibility of own consciousness. It requires patience and long-term and lonely work to enhance new identity. By observing our thoughts and behavior, we start to notice to what we react the most. (Salomaa. 2009, 99-100)

In inspiration room the life starts smiling again. A narcissist has probably learned a lot of awful things about himself, but now he has started to forgive himself. In the inspiration room his assignment is to grow the new identity so that it becomes strong-compassionate, independent personality, which does not consider himself as a part of someone else. In inspiration he must decide what those issues are he wants to hold on to in the future. In this phase the true self, the person who he really genuinely is, the per-

son he has never met before while being denying all that, has been born. A new life is starting. This is what it means when people say that after experiencing mental growth, they have found a new life or that they feel like nothing is what it was anymore, it's even better. It is a life changing experience. People change career directions, take divorces, start down-shifting, and begin a new hobby etc. after entering this phase.

Salomaa has a view towards inspiration. We can also observe qualities what we do not like in ourselves or when we start defending ourselves in different situations. Sooner or later we start to see that every difficult situation opens a route to our inmost. If we don't want to admit our ambition for example or if we get irritated by what people tell us, instead of getting hurt we should thank him from opening a new perspective about ourselves to ourselves. This kind of attitude change is obstacle to narcissism. (Salomaa. 2009, 100)

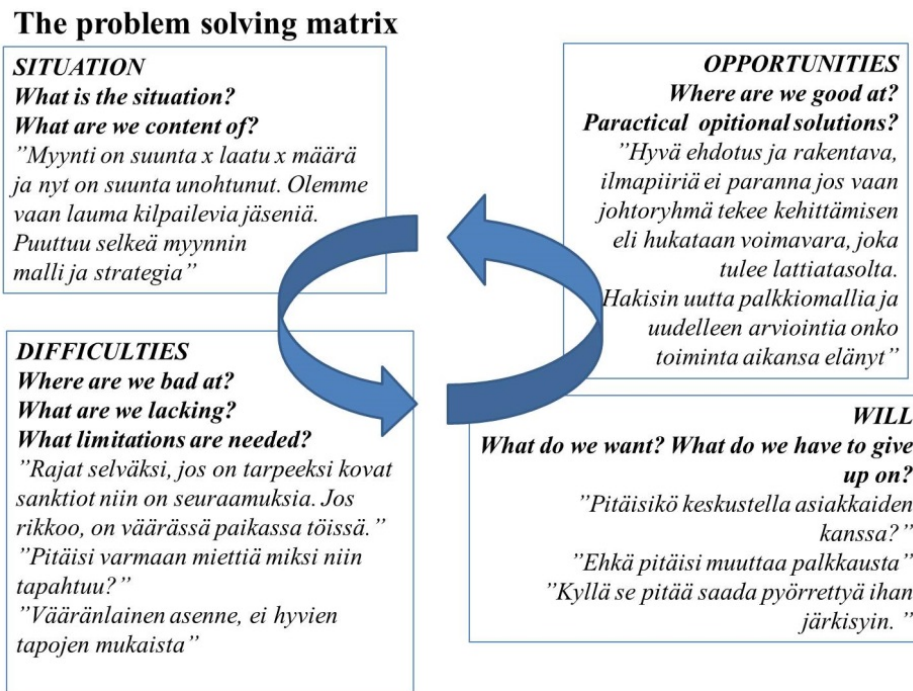
Like everything in life, nothing is permanent. Life can change in few seconds. If inspiration period does never stop and the person does not find enough satisfaction and stability, what thesis author calls brakes, in the inspiration room where things change fast and life is blooming, he will end up in crisis again before he even reached the purpose of life. Burn-out is waiting if the energy that there is in the inspiration does not turn as contentment. For some people the contentment is easy and natural to achieve, but those who prefer life in inspiration are having a hard time finding it. In the beginning it feels like a dull compromise, which these inspired creative people do not want to do. In the long run, accepting and understanding what contentment really is to them, they will find it. To a narcissist who has been reborn and is not really a narcissist anymore, this is the place where he starts taking advantage his new personality to enhance good things around him. He feels happy, stable, he does not have insecurities anymore, he is happy of who he is and who he has become. Now he is able to look backwards his life and see everything with open eyes. In denial he was watching but did not see anything. Now he sees what he went through and why, he understands where it all came from and how it has affected his relationships. It is not shocking anymore to know all the bad things about oneself and to understand weaknesses that you have. A past narcissist has a new understanding now, a new way of looking at life, oneself, the other people and society. He is not angry at others anymore and he has forgiven to all those who he accused from hurting him before. He has started to live.

Salomaa also talks about this state of mind. While one has become aware of his inmost and adapted to that, he feels no longer being a victim of the circumstances instead he is an active creator of own reality. The world is what it is but he has understood that he has freedom to choose how he sees the events and circumstances that it offers. The person has adapted more positive attitude. In this situation he feels that giving is winning and he can also appreciate and be happy about the others' success. (Salomaa. 2009, 60)

The FRoC theory and Salomaa point out that one should experience life as it is now, enjoy it right now, be present in whatever happens, because that is what life is about. Those who only wish to make new plans and live in the future, forget to do what they are best at doing, all efficiency and being happens in contentment state of mind. It is a false idea to think that contentment would be bad if it takes too long. That comment means that the one has not understood the point of the room yet. The comment is about pseudo adjustment. The person who feels contentment is bad, has already lost it and dropped into denial room and the whole change circle should start all over. Janssen points out that, one can move back and forth between rooms, but from denial room one cannot go back to contentment without taking a round trip to the other rooms first. The change circle might take years or few seconds, it depends on the person and the situation. Basically the narcissist might end in crisis again. This time it might not be as fundamental than during the first time, but it still might destabilize his balance a little time to time. That is why Salomaa says that even a balanced person might experience moments of unbalance sometimes and people should learn to think that nothing is permanent and one should not get too attached to anything to be able to give up on it, if one must in a change. But a balanced person has already good enough self-esteem for not to start depression as much as a narcissist in crisis, because a balanced one trusts life, that life will carry on and things find their place in time. So the Four rooms circle might go faster then.

8.5 Enhancing change in organizations

Similar change will go on in organizations too, but they do not move from room to room. When they are doing fine, the contentment and inspiration rise and when things are going bad and there is narcissism or other confusing problems the denial and confusion will raise. The problem solving matrix is filled with the comments in the research. All people in organizations have their own miniature circles going on all the time. That is why the model is a good guide to organization development, because everyone can see itself there, learn it and use it in their lives and work. But the model is not considered to be used alone or just as a theory, it is also well researched concept and the development and change usually starts in a workshop.



Picture 14. The problem solving matrix. (Janssen. 2009, 28)

The following is expressed very strongly with “should”, “must”, but it is only the author’s way of seeing things and because she believes in that and that is why it might sound like the only way of doing things. That is why it is worth mentioning here, that the following is not the only fact and there can be different solutions and different ways of seeing things.

Leading the others means understanding their emotional state. The emotional state is part of all decision making and commitment. Emotions and feelings are often underestimated in work life, which is a huge loss for the organizations. They do not understand that the true motivation and commitment factors are due to emotional side in human mind. If the atmosphere is not good, if someone feels he is not heard, if someone feels being mistreated or something else, they are not issues to bypass. They are issues which effect on the whole work community and the productivity of the company. People are happy of simple things like having flexibility due to family situation or something work related. People don’t need a work well-being days to be well. The well-being comes from well-organized work, their good self-awareness and being members of the organization which shows respect to them.

Based on what has been understood with this research, getting organizations out of denial is the biggest obstacle for all working with development issues. Ones the openness has been learned and the organizational culture has started to transfer to more open, tolerant, modern, less aggressive, authoritarian and so on, the process has a change to succeed. If that does not happen, it will fail. Denial comes in different forms and a public and a hidden narcissist prefer that approach.

Of course it is not enough to get things started; there must also be a way to keep it going. The people must be supported to keep up with learned new way of doing things. The managers pointed out encouragement and listening to people. Even those who brought it up were not always able to obey their own rules. Many of them understood that the old authoritarian habits have to be changed. Authoritarian way of leadership is feeding narcissism and the most authoritarian leaders who were interviewed were also unbalanced. Many who understood how things should be or how things would be better, were still not able to act that way, which tells about the organizational culture where they are in. Maybe they are not able to express their thoughts there. Even managers stop that if their supervisor or the boss is not favouring the style.

The organization must find understanding of taking responsibility self. The employees often tend to think that the management will do that, it is their job. But there are several issues where a single employee should chose taking responsibility himself. The organization should also encourage that, but if the leadership style and interaction does not encourage initiative, people keep on doing things the way which they are not shouted at from. It is important that manager's reactions support initiatives if it is a desired thing. The management should not lead only from the top downwards which was also noticed in the research results and the employees want to be heard by the management team. Management team should see this correctly as motivation, commitment and activity which enhance company's best interests. If it is not seen correctly or is not seen at all, the people do not want to stay in the company.

Unfortunately not all the managers see the problems behind the situations and many suffer from insufficient emotional skills, which prevent them even more from seeing the big picture in what is going on. It was noticed that if emotional skills fail, the denial is bigger and in the same time the interaction gets more complicated, because the person is afraid of several things. Even managers are afraid, they do not highlight it, or do not say it at all, but it was noticeable. In this research, those people who were interviewed with the employee questions showed less understanding of leadership and other responsibilities which are not part of their job. So the general understanding of leadership and emotional skills at organization level is not as good with the employees as with the managers according to this research which is naturally understandable.

Recruitment situation is a key thing in organization when wanting to have people which can bring competitive advantage for companies. It is appreciating intellectual property. It is not advisable to recruit in whatever way. Even the process should be well planned and the treatment of the candidates ought to be done the way which builds company image in a good way. In recruitment situations a narcissistic manager will recruit more people like him or the opposing ones to make sure unbalanced communication continues (without knowing that he does so). A balanced manager is having hard time finding good people and leaders because he notices and understands the problems that exist in people and because he is a minority himself, it is not likely that very many balanced people are found in

leadership positions since no-one, except another balanced adult has courage to hire him. Balanced way of thinking is scary for the environment and that might be why the most balanced people have chosen to work as entrepreneurs. They see so many problematic situations around them that they have no desire to work e.g. in global organizations where they have not got much chance effecting anything.

The know-how should also be directed according to single employee's personal interests to enhance commitment and job satisfaction. This is a way of motivation. It is easier to do it that way than trying to develop people's interest according to know-how. This is one sided thinking and leads people to think that they cannot develop in that organization anymore or that their skills are not appreciated with anything else than what they are working with now. This starts by listening the employees and what they wish to do. It does not always require big changes or anything expensive, but it is a method for keeping the people in the company. Basically the though is not hard for anyone to reason, but in practise it might be harder especially if the leader sees the employees as a threat to his own position or if the ideas of an employee are more modern than the bosses or if they are attracting interest of the other employees more.

The level of appreciation of the employees was seen clearly with the way how the managers talked about them during the research. Some of them were using rude language about them like "tamma". It tells a lot about the attitude what the manager has about the people who are doing things differently or whose way of behaviour he is not appreciating.

In general it can be said that the leadership skills in organizations are in alarming state, because leadership skills especially related to interaction and communication are not at appropriate level. If they were, there would not be so much denial and misunderstandings between people and the managerial role which is based in reasoning is a preference when considering leading people. Still, a lot of executive and managerial level training and education is organized to develop managers to understand difficult situations, solve problems better and to lead, but often it ends in having a "fun training day" and after that things continue the same since there is no real way of taking things forward in practise. Very few programs seem to have that effect. If the people themselves do not see it necessary to start the development from within themselves; it is not likely to hope success. A single training day does not help; there should be a continuous development process and a measurement of the results.

The clear connection between interaction styles and Salomaa's narcissism theory was noticed with the results. It was also very clear that the narcissistic behaviour is related to interaction, communication, co-operation, emotional skills, organizing, understanding the bigger picture. It makes leadership and problem solving black and white. Based on the results the author can say that a lot of denial exists in organizations which often comes out as narcissistic interaction between people and it is noticed at all levels among managers, leaders, entrepreneurs at all interviewed business fields. One can also say that people seem to have a natural temptation to

feel that opposites attract and that is when people do not always recognize what is healthy. So many organizations are still lead by people whose understanding of emotional level is not adequate, their empathy skills are weak and they believe to know how things ought to be instead of living their life as it comes and using situation related approach to new things. New things are learnings or opportunities for development. Open mindedness is still needed more for organizations.

8.6 For managers noticing problems

For managers with open minded attitude in leadership the author would encourage them to be brave and find a way to take new ideas forward to the management team. Be persistent for not giving up when meeting resistance. If you believe in something and you can prove it is good for your work environment, try to make it visible and understood to enhance change. For managers who notice unwanted behaviour in organizations and you feel you do not understand what is going on, go searching for outside help. Outsiders like consultants can point out issues which are not noticed by those who are members of an organization and who are too blind for their own part there. The consultants nowadays tend to help the organization to help themselves. It is old fashioned to have expert consultants to tell what to do with internally difficult problems related to people. A manager who notices a problem behaviour in an organization has already noticed a lot. Of course, it often happens that what is noticed is only a symptom of the real problem, but that is one way to start the process of development, process or searching the real reason under the surface. Outside consultants can also bring new ways to consider tackling the problem at hand, something which the manager himself might not have come to think about. It is often heard that the managers, especially the hr-team does not like consultants calling them which is interesting. Do they think they see it all themselves? Do they think they know everything better? Do they consider it scary to bring some outsider to tell them what to do? The reasons are many, but one thing is a fact; when the organization has tried everything they can think of and nothing helps, then finally the consultants are brought in. But how much time did that process take then? Several months or years and several or hundreds of people left due to that and a lot of money, time and production were lost. Even customers might have left due to the internally complicated situation or people problems untaken care in an organization. Of course it is good to find tools and trying to solve issues with own skills, but this research has also proved that within organizations, there are only few people who have ability to see the real situations going on there and that is why it would be huge loss of resources not to use outside help as soon as possible.

When choosing the helper/consultant there are certain issues to consider of course to get quality, but one common misunderstanding is that only the psychologists would be able to help in work organizational problems. Paula Salomaa and her theory have shown that psychology training is not needed in everything and her theories can help the organizations to change. It has only been a common story told by the psychologists themselves that other professionals would not have skills required. While hear-

ing this, the decision maker should also ask, isn't that person a little too disqualified to say so while offering the services too and if the person is qualified then why should he defend his right as service provider so much. The psychologists are afraid that some other professionals would come to invent something innovative which is not generally accepted in their school books. The question is not about the others' wanting to become psychologists or taking their jobs, the question is that if someone else has a method or a concept which is proved to help to a certain problem, why should it not be used?

8.7 For employees who notice problem behaviour

It takes even more courage from an employee to take part in something problematic if it is not his job to do. The author would encourage the person to consider the situation carefully for few weeks or some time if wanting to holding on to his job. If the boss is open minded and you know well his reactions, you can act quicker, but if you do not know his behaviour so well, take time to find out a little more of what is going on. Talk to people neutrally about the issues to find out what the others think, try getting people to take ownership of the issue just like you so you could take the ideas to the manager together. Be careful not accusing anyone and stay neutral in your wording, only talk about what you have noticed to happen. Do not comment what you have seen or heard. Do not express opinions, only search for information. If you wish to tell the managers, be prepared to have also the plan B and be mentally ready to leave the place if necessary. The manager might not always be willing to understand, especially if he notices that he will be easily accused of it so he might turn against you. Weight your values and well-being against the situation and whether you are interested in staying in the company if nothing changes. Self-awareness helps you to know what to do and what is good for you. Nowadays when jobs are hard to get, many people stay in workplaces where they suffer and they are also ready take workplaces where they do not enjoy working in. That makes this even more complicated decision to make.

For the others noticing few or some people to have weird interaction, the author would encourage them to do the same as before, take time to get a good understanding of what is going on and considering what to do with it. It is also good to understand that it is a false idea to say that by doing nothing, nothing bad can happen. Leaving things as they are, if they are not fine and several people see that, it is like a common silent acceptance to the issue, hidden narcissistic behaviour. Taking the victim side makes the others look like his partners of crime, taking the manager's side, makes the other employees easily turn against you. It is always risky one way or the other no matter what is the method chosen by the group of employees. In the worst case it might turn against the victim, the group or the manager. In a case like this it could be easiest to ask for the outside help and trying to discuss with him about the strategy to use while taking the message forward or telling the problem case to the management group to get permission for consultation.

9 CONCLUSIONS

Based on the research questions the author considers the objectives met very well. It became evident that awareness is important to leaders, employees and organizations due to it helps to understand own behaviour and the others much more clearly than otherwise. It helps to notice narcissistic interaction style and gives people a chance to change. It is also shown in many ways together with other theories that the phenomenon exist what Salomaa talks about in her books and what was noticed during the research. It was also shown that the questionnaire built works and gives interesting information about the person's interaction style and way of approaching problems.

The questionnaire development will go on in small phases and maybe later in the future the quantitative results are received to draw conclusions of bigger groups. The test needs a little adjustment with the wording and shortening. The descriptions must be made for several fields related or the way that they are useful with many fields. Of course more case situations must be collected to get more descriptions to use in different situations and it is also tempting idea to develop the test to use one way or the other together with internet. But yes, the test works, that was the message the author was looking for and the "harsh awareness of a person's positioning on balance model scale" was received.

The author thought at first that getting managers interested in participating this research would be the hardest part of all, but it turned out to be the easiest. All the interviews were booked in a week and the whole interview process was made during one month. It was the phase after that which was the hardest part. Analysing the results, 14 case studies, was time consuming and stressful since it took so much thinking and concentration. Trying to look behind the scene is eating energy, because there is a risk that the person doing that would start to see more than there really is to see just because it would be so interesting and narcissistically ambitious to make a lot of interesting unbalanced results. On the other hand, there is also a risk not to see anything. It is still possible that there are bad analyses and if reading this in few years from this, the self-awareness might be so much better than now that the interpretations would also be different.

It was not so glamorous to find out that there were not really any extremely badly behaving managers with completely impossible leadership skills or lack of the skills at all. Even those with the worst results are the type that they can learn how to improve their skills. The thesis brought out the older perspective and highlighted the modern view to narcissism concept and the innovative new tools made of that and developed with a help of that are something the conservatives would question. The author is looking forward to it happening since it would be a wonderful development opportunity.

If the people do not change their interaction style to be more considerate, misunderstandings lead the organizations. At this point it is good to notice that when it comes to denial or narcissism, no-one does it purposefully. It

is a false idea to think that a narcissist would be genuinely a bad person. Those people are just not yet aware of what is going on within them and where the problem is. Their time to become aware has not yet come. It cannot be pushed. The same goes with organizations. If the management or the most influential leaders do not want to see problems, nothing can happen. If the voices of change are not heard the people might suffer from the consequences. Everyone suffers those who opened their mouths and those who did not.

As conclusion of work environment behaviour one can say that to use own personality in a good way at work, one should become more self-aware. It is called self-leadership. Talking and listening are the both equally important skills for work organizations. Determinedness and flexibility are both good qualities to use. Only a balanced person can use talking, listening, determination and flexibility for everyone's advantage and to enhance organizational change to a good direction. A good self-awareness and ability to take responsibility are behind all work environment skills.

During the research it became interestingly clear that Salomaa's concepts of narcissism and the phenomenon as she sees it is not the only way of talking about the same topic. The thesis process also taught to the author more views to her previous organization development tools too and using FRoC and The Balance Model together seems to be easy and possible. A lot of theories talk about similar phenomenon than The Balance Model and Salomaa's view to narcissism. The Balance Model is simple, cheaper and quicker to use with clients than some other concepts used by the author and that might these times when companies do not want to invest a lot of resources for development, one competitive advantage. It can also be used as opportunity to sell bigger workshops to clients by letting them understand something about themselves first and then show them what can be done with groups and organizations too. The author thinks that it is not worth having a quick solution without long term results and that is why it is not a good idea in general to sell clients cheap solutions, but if it works as opportunity to get access in with better development methods then it is worth trying. Of course it is important to let the client know what can and cannot be expected after a short training.

During the thesis process, it also became clear that most of the organizational problems have narcissistic features and many consultants talk about them like it would be something which people do even though they know it is not good. It is of course something that requires understanding from the consultant's part too and it can still happen that the consultant is not heard enough by the company, to get the message forward and the defence mechanisms broken. After having defences broken, the organization is willing to listen to the consultant too.

The whole thesis process was a process of self-assessment for the author too. While trying to see behind the scene and what is going on with people interviewed and in general, it was interesting to notice how far own development has come. It started four years ago during consultant training and

this assignment proved that a lot is seen already, but some blind spots come up time to time. It is also interesting to notice that the author sees them coming too, but still can't prevent them from happening, because the case is too personal and the people related to it are too familiar. But the awareness of those situations is there and that is why no big chaos happens due to the ability to study the situations before, during and afterwards. These experiences are also something to consider writing a book about. It only proves that 4% of the brain is doing conscious things and the rest is a mystery which self-awareness helps to understand. This is also something to challenge the psychologists for, if they feel they have the best abilities for assessments. The author feels that best abilities are with those who have enough self-awareness to see behind the scene and not all psychologists have that. They write to their personality analyse reports about the same what a candidate said himself. That does not prove anything about the candidate. It only proves that the psychologist did not see behind the scene, not enough self-awareness.

Self-awareness development also gives the human resources professionals and recruiters the kind of tool to use which is not easily copied since only about 20% of people have that ability. So self-awareness development does not only increase leadership and work environment skills, it is also a useful tool while making assessments in critical situations about the other people and those skills do not require psychology training either. This also explains something about mistakes made during the recruitment processes of the managers in general. If the person recruiting does not have enough self-awareness, he cannot find balanced candidates and the most recruiters obviously are not aware enough because company executives are claimed to be narcissists or bad with people skills. Kirsi Tenhola mentioned on her course that 70% of management and leadership problems come from lack of emotional intelligence. Self-awareness increases emotional capacity. The problem people lead the companies and those with more developed abilities do not even get a chance, because they are threats to the leadership methods used in current organizations.

9.1 Further ideas for mba thesis topics

This could be assignment for the Hamk teachers to find students who would be interested in researching the following issues. The thesis author would be happy to help since the results help to develop the questionnaire further.

Quantitative research results related to testing the questionnaire and developing the questions further would be the most interesting at the moment for further development. The questions could be made according to different business fields and targeted to certain professionals or even private individuals usage. In addition to this, a web based program for results is also useful to everyone wanting to sell the test.

One interesting thing to notice while putting young managers and employees to answer the problem solving questions related to difficult organizational situations was that, they seem to have more black-white type of

world view than older ones. The youngest candidates were about 25-30 years old and the oldest was 60 years old. The young ones were strong with their opinions and how they see the case situations and they used harder procedures sooner than the more experienced managers and employees. This is probably due to their life experience, when a person is younger, the world view is narrower, black and white and that is why this probably happened. The more experienced managers like 40-60 years old had seen enough to know that things are not always as black and white as they might seem to be in the first glimpse. This is why it would be interesting to know more how the questionnaire brings out differences according to age.

The other thing to develop further in the future concerns candidates ranking according to public narcissist-hidden narcissist. It was not very clear with all the candidates, because they seemed to express the both directions, as the balance model explains. The idea would be to transfer the questions or make questions which would be more targeted to reveal only one direction. This is a question maker's challenge, since the author was not able yet to do that, but as a new research object it would be interesting.

Third development idea is related to using the questionnaire in groups. There could be few ways to implement. One is to gather candidates together in the same room. While making them discuss issues, the researcher could only observe and facilitate the process go further and reach results. One and the most interesting and difficult implementation idea is related to observation as research method. Some people might answer the questions like they were in a job interview, which means that to some extent they are giving answers to try to make themselves look better to please the interviewer and for not revealing their bad parts. That is why an observational testing would be interesting. Of course it is difficult to implement in an authentic environment at their work place to follow them few days to learn to notice their individual interaction styles.

The balance model gives opportunities to offer services to private individuals too. One option is already used by Paula Salomaa, who gives personal coaching to people in their life situations. One other option is to make the questionnaire usable with everyone, change the questions the way they are usable with every person, regardless their education, profession, workplace or marital status or family situation.

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14-vuotiaat Emilia Honkaranta ja Inkeri Mankkinen ovat Hiidenkiven peruskoulun medialuokalla. – Olemme outo luokka, kun tosi moni on hyvä koulussa, Mankkinen sanoo. – Muuten yläasteella on coolimpaa saada vitosia. Kuulut ryhmään, jos saat huonoja numeroita, Honkaranta sanoo.

APPENDIX 1

VantaanSanoma 8.1.2014.

Hikari tulee helposti kiusatuksi.

Hikari tulee helposti kiusatuksi

NUORET Meno koulu- maailmassa on muuttunut entistä armoitommaksi.

MARJAANA VARMAVUORI
marjaana.varmavuori@lehtiyhtyma.fi

Oman paikan lunastaminen on koulumaailmassa ja etenkin yläasteella entistä vaikeampaa. Hyvin koulussa menestyvät tulevat leimatuksi nössöiksi ja joutuvat helposti kiusatuiksi.

– Monesti ajatellaan, että koulun raskaus tulee suori- tuspuolesta, oppilasarvioi- neista ja muista, nuorisotut- kija **Tommi Hoikkala** sanoo.

Oppilaat jakautuvat koviksiin ja hikareihin.”

– Sekin on totta, mutta lisäksi koulu on oppilaskavereiden hyväksynnän hakemista. Koululaisen eksistentiaali- nen kysymys on, minkälaise- na kelpaan ryhmään.

Hoikkala tietää mistä pu- huu. Itse koulunsa 1960 lu- vulla käynyt Hoikkala palasi kollegansa **Petri Pajun** kans- sa koulun penkille reiluksi- leksi vuodeksi. Kaksikko- kokemuksestaan kir- jallisuudessa – *ysilu- o- pulpetissa* –

Hoikkalaisten- kkalaisen mie- ku- ni,

Hoikkala sanoo.

– Karkeasti oppilaat jakau- tuvat viihde- ja opiskeluryh- mäläisiin tai koviksiin ja hi- kareihin.

Hoikkalan mukaan jako- linja on vain tänä päivänä selvempi ja tiettyssä mielessä armoitommampi.

– Opiskeluorientoituneita oppilaita vieroksutaan, hei- tä pidetään nössöinä, tutkija sanoo.

– Aiemmin oli mahdollista menestyä, saada hyviä nu- meroita ja samalla olla kiin- nostunut esimerkiksi työstä ja kokeilla alkoholia.

Hoikkalan nuoruudessa sai olla vaikka seurakuntanuori tai kiinnostunut runoista ja kirjallisuudesta.

– Tänä päivänä on toisin, etenkin pojille tarjotaan hy- vin kapeaa roolimallia, jää- kiekkomaskuliinisuutta, hän sanoo.

Tyttöjen roolivalikoima on

Roolit

- ▶ Unelmävävy on kiltti ja vä- hän lapsellinen poika, joka on suuntautunut insinööri- tietisiin.
- ▶ Hottis on tyttö, joka pukeu- tuu huomiota herättävästi ja hämää poikia käytöksellään.
- ▶ Vitsinkertoja hauskuuttaa luokkaa jutuillaan.
- ▶ Lisäksi luokasta löytyy muun muassa hikareita, koviksia ja hiljaisia.

sen sijaan laajentunut.

– Aikaisemmin pojat olivat tavallisesti koviroolissa. Nyt sukupuolella ei ole niin väliä, Hoikkala toteaa.

Nykymaailmassa nettel- neen ja sosiaaliseen medioi- neen on identiteetin raken- tamisen kannalta hyvääkkin.

– Nuori voi kehittää kom- pensolivia areenoita ja suk- kuloida erilaisten areenojen välillä, Hoikkala sanoo.

Mallia aikuisten maailmasta – ulkonäkö jyrää työelämässä

MARJAANA VARMAVUORI

näyttää.

Nuorisotutkija **Tommi Hoik- kalan** mukaan nuorten maa- ilman koventuminen ei ole mikään irrallinen ilmiö.

– Kyse on yleisemmästä yh- teiskunnallisesta kehitykses- tä, Hoikkala sanoo.

– Samantyyppisiä prosesse- ja on havaittavissa myös ai- kuisilla. Työelämässäkin pai- naa yhä enemmän se, miltä

Statuspelistä on tullut en- tistä tärkeämpää. Pitää näyt- tää muille.

– Eikä se tarkoita pelkästään tavaroita, makeita farkkuja ja sohvain värin koordinoimista puolison silmien värin mu- kaan, Hoikkala sanoo.

– Se liittyy kilpailuyhteis- kuntaan, kilpailullisuuden lisääntymiseen.

APPENDIX 2

The questions for the psychology professionals

PSYKOLOGISTA ASIAANTUNTEMUSTASI KAIVATAAN!

Olet saanut tämän yhteydenotoni, koska olen tekemässä Liiketalouden alan ylemmän korkeakoulututkintoni lopputyössä poikkitieteellistä tutkimusta narsismin tason mittaamiseksi rekrytointi- ja urakehitystilanteissa työyhteisön terveen kehityksen edistämiseksi. Toivoisin rekrytointia tekevältä psykologian alan asiantuntijalta näkemystä seuraaviin asioihin:

Kysymyksiä rekrytointityötä tekeväille psykologille:

Olisitko kiinnostunut käyttämään työssäsi henkilön narsismia mittaavaa työkalua?

- Koetko sellaisen tarpeelliseksi?
- Liittykö käyttöhalukkuuteesi jotakin ehtoja ja edellytyksiä työkalun suhteen, mitä?

2. Millä tavoin narsismi on tullut esiin rekrytointitilanteissa? Anna konkreettisia esimerkkejä.

- Millä tavoin havaitset henkilössä narsismia rekrytointitilanteessa?
- Millaisia kysymyksiä käytät, jos haluaisit selvittää onko henkilössä narsismia anna esimerkkejä?

3. Millä tavoin narsismi näkyy ns. psykologisissa testeissä vai näkyykö?

- Onko olemassa menetelmiä, jolla tunnistaa se? Millaisia? Voiko sitä mielestäsi testata?
- Pystyykö narsistinen henkilö manipuloimaan testituloksia?

4. Mitä haasteita narsismi aiheuttaa rekrytointitilanteissa yleisesti eri osapuolten osalta?

5. Millä tavoin kerrot hakijalle itselleen ja rekrytoivalle yritykselle, jos havaitset muuten hyvässä hakijassa vääränlaista narsismia?

- Miten se yleensä vaikuttaa hänen rekrytoitukseksi tulemiseensa?

6. Ajatellaan tilannetta, että yrityksessä on narsistinen henkilö töissä tai johdossa, millä tavoin, sinun mielestäsi, yrityksen pitäisi ottaa tämä asia huomioon hänen urakehityksessään?

- Oletko työssäsi joutunut antamaan neuvoja tällaiseen asiaan?
- Millaisia neuvoja annoit tai miten osoitit asian eri osapuolille?
- Millainen oli eri osapuolten vastaanotto asiaan?

7. Millä tavoin rekrytointipäätöstä tekevän henkilön oma narsismin taso vaikuttaa lopputulokseen?

8. Mikä on näkemyksesi siitä, kuinka avoimesti ja rehellisesti yritykset ja organisaatiot ovat valmiita keskustelemaan vaikeista kuten narsismiin liittyvistä ongelmista työyhteisössä?

- Pystytkö työssäsi vaikuttamaan asiaan tai miten kerrot siitä asiakkaalle?
- Missä menee rajasi tässä asiassa?

9. Mikä on näkemyksesi siitä, kun puhutaan narsistisesta yhteiskunnasta ja siitä, että tietynlainen narsistinen käytös on nykyisin hyväksyttävää ja jopa toivottavaa tietyissä työtehtävissä.

- Millä tavoin se on tullut työssäsi esiin?
- Pitäisikö sinun mielestäsi voida vaikuttaa asiaan jotenkin ja miten?
- Pitääkö asiaa edistää vai puuttua siihen?

10. Olisitko tämän kyselyn lisäksi kiinnostunut rakentamaan kanssani narsismia tutkivaa kyselylomaketta siten, että siitä tulee käyttökelpoinen rekrytoinnin tai henkilön urakehityksen suhteen? Tämä edellyttäisi, että katsoisit välillä kysymyksiä ja antaisit siihen kehitys ja parannusideoita, jotta lomake on oikeanlainen ja käyttökelpoinen. Käytännössä tämä tarkoittaisi ensi sijassa pääasiassa sähköpostilla ja sähköisin välinein kysymysten läpikäyntiä. Voit itse vaikuttaa siihen, mikä tapa sopisi sinulle. Kysymysten suunnittelu alkaa alustavaa suunnitelmaani ja teidän osaamista yhdistäen ja sitä kautta toivottavasti saamme yhdessä aikaan hyvän kysymyslomakkeen ja siihen lyhyet vastaukset vastaajalle.

Kerään tähän ”psykologian asiantuntijaryhmään”, joiden ideoita ja ajatuksia yhdistän työssä eli en odota, että yksin joutuisit tähän osallistumaan. Mikäli olet kiinnostunut tästä vaihtoehdosta, toivon, että ilmoitat siitä minulle mahdollisimman pian seuraavien tietojen kanssa: nimi, (sähköposti ja puhelin), ammattinimikkeesi, ammatillinen pätevyys ja koulutus sekä työkokemus vuosina alalla. Julkaisen työssäni vain ne lähdetiedot sinusta mitkä haluat antaa. Saatuaani tiedon kiinnostuksestasi auttaa tässä työssä lähetän sinulle tiedot teoreettisesta viitekehuksesta ja muusta, mitä tietoa tarvitset tämän lomakkeen kysymysten suunnittelussa. Lomakkeen olisi hyvä olla valmis viimeistään helmikuun aikana 2014.

11. Onko sinulla vinkkejä tai käytännön ideoita missä voisit valmista testilomaketta testata?

- Pitäisikö testaus mielestäsi tehdä henkilökohtaisesti henkilön kanssa vai onnistuuko luotettavien tietojen saanti sähköisesti?

Näin ajattelee narsisti

Markku, 35, on diagnosoitu narsisti. Hän huomasi jo lapsena osaavansa manipuloida ihmisiä. Hänelle ihmissuhteet ovat vaihtokauppaa, eikä hän kaihda moraalittomiakaan keinoja parantaakseen asemaansa.

25.6.2012

Venla Pystynen

TIMO LINDHOLM



Markku sai narsismidiagnoosin psykiatrilta, joka on hoitanut häntä vuosia kaksisuuntaisen mielialahäiriön takia. Diagnoosi ei ihmetyttänyt. Silti se myös naurattaa häntä. "Suurimmalla osalla tuntemistani ihmisistä on narsistisia piirteitä", hän sanoo.

"Huomasin jo lapsena, että minulla on kyky ohjailla muita ihmisiä. Opetin alle kouluikäisenä kaverini ajamaan pyörällä, vaikka en itse osannut ajaa. Muistan myös, kuinka toin erään pojan kotiini koulun jälkeen leikkimään. Sain hänet käskettyä poistumaan talostamme ja tulemaan takaisin 16 kertaa.

Manipulointitaitoni hämmästytti aluksi itseänikin, mutta sen avulla sain varmistettua, että minusta pidetään. Minulla oli hyvät verbaaliset lahjat ja taito sanoa ihmisille mitä he haluavat kuulla. Koulussani olinkin ykköstyyppi, ja kaikki halusivat olla kavereitani. Vietin kuitenkin paljon aikaa yksin. Luin filosofiaa ja aloin tuntea sympatiaa

suuria ajattelijoita kuten **Nietzscheä** kohtaan. Teoksesta *Näin puhui Zarathustra* tuli minulle hyvin tärkeä sen moraalipohdintojen takia. Tavalliset ihmiset alkoivat tuntua mitättömiltä ja tyhmiltä, ja minun oli vaikeaa arvostaa ketään. En voinut kunnioittaa sätkynukkeja.

Lapsuuteni oli silti hyvä. Minua rakastettiin eikä minulta puuttunut materiaalisesti mitään. Isäni vain oli kova paiskimaan töitä. Murrosikäisenä aloin saada vaikeita paniikkikohtauksia ja tuntea kuolemankaipuuta. Aloin tavoitella nopeasti saatavaa mielihyvää. 14-vuotiaana ryhdyin käyttämään alkoholia, ja vähän myöhemmin kuvaan astuivat vaihtuvat sänkykumppanit.

Naisia tuli ja meni, mutta olin täysin välinpitämätön heidän tarpeistaan. Silti moni heistä tarrautui minuun. Mitä etäisempi olin, sitä enemmän he minua halusivat. Moni baarituttavuuksistani oli naimisissa, ja tajusin, kuinka petollinen ihminen on. Opin myös, että kaikkia ihmisten tekoja ohjaavat heidän tarpeensa. Kun niistä pääsee perille, pystyy yleensä vaikuttamaan myös heidän toimintaansa. Aika monelle naiselle riitti, kun kerroin rakastavani häntä.

Todellisuudessa en voi sanoa olleeni koskaan rakastunut. En tiedä, mitä rakkaus on. Ainakaan en ole pystynyt antamaan kenellekään turvallista olkapäätä ja mukavaa arkea, jossa katsellaan televisiota ja pie-reskellä sohvilla. En tarvitse läheisiä rinnalleni ja unohdan ihmiset helposti. Vaikka olisin jonkun kanssa tekemisissä vuosia, voin jättää hänet taakseni hetkessä. Viimeisin parisuhteeni kesti kolmisen vuotta. Elin pitkälti tyttöystäväni rahoilla, ja hän syyttikin minua siitä erottumme. Mutta minä vain tartuin hänen tarjoamaansa mahdollisuuteen: hänhän ne ulkomaanmatkat ja korut minulle osti ja vuokrat maksoi. Sitä paitsi saihan hänkin minulta jotain, mitä tarvitsi. Mielestäni kaikki ihmissuhteet ovat viime kädessä vaihtokauppoja. Kaikkien tuntemieni avioparien yhteiselo perustuu pohjimmiltaan yksinäisyyden pelkoon sekä tavaroihin, joita he ovat keränneet ympärilleen. Nyt olen ensi kertaa elämässäni tilanteessa, jossa tunnen jonkinlaista kiinnostumystä. Olen tutustunut internetin kautta **Melissaan**, kanadalaisnaiseen, joka on myös narsisti. Suunnittelemme muuttoa yhteen, sillä ymmärrämme toisiamme. Useimmiten keskustelumme eivät kestäisi päivänvaloa. Sain narsismidiagnoosin muutamia kuukausia sitten. Sen teki psykiatri, joka on hoitanut minua viisi vuotta kaksisuuntaisen mielialahäiriön takia.

Tiesin olevani empatiakyvytön, joten olin odottanutkin sitä. Uskon täyttäväni narsistin kriteerit, mutta diagnoosi myös naurattaa minua. Suurimmalla osalla tuntemistani ihmisistä on narsistisia piirteitä. Siksi minun on välillä vaikea uskoa koko häiriöön. Toisaalta on typerää, että meitä vastaan perustetaan kokonaisia vihasivustoja. Minkäs me

diagnoosillemme voimme. **Usein** narsistien ajatellaan olevan absoluuttisen pahoja. Itse en usko absoluuttiseen hyvään ja pahaan. Pystyn liikkumaan hämärällä alueella siinä välissä. Voin esimerkiksi käyttää muita ihmisiä hyväkseni parantaakseni omaa elämänlaatuani. Mielestäni se ei ole väärin. Jos joku elää liian nöyrästi ja jää elämässään altavastaajaksi, se on hänen valintansa.

Entinen tyttöystäväni kuuluu joukkoon, joka huutaa internetissä, kuinka hirveitä narsistit ovat. Itse en ole ikinä tuntenut empatiaa narsistien uhreja kohtaan. Miten joku voi edes sanoa itseään uhriksi? En osaa sääliä henkilöä, joka ottaa muilta turpaansa. Itsekään en kaipaa sääliä keneltäkään. En myöskään halua ihmisten puuttuvan tekemisiini tai neuvovan, miten asiat pitäisi hoitaa. Siksi minun on vaikea kunnioittaa viranomaisia. Nuorempana kävin jopa vittuilemassa poliiseille. En tajua miksi minun pitäisi noudattaa sääntöjä, joita en ole ollut itse päättämässä. Ymmärrän toki, että jotkut sosiaaliset koodit pitävät yhteiskuntaa kasassa. Esimerkiksi "älä tapa" on varmasti ihan perusteltu sääntö.

Mutta on myös hyvin paljon sääntöjä, joiden noudattaminen ei kiinnosta minua, sillä ne loukkaavat yksityisyyttäni. Minua ärsyttää esimerkiksi suunnattomasti, että Kelan holhousviranomaiset lähettelevät minulle jotain kyselylappuja.

Olen myös helvetin kostonhimoinen. En ihan heti unohda, jos minulle tehdään vääryyttä. Sokea raivo nousee silloin nopeasti, eivätkä moraaliset pidäkkeet tai pelko virkavaltaa ja sääntöjä kohtaan estä minua hakemasta itselleni oikeutta. Se tekee minusta aika vittumaisen vastustajan. Taannoin olin tekemisissä internetissä erään perheellisen ruotsalaisnaisen kanssa. Hän jutteli minulle härskejä ja lähetti alastonkuvia itsestään. Sitten meille tuli pahoja erimielisyyksiä, ja hän sanoi minulle inhottavasti. Päätin kostaa. Lähetin kuvat hänen aviomiehelleen.

Olen aina pystynyt pitämään langat käsissäni niin, ettei kukaan tee minulle ilkeyksiä. Asenteeni takia olen ollut useasti putkassa. Toisaalta pääsen hyvin usein pälkähästä puhumalla.

Olen monesti ihmetellyt itsekkin, miksi en ole joutunut vastuuseen teois-tani useammin."

APPENDIX 4

The example of the research analyze.

Alkuperäinen lausuma	Analyysi teorioiden pohjalta	narsistinen ominaisuus/ongelma/syy	narsisti/tasapaino
"Sain hänet käskettyä poistumaan talostamme ja tulemaan takaisin 16 kertaa"	Manipulointia, pompotelua, hyväksikäyttöä	Manipulointi	julkinarsisti pompotelee muita.
"Manipulointitaitoni hämmästytti, sain varmistettua, että minusta pidetään"	Itsetuntemusta, mutta vain halua käyttää sitä väärin. ulkoahjautuva, toimii ympäristön paineen kautta.	Heikko itseluottamus, tarve miellyttää	narsisti kaipaa suurta ihailijajoukkoa.
"hyvät verbaaliset lahjat ja taito sanoa ihmisille, mitä haluat kuulla"	Narsisti on hyvä puhumaan ja useimmat viihdyttävät hänen kanssaan siksi.	Heikko itseluottamus.	julkinarsisti on hyvä puhumaan.
"Aloin tuntea sympatiaa suuria ajattelijoita kohtaan. Tavalliset ihmiset alkoivat tuntua mitättömiltä ja minun oli vaikea arvostaa ketään. En voinut kunnioittaa sätkynukkeja"	Uskoo omaavansa jotain muita suurempaa ja kokee vetoa merkittäviä henkilöitä kohtaan, koska uskoo olevansa heidän kaltainen. Ei tunne sympatiaa niitä kohtaan, jotka näkee sääliäntävinä ja huonompina kuin itse.	Heikko itseluottamus, suurellisuuskuvitelmät	narsisti haluaa kuulua "suurten ihailijajoukko"
"Aloin tavoitella nopeasti saatavaa mielihyvää. "vaihtuvat sänkykumppanit"	Lyhytjänteisyys, kaikki mulle heti ajattelutapa, hyväksikäyttö. Ei pysty muodostamaan kestäviä ihmissuhteita, ei välitä ihmisistä.	Hyväksikäyttö, välinpitämättömyys	julkinarsisti kehuskelee saavutuksillaan.
"Olin täysin välinpitämätön heidän tarpeistaan. Silti moni heistä tarrautui minuun. Mitä etäisempi olin, sitä enemmän he minua halusivat."	Narsisti on löytänyt uhrinsa. Molemmat vetävät toisiaan puoleensa, eivätkä osaa olla ilman toistaan.	Hyväksikäyttö	julkinarsisti.
"Olin myös, että kaikkia ihmisten tekoja ohjaavat heidän tarpeensa. Kun niistä pääsee perille, pystyy yleensä vaikuttamaan myös heidän toimintaansa."	Narsisti on tarkka havainnoimaan ja käyttämään hyväkseen toisen heikkoja kohtia. Hän osaa näytellä tunteita ja saa ihmiset luottamaan itseensä.	Hyväksikäyttö, oman edun tavoittelu, itsekkyyys.	julkinarsisti kertoo toimintansa ytimen yrittämättäkään peittää sitä.
"En tiedä mitä rakkaus on"	Ei tunnista tunteitaan, koska ei tunne empatiaa ja itseään tunnetasolla riittävän hyvin.	Empatian ja itsetuntemuksen puute	julkinarsisti tunnustaa asian ongelmitta.

Individual awareness and its effect on organization development and well-being

”En tarvitse läheisiä rinnalleni ja unohdan ihmiset helposti. Vaikka olisin ollut tekemisissä jonkun kanssa vuosia, voin jättää hänet taakseni hetkesä.”	Kaikkivoipaisuuden tunnetta, koska kokee, ettei tarvitse muita. Haluaa sillä osoittaa vahvuutta, vaikka tosiasiassa on heikko. Empatian puutetta, koska ei välitä ihmisistä yhtään.	Kaikkivoipaisuus, empatian puute.	julkinarsisti kertoo avoimesti, miten toimii.
”Elin pitkälti tyttöystävänä rahoilla ja hän syyttikin minua siitä erottuamme. Mutta minä vain tartuin hänen tarjoamaansa mahdollisuuteen. Sitä paitsi saihan hänkin minulta jotain mitä tarvitsi.”	Käyttää toisia hyväksien tunteettomasti ja kokee, ettei ole hänen syy, vaan toisen vika, jos antaa niin tapahtua. Narsisti-uhri liitto	Julkeus, röyhkeys, rajattomuuden tunnetta, koska kokee voivansa toimia miten vaan ottamatta muiden tunteita huomioon. Syyttää vielä toista omasta toiminnastaan. Hyväksikäyttö.	julki- tai piilonarsisti toimii näin ilmiselvän röyhkeästi.
”Kaikki ihmissuhteet ovat viimekädessä vaihtokauppoja. Yhdessäolo perustuu yksinäisyyden pelkoon ja tavarihin, joita ovat keränneet ympärilleen”	Ihmissuhteet ovat vaihtokauppoja vuorovaihtteisuuden suhteen, millä tavoin tämä henkilö antaa itse jotain toiselle? Pelko, joka johtuu ulkoapäin ohjautuvuudesta, kun ei tunne aitoa itseään. Tavarat ovat pinnallista peitetarinaa ihmisille. Narsisti näkee yhdessäolon vain sen hyötynäkökulman kautta.	Ymmärtää vuorovaikutteisuuden väärin. Pelkää aitoa itseään. Uskoo, että tavaroiden ja omaisuuden kautta voi näyttää ulospäin muille jotain omasta asemastaan ja todistaa vahvuuttaan. Se on hänelle parisuhde.	julkinarsistilla on halu näyttää.
”Suunnitteleminen muuttuu yhteen, sillä ymmärrämme toisiamme.”	Narsisti ymmärtää narsistia ja uhria, mutta ei aidointa itseään. Se pelottaa.	”samanlaiset linnut aina yhdessä lentävät”	narsisti.
”Tiesin olevani empatiakyvytön. Suurimmalla osalla tuntemistani ihmisistä on narsistisia piirteitä. siksi on vaikea uskoa koko häiriöön”.	On huomannut heikkoutensa, muttei välitä tehdä sille mitään, koska muutkin ovat samanlaisia kuten Salomaan teoriakin osoittaa, että suurin osa väestöstä omaa narsistisia ominaisuuksia. Heikkous pitää peittää tai naamioida ja hän tekee sen osoittamalla, että muutkin ovat samanlaisia, joten mikä ihme hänessä siis olisi.	Haluttomuus muuttaa itseään ja tehdä ongelmalle mitään, koska ongelmaa ei ole tai on tarve kuulua joukkoon.	narsisti.
”Minkäs me diaknoosillemme voimme”	Minkäs voi, jos ei näe ongelmaa.	Haluttomuus katsoa peiliin.	narsisti
”Pystyn liikkumaan	Narsisti kykenee mihin	Rajattomuus, ylimielisyys.	julkinarsisti.

Individual awareness and its effect on organization development and well-being

<p>hämärän alueella siinä välissä. En tajua miksi pitäisi noudattaa sääntöjä, joita en ole ollut itse päättämässä. paljon sääntöjä, joiden noudattaminen ei kiinnosta minua, sillä loukkaavat yksityisyyttäni.”</p>	<p>vain pahaan, jos haluaa. Puhuu, ettei usko hyvään tai pahaan, mutta mustavalkoinen on ajattelu silloinkin, jos kokee itsensä rajattomaksi yleisten sääntöjen ja normien suhteen.</p>		
<p>”Olen myös helvetin kostonhimoinen. Päätin kostaa, lähetin kuvat hänen aviomiehelleen.”</p>	<p>Loukkaantuu herkästi, usein pikkuasioista. Kosto ei ole tasapainoisen ihmisen keino missään muodossa eikä naamioituneenakaan muuhun muotoon.</p>	<p>Rajattomuus, ei kunnioita auktoriteetteja. Ylimielinen, uskoo, että omaa oikeutta toimia omalla tavallaan. Tuntee olevansa etuoikeutettu.</p>	<p>narsisti</p>
<p>”Yritän pitää tiukasti kontrollia, jottei kukaan tee minulle ilkeyksiä”</p>	<p>Kontrollointi, kuvittelee, että voi hallita elämää ja muita. Perusoletamus, että ihmiset ovat pahoja. Negatiivinen minäkuva.</p>	<p>Kontrollointi, heikko itsetuottamus, pelko.</p>	<p>narsisti.</p>

APPENDIX 5

The feed-back from Paula Salomaa of the case 1

Paula Salomaa's comments about the interview case 1

Kopioitu sähköpostista 14.2.2014. Kursivoituna tekstin väliin olen liittänyt kyseisen vastauksen josta Paula puhuu. Paulan mukaan kysymykset 1-3 menivät epätasapainoon, minä löysin tästä henkilöstä myös neljännen epätasapainoisen lausuman, kysymys 6.

Kysymys 1

- Kritisoin kolmatta ja neljättä lausumaa. Kyllä ihminen saa olla tunteva myös työpaikalla, mutta pitää osata näyttää tunteita ja antaa niiden vaikuttaa asioihin TILANTEESEEN SOPIVALLA TAVALLA (ja esim. osata säädellä voimakkaita tunnereaktioita). Näyttää siltä, että tämä esimies pitää kaikkia tunteita ylireagointina ja nimittää niitä henkilökemiaksi. Ihminen ei ole ollenkaan niin rationaalinen ja yksioikoinen kuin tämä vastaaja antaa ymmärtää.

3. lausuma: ”Työasioiden pitää sujua ja henkilökohtaiset kemiat eivät saa vaikuttaa työhön!”

4. lausuma: ”Työt pitää hoitaa, voidaanko sopia että toimitaan ammattimaisesti”

- Tunteita pitää kuunnella ja kysyä esim., mikä tarve kollegalla jää tyydyttymättä, kun valittaa noin (kysytään tietysti riittävän hienotunteisesti).

- Vastaaja vaikuttaa tässä suorastaan tunnekylmältä. Hän ajattelee, että tunteva ihminen ei pysty toimimaan ammattimaisesti. Häneltä myös lipsahti sana puhuttelu, kun muutoin puhui keskustelusta.

- Esimies voisi tuoda esiin esim., että eri ihmisillä on hieman eri työtahti ja hitaampi voi tuottaa parempaa laatua. Hän voisi myös kysyä valittajalta, miten tämä voisi auttaa hitaampaa kollegaansa.

- Ennen kovempia otteita voisi harkita esim. työnohjausta.

- Kolmannen ja neljännen lausuman perusteella liian luja.

Kysymys 2

- Toinen lausuma: Myös tässä kieltää tunteita. Voisi perustella, miksei kyseinen henkilö tullut valituksi.

2. lausuma: ” Näkisin niin, että päätös on tehty ja lähtökohtaisesti ei ole syytä lähteä arvostelemaan päätöksenteon jälkeen”.

Kysymys 3

- Kolmas lausuma: Jonkin verran pitää sietää kahdenkeskistäkin keskustelua. Tässäkin liian luja.

3. lausuma: ” Jos työasioista kyse niin ne pitää tuoda avoimesti esille esimiehelle.”

Kysymys 4

- Neljäs lausuma: Tässä maltti on valttia eli kannattaa rauhassa ottaa selville, millaista tuo kilpailu on. Tässä tasapainoinen.

4. lausuma: ”Tekisi mieli puuttua heti, mutta varmaan kävisi niin, että tulee seurattua tilannetta, koska ne ahneet tuo kuitenkin rahaa taloon, joten pitäisi katsoa lukujen valossa.

Kysymys 5

- Tässä kyllä pitäisi esimiehen jo pyytää suoraa palautetta omasta tavastaan johtaa keskustelua.

Kysymys 6

- Ei huomautettavaa. Johtoryhmän palaverien lisäksi pitää olla koko työyhteisön palaverit.

Kysymys 7

- Ei huomautettavaa.

Kysymys 8

- Tässä ei keskusteltu yhtään siitä, että tehtävänannon mukaan osa työntekijöistä oli saanut potkut.

Kysymys 9

- Johtaja pitäisi pyytää kertomaan kasvotusten perustelut päätökselleen.

Kysymys 10

- Ei huomautettavaa.

Yhteenvetoon kannattaisi ehkä lisätä jotain heikoista tunnetaidoista tai niukasta tunneviestinnästä. Muuten kuulosti kyllä reilulta ja mukavalta mieheltä. Tässöpä tämä eli hienosti meni kaikkienensa. Taisi tulla meidän arvioista melko sama lopputulos.

Paula

APPENDIX 6
The summary of the 14 interview case results.

Summary of 14 interviews' results

question	1	2	3	4	5	6	7	8	9	10	balanced/unbalanced
CASE 1	Public narcissist 5/10 / UB	3/4 / UB	2/4 / UB	1/7 / B	1/6 / B	2/2 UB	0/3 B	1/5 B	0/2 / B	0/3 B	4/10 unbalanced
CASE 2	Hidden narcissist 0/4 / B	0/2 / B	3/4 UB	1/3 B	0/4 B	1/5 B	2/5 B	1/4 B	0/4 / B	1/1 UB	2/10 unbalanced
CASE 3	Hidden narcissist 1/4 UB	1/1 UB	2/2 UB	0/3 B	1/3 B	1/3 B	3/6 UB	1/3 B	1/2 UB	3/5 UB	5/10 unbalanced
CASE 4	Public narcissist 0/3 / B	2/4 UB	1/3 B	0/5 B	0/3 B	0/3 B	2/5 B	0/5 B	0/3 B	0/4 B	1/10 unbalanced
CASE 5	Hidden narcissist 2/2 UB	2/3 UB	3/3 UB	3/3 UB	3/3 UB	0/2 B	4/5 UB	6/8 UB	0/3 B	1/3 B	7/10 unbalanced
CASE 6	Hidden narcissist 4/5 UB	2/2 UB	3/3 / UB	2/4 / UB	1/3 / B	1/4 B	1/2 / B	1/5 B	3/4 UB	1/5 UB	6/10 unbalanced
CASE 7	Hidden narcissist 1/4 B	2/4 UB	1/3 B	2/5 B	2/5 B	2/7 / B	2/7 B	2/6 B	0/3 B	3/4 UB	3/10 unbalanced 5 not regardet = +1 ub
CASE 8	Public narcissist 2/5 UB	2/3 / UB	3/5 UB	0/2 / B	1/5 B	1/5 / B	1/2 UB	5/6 UB	1/3 B	2/5 B	5/10 unbalanced 5 not regardet = +1 ub
CASE 9	Balanced 0/4 / B	0/4 / B	0/5 / B	0/6 B	0/6 B	0/7 B	0/4 B	0/7 B	0/3 B	1/6 B	0/10 balanced
CASE 10	Balanced 2/6 B	1/4 B	0/4 B	0/4 B	0/5 B	0/2 B	0/2 B	0/7 B	0/2 B	0/5 B	0/10 balanced
CASE 11	Balanced 0/5 B	0/6 B	0/4 B	0/5 B	0/4 B	0/3 B	0/2 B	0/3 B	0/3 B	0/3 B	0/10 balanced
CASE 12	Balanced 0/2 B	0/2 B	1/4 B	0/3 B	0/4 B	0/2 B	0/3 B	0/3 B	0/3 B	0/4 B	0/10 balanced
CASE 13	Hidden narcissist 1/4 B	1/4 B	0/2 B	0/6 B	0/3 B	3/4 UB	1/5 B	1/7 B	1/3 B	4/8 UB	3/10 unbalanced 5 not regardet = +1 ub
CASE 14	Hidden narcissist 0/4 B	0/3 B	1/3 B	0/2 B	0/2 B	1/2 UB	1/3 B	2/4 UB	1/4 B	2/5 B	3/10 unbalanced 5 not regardet = +1 ub
Interview made with employee questions											
Interview made with manager questions											
Unbalanced answers not regardet unless 5 markings											
Selected group construction											
2	Entrepreneurs who were in employer position										
3	Managers from a global company										
5	1 Manager and 4 employees from an international company										
3	2 Employees and 1 manager from a medium sized company										
1	Manager from public sector										

Results' scaling				
0			0-17%	balance
1-3 unbalanced answers			17-33	hidden or public narcissist
4-6 unbalanced answers			33-50	hidden or public narcissist
7-10 unbalanced answers			51-	hidden or public narcissist

29% balanced, only 0,07 % totally balanced
71% unbalanced


Business fields: ICT, Auditing, law, sales and production


APPENDICES 7, 8 and 10 are not available for net usage. You may ask them from kirsi.makinen@muutosympyra.com


APPENDIX 9
The self-assessment form


Kahdeksan kysymyksen alla on jana, joka jatkuu molemmista päistä. Janalla on kaksi vastakohtaista ääripäätä, jotka tarkoittavat sitä, että jos sijoitat itsesi ihan janan toiseen päähän, koet, että tässä ääripäässä oleva kuvaus kertoo sinun toimintatyyliisi tilanteessa. Sijoita itsesi ruksilla jobonkin kolmesta värialueesta sen mukaan, missä juuri nyt tunnet olevasi kysymysten osoittamissa tilanteissa.


1. Esimiehesi antaa sinulle muun työyhteisön läsnä ollessa loukkaavaa palautetta.
Kiellät asian ja sanot hänen olevan väärässä. Loukkaannut, et sano mitään.



2. Yleensä palavereissa ja muissa työyhteisön yhteisissä tilaisuuksissa olen...
pääasiassa äänessä hiljaa itsekseni



3. Sinua pyydetään jäämään ylitöihin, jotta työ saadaan valmiiksi ajoissa. Ylityöpakkoa ei ole, vaan ylitöitä tehdään tilanteen ja tarpeen mukaan.
Yleensä kieltäydyn Yleensä suostun



4. Sinulle tarjotaan ylennystä toisesta kaupungista ja yrityksestä, mikä edellyttää, että muutat sinne. Perheesi tai työnantajasi ei ole innostuneita asiasta. Miten toimit?
Otan ensisijaisesti huomioon oman etuni Otan ensisijaisesti huomioon yhteisöni edun


5. Koet työtoverisi toistuvasti astuvan varpaillesi tavalla tai toisella. Miten toimit asian suhteen?
Suutun ja ilmoitan asiasta hänelle suoraan Mökötän, osoitan mieltäni hiljaa


6. Esimiehesi joutuu jäämään pitkälle sairauslomalle ja sinulle tarjotaan hänenkin roolinsa hoidettavaksi.
Otat työn vastaan ja pyrit varmistamaan, ettei tehtävää oteta sinulta enää pois. Nautit tilaisuudesta, mutta pelkää, ettet jaksa tai pysty hoitamaan kaikkia töitäsi.


7. Työtoverisi arvostelee työtäsi julkisesti. Miten suhtaudut asiaan?
Suutun ja arvostelen takaisin Loukkaannun, päätän antaa takaisin myöhemmin.


8. Huomaat tehneesi pahan virheen työssäsi ja esimiehesi saa tietää siitä. Miten suhtaudut tilanteeseen?
Kiellän asian jyrkästi ja osoitan syyn olevan muualla. Yritän parhaani mukaan peittää jäljet



APPENDIX 11 The research presentation for the managers

The slide features a grey header, a green title bar with the text 'TUOTTAVUUDEN JA AINEETTOMAN PÄÄOMAN KASVATTAMINEN' and 'Uuden työkalun testauksen tutkimus', a blue separator line, and a grey footer with the author's name 'Kirsi Mäkinen MBA-opinnäyte'.

Taustaa

- Olet saanut viestini, koska työskentelet tutkimuskohderyhmääni soveltuvassa tehtävässä ja organisaatiossa.
- Tehtävä tutkimus on osa ylemmän kk-tutkinnon, HAMK:n MBA-ohjelmaan tehtävää opinnäytettä.
- Opinnäyteeni tutkimuksen tarkoituksena on testata olemassa olevan teorian pohjalta laaditun testin toimivuutta käytännössä tuotteistamiseen ja testin jatkokehittelyyn liittyvien toimenpiteiden käynnistämiseksi.
- Testi liittyy työyhteisön toiminnan tehostamiseen ja aineettoman pääoman kasvattamiseen.

Testauksen kohderyhmät

- Tutkimukseen on tarkoitus haastatella esimiestyötä tekeviä henkilöitä sekä heidän alaisiaan, jotka työskentelevät joko luovissa tai rutiinin omaisissa tehtävissä.
- Haastattelut on tarkoitus toteuttaa sopimuksen mukaisena ajankohtana helmikuun 2014 aikana ottaen huomioon haastattelijan ja haastateltavan aikataulut.
- Haastattelun kesto 1 tunti, henkilökohtaisesti. Poikkeustilanteissa puhelimitse.

Haastattelun toteutus

- Henkilökohtainen haastattelu koostuu kysymyspatteristosta, jossa on 8 nopeaa (2min) itsearviointitehtävää sekä 10 vuorovaikutus- ja ongelmanratkaisutyölä kartoittavaa haastattelukysymystä.
- Haastattelut nauhoitetaan tutkimuksen laadun varmistamiseksi. Nauhoitukset tuhoetaan tarkistuksen jälkeen.
- Haastattelussa ei kysytä mitään henkilökohtaisia asioita eikä työhön liittyviä liikesalaisuuksia.
- Haastattelulla on halutessaan mahdollisuus saada palaute A4 kuvauksena ja henkilökohtaisena keskusteluna tutkimuksen valmistuttua.
- Haastattelun tuloksia ei ole tarkoitus jakaa yleisesti muiden työntekijöiden tietoon. Eikä nimi- tai muita tunnistetietoja kerätä.

APPENDIX 12, 8 pages

The pages 50-60 translated freely in English
by the author

7.2.1 Emotional skills

Several cases showed that managers and employees regardless their experience tend to forget in some situations that they act similar way themselves in a different situation, but when they become hurt in a question, they showed that they also approve the hurtful sound of voice or less polite way of expressing feelings and emotions with a colleague. Examples:

- "I would be surprised that my head is on line immediately, but I appreciate that the rules are made clear and certain kind of honesty must be appreciated."

The candidate felt hurt while giving this answer, but was also showing that he accepts stronger language and in another situation he was ready to use it himself too;

- *"If it is not work related, one should be quite strict, because it does not belong to the workplace. One should like snap on fingers to state that own issues are taken care at own time and workplace is for working. I ensure with sanctions."*
- *"I would find out why that is and explain the reasons to the colleague. If he does not approve, I can't help it, it has been my decision."*

These comments do not only show the black-white thinking in the candidate's mind, but it also shows incompetent emotional skills and unwillingness to understand the other party and what is behind his reaction. The phrases seemed like this candidate is not aware of his own similar behaviour which he did not approve while someone else did it. The candidate felt discomfort about the situation what he was asked to solve and he was escaping his emotional stress this way. A minor factor with his communication was that this candidate was the youngest in the group of people who were interviewed and that why it would be interesting to research how much age effects on answering. He was probably a little young and had too little experience of life and difficult situations.

Here the confusion of own behavior is in the same phrase.

- *"Has anyone given instructions on how to behave, that is aggressive and personal?"*

The phrase above is quite straightforward and in its context it sounded quite strong and angry. While talking about behavior the person was not behaving so well either with the sound of this question.

There were some other expressions too which show weak emotional skills and are more public narcissist's comments:

- *"I want to end the whispering, I forbid it"*
- *"I would make them answer"*
- *"I think that the decision has been made and for starters it is nothing to start questioning about after the decision".*
- *"The work must flow and the personal chemistry should not effect on working."*

This manager has probably chosen a leadership method according to old-fashioned and authoritarian way. He believes that he can force the others do what he wants. It is typical for a public narcissist to see that only he is right and the others are wrong. He does not like his decisions questioned no matter what the reason is. What does he mean by "henkilökemiat", it is confusing expression and everyone who used it was also asked what does he mean by that and everyone had a different idea. To the author it seems like based on the context where it was used that the answerer meant emotional issues, but no-one was expressing it that way, instead they explained more practical reasonable reasons.

Individual awareness and its effect on organization development and well-being

- *"Can we agree that we act professionally?"*
- *"The issues between you two, must be kept out of the workplace. Shift working or other ways. Whatever is the procedure depends on whether they are willing to settle."*

In the previous phrases there was already an idea that if someone questions something at workplace, it is seen like a problem or a matter of disagreement even though it might only be an employee's way of finding more information or getting answers for issues which were not clear.

Sounded quite cold when the manager suggested "a professional behavior" in a situation where was a question of his misunderstanding in the situation. The manager did not know what else to say since he considered that emotional issues do not belong to the workplace. He did not have tools to solve that.

- *"Maybe it's not the purpose of the work that someone takes breaks all the time. One should apply for other jobs, if he's not able to obey accordingly."*
- *"I would say that don't you get it! Sometimes one should open the mouth and say, it is not good to just pet on head and be free mobility."*
- *"I would do the discussion and threatening elsewhere than around everyone"*

Accepted use of too strong interaction style above.

Here below on the other hand a hidden narcissist way of seeing things. The approach is denying the possibility of an unpleasant situation, because the answerer did not notice at all the signals in the question which showed that there already was anxiety in the organization. The candidate just prefers to deny the facts.

- *"It does not annoy me, people are allowed to talk to each other. I am not going to react at all. The others can also join the discussion, if it concerns everyone".*
- *"If some people start suddenly whispering. The manager should motivate the others to do more co-operation."*
- *"Can we concentrate on working, not for fighting?" Can we talk about what everyone wishes to do and how we could do the work better in the future."*
- *"I am willing to take any kind of answer, but not to accept. If the fundamentals are like that I might start searching a new workplace."*

Balanced answers:

- *"I agreed that the breaks are held at certain times and there are clear rules and still someone takes privileges, the manager should find out whether the person has some concerns, problems or exhaustion. There must be a human side for the issue."*
- *"I would give up on my parking place. I do not accept the decision. I would inform the person who made the recruitment that his own parking place is the closest to give, if someone should bypass the system."*

7.2.2 Leadership, self-awareness and using power

- *"If that was me, maybe the other had something which I don't have and I would accept it, but maybe it leaves a thought, that maybe I am not good enough. I wouldn't necessarily tell anyone, just consider inside my head."*

Some say that Finns have a bad self-confidence from historic reasons. It is partly true since the past has affected on what we are like. On the other hand, no-one knows whether the saying is due to what people have just been told to and if they believed it, they'll think it is true. In the previous sentence the candidate felt disappointment, but the person was probably not very used to disappointments or he could not take them as an opportunity to understand own development opportunities in the same time. Instead he was hurt. This is hidden narcissistic reaction to hide the own negative emotions and not expressing it.

Individual awareness and its effect on organization development and well-being

- *"There is no problem in our work community"*
- *"I don't know if I should interfere, it's up to them."*

These phrases above are the most heard while talking to customers about organization development work shops. It is also the easiest sign of expressing clear denial. Normally even in those organizations who immediately bring this up, have something to develop just like all the other organizations. Change is everywhere. This clear can be the barriers when trying to break the skilful incompetence (explained in chapter 8) and defense mechanisms. The candidate or the organization is not aware of its situation and does not seem very eager to change that point of view.

- *"It depends on the situation and the supervisor how strong is his authority in the group. A new leader must always prove his abilities first and the others would probably approve drawing lines." Ones the leader has had some time to take his place, he will settle down, I don't say anything."*

In this case situation the person had a new boss so he felt like he is going to see how things develop on its own, and he does not say anything for the insults he is hearing from the supervisor. It is hidden narcissistic approach to the issue.

- *"I does not bother me for a long time, but it would piss me off."*

If the issue does not bother the candidate, why can't he let it go after the situation? It does bother him and his emotional status would ease if he could express himself freely and he would move towards the balance.

- *"I can't know is it so that the other just wants to avoid working or is he concentrating on sparring".*

This was one of those confusing answers where the researcher felt that the candidate had like two ideas in mind and he put them into one phrase and as a result, the answer is not logical. The situation was where the new employee's colleague was teaching him in his new work and was using impolite language with the new one. Sparring the others is something different than delegating tasks or using too strong language. Maybe this candidate tried to change his answer seem more positive in the end and avoid showing his ignorance.

- *"If someone has not earned the job for the right reasons, it is talking behind his back, but I don't express that except in an ultimate situation, if it disturbs the work of the others."*

The candidate prefers not to discuss much in public or with the superior. Of course it would be risky for him to accuse anyone for not having had a new job for the right reasons, but he could find a way to tell his own opinion to the superior without accusing or at least he could find a way for getting the emotions out, because in the long run, the issues unsolved start to bother and make working difficult. Letting feelings flow would bring him towards the balance.

- *"I pay attention to how it effects on the person's work during the coming weeks. The attitude can change when noticing that the other does not manage in his job"*

This was one way to take advantage of the situation within the organization for own advantage. The manager thought that the applicant, who did not accept the promotion of a colleague, would change his attitude if he felt that the person has failed in his new position. This would make the manager's job easier because he would not have to do anything for that problem. It almost sounded like a hoped situation. Avoiding confronting an emotionally complex situation, might be due to his weak interaction skills or his bad self-esteem and self-awareness. He is afraid of having to talk about issues which rise unpleasant feelings.

Individual awareness and its effect on organization development and well-being

- *"Accepting depends on the firm and the case. Those in lower positions might have to give up on some of their benefits."*
- *"At first I would try to change the rules of the game. If it is the will of the owner, some things are not worth fighting for."*
- *"Equality cannot be taken too far, if some has been recruited to upper level."*
- *"I am not sure if I can influence on the owner, it's up to him how he runs his business".*

Accept the loss of advantages or the power or be ready to go away. It is a habit of the organization, is the message what was received from the previous phrases. The manager has given up hope for being able to effect on situations at hand and settling to the will of the owner. A hidden, frustrated narcissist would choose like this. As long as he can stay in the company he will. When the pain becomes intolerable, he goes elsewhere.

- *"I will try to find the essentials, if they have something to say, its good, but if not, maybe it would be good to try to control their speaking."*
- *"Maybe it's not worth trying to stop the talkative's from speaking. I would not limit that, it's only positive that some speaks if he has somewhat something to say. If the problem effects on the results and their working due to someone saying nothing, then it I could limit the loud ones."*
- *"One should also listen to the majority opinions".*
- *"I would not do anything for the loud ones in the meeting, if the thing does not work and the issues are agreed."*

He is obviously satisfied with whatever the meeting result is and whether he received all the best ideas or the best solutions from the group. Quite many was not willing to limit the speech, but just as many preferred the limitations too among the candidates. Sometimes the compromise might be a good enough result and that can be done with less opinions heard, but if one only listens to the majority voice, it is likely that nothing new comes up and nothing changes because not very often majority prefers change and those who do are afraid of saying it, because they know that the majority does not agree.

- *"I would try to quiet them down to make say more useful things. Easily it goes the way that over the half of the time is just chatting. If the people blabber I would try to quiet them down."*

I think this manager above is not very much in control of the meetings and he seems to be losing touch. Maybe he does not have enough verbal competences for the job.

Balanced answer:

- *"With those talking all the time, i could try to limit them and give a turn to the others. I could divide them in groups and let the people prepare things".*
- *"I encourage the other to proceed in his own career and to find an interesting place for him."*

7.2.3 Interaction and co-operational skills

- *"What kind of relations you have with the manager, if they are open I could go to tell him straight and ask, but if not then it's just trying to do own best."*

This answer makes think, what kind of supervisors he has had while he feels that he is so forced not to express his concerns to his superior that he reacts this, hidden narcissistic way. Does not sound like he would stay very long, if the situation is like that.

- *"It's a principle, that everyone has the same rules. Maybe the idea must be sold to the manager somehow in a twisted way, to explain why we must have them."*

Is it twisted idea not to express own thoughts and feelings clearly? Maybe the case is that he is just afraid of expressing himself to the manager. The fear of the manager or own supervisor became clear with this research too, of course the managers are less afraid of that than employees.

- *"Jos sovittu, että työpisteestä ei voi niin vaan poistua ja joku tekee niin kyllä siitä saa närkästyä"*
- *"If agreed that no-one should leave the workplace without informing and someone does that, it is ok to be offended about it."*

Not liking what the other one says or accepting and understanding the discontentment, does not allow using too strong language like the manager did in the case situation for which this was the answer. The candidate felt that harsh language is allowed if someone does not play according to rules in the company. To enhance co-operation, a little softer wording would be better for the interaction in the situation and for not hurting anyone.

- *"Is it a habit here to push new people around without letting them things to do or what is the future here?"*
- *"If talking about who is the best, I will say, that how can you be so stupid that you only think about yourselves, not the firms?"*

Way of expressing one's own point of view very strongly with anger. The answers for these are probably just as angry as the phrases above.

- *"In the case there is a problem, if some people have no courage to say, but otherwise no. Some people always follow and agree on other's opinion or then someone is acting as chairman."*

He had accepted the meeting styles and did not see much wrong with that the others talk and the others do not say anything. This kind of attitude does not change the habits and a lot of ideas are left unsaid. If leading like that, it might become frustrating in the future while not getting answers.

- *"I do not tell anyone unless I want it to be taken into consideration with the next promotion." I don't tell the one promoted either, because he probably senses that from the other's behavior what he thinks and it might prevent the new boss from working, if he knows that the choice was not unanimous."*

Maybe the manager who mentioned this was not very aware of his own thinking either, because he feels it is better if the boss does not say anything to anyone and it's better if the new manager finds out by chance after the promotion. To the author it sounds like similar situation might happen what the manager was trying to prevent by choosing this approach. What does it matter to know that every employee did not accept the promotion? Every manager has to find his own way with the employees anyway and it is clear that everyone do not have to like the choice and expressing that is ok. This person was perhaps afraid of his own abilities to handle the situation and clearly he was protecting the new manager from negative emotions which makes it a hidden narcissistic answer.

- *"It depends on the position, the one in a higher position; I could let him know that there is no need for extra meetings and make him put the message forward downwards."*

An example of twisted interaction style, meaning that the manager tries to avoid open, face to face communication with the employees and passes the information forward via his other employees. Where is the straight and clear communication? This only brings trouble and more questions, as a result the message changed on its way. What kind of a manager does not prefer being personally in contact with his employees? This is not good or efficient communication but it's also very questionable leadership style too.

- *"The core problem is the distrust against the management group. People probably think that it is some kind of a secret unit, even though it is just a group supporting the management."*

There must be something wrong with this communication style, if employees think that management group is "a secret union". Maybe a lack of communication both ways, maybe a leadership problem, maybe lack of appreciation from the MG. People would know if

the interaction would be ok, now they are guessing. This manager, who said this, did not really try to influence on the general ideas what was the problem with the employees and why they were dissatisfied, he was only trying to protect his background as a member of it and defending the rights of existence of the management group.

- *" I do not necessarily lie, but leave unsaid. It's up to the person's morale ideas what kind of methods he uses."*

The phrase shows that even managers feel that not telling something is not lying. If not telling and it is necessary to know or would be better to know to avoid confrontations later, is just a misleading interaction which turns out as a problem later on. He is also willing to question his own morale, which does not give a strong ethical picture of this manager's behavior.

- *" I am not interested in the Field Manager's issues because I am in a higher position."*
- *" I think that the morons; Field Manager and the owner, should start to notice that they should not promise too much for the new people."*

It seems to be too strong approach to the situations. What does it tell about the internal situation in these organizations where a manager is not interested what the other one is doing? It does not sound like a development oriented way to look at the issue. Calling names means that if he tells one person to be "urpo", what might he tell for urpo the others to be? Calling names and accusing people behind their back does not give good idea of the organization to anyone who hears that. It means that the spirit within might be bad, but where the real reasons for the issue are, it is not easy to find out since deeper research is not possible. Of course it might just be this one manager's personal problem, but often it has to do with the whole organization.

Balanced answers:

- *"The problem is not normally in the process but in the communication between the people. I would invite the people together to discuss what the procedure is now and how it should be. How can we help each other? In general the problem is in the interaction".*
- *"If there is a question that people do not want to share the information, it is something which should be taken care quickly and there is no reason why it should be accepted."*
- *"As such the proposition is good and constructive, it does not help the atmosphere if only the management group does the development and a lot of resources are wasted among the employees. The management group should decide how the development is done."*
- *"The feed-back includes a threat, it could be left out and instead one could ask like did you have a special reason or a worry for leaving the workplace."*

7.2.4 Problem solving and organizing skills

- *"Jos ei ole hitaudesta kyse niin kahden kesken syllistäisin vähän toista osapuolta, joka syyttää hitaudesta, että miten hän itse hoitaisi asian"*
- *"If it is not about being too slow, I would blame the other a little who accuses the other from that, that what would he do for the situation."*

It could be a motivating factor to let the employees solve themselves the issues they complain about. But this manager though it was a good strategy to transfer responsibility and avoid negative emotions too.

- *"It depends whether the others have to know that someone did not approve. Maybe not in the beginning before it has been discussed with the others. Maybe not afterwards either, the promoted one does not need to know either unless if effects on his work. The supervisor should not tell, I don't know who should tell nor should it be told at all. Maybe I would not mention anything if it does not*

come out somehow, because it might cause disagreements. If it goes worse, maybe then I should do something.

- *"Well, if it really starts to cause irritation within the work community, it depends how much, but as a supervisor I would not deny that. It depends on how it happens, doors closed...If I would interfere I would ask why do you do that? If it is the starting point that it causes harm I would not deny it unless becomes a war.*

These both descriptions before are examples of cases where the candidate did not really know what to do with the situations at hand. The competences did not be good enough for making clear decisions. It seems like he tries to push and push the problem forward for not having to solve it at all. He is also trying to protect the others from negative emotions by choosing emotionally less stressful way to behave. This also shows that the he is not aware of the big picture and what might happen if he as a manager does not do anything. He is waiting for the war obviously. A hidden narcissist chooses this kind of approach.

- *"We could organize a common event and start with more relaxed atmosphere. If in a meeting talking about this and lifting wages etc. maybe the feelings should be raised first with education."*

This is a common way of showing denial and that the manager is trying to relieve the negative emotions and avoid the situation. He is protecting himself but also the others from that, which is a hidden narcissistic approach. If this is the way organizations prefer doing development, the results are poor. Pushing unpleasant discussions away or trying to express them unclearly as a "happening" is giving misleading information to the company. It might also become even worse, when the employees notice that the so called "happening" was arranged to solve company's internal problems and not for having a good time. The manager should learn to call a cat a cat, not a dog.

While talking about job satisfaction. This kind of false statement does not increase well-being. Well-being comes from taking responsibilities of things that happen, whether they are pleasant or unpleasant and trying to understand them and what went wrong and solving them without blaming anyone or trying to disguise the problems.

Balanced answers:

- *"It requires new organizing if the employees are appreciated with different criteria and the benefits are given based on unequal reasons."*
- *"The measuring encourages to wrong kind of actions."*

7.2.5 The big picture and circumspect decisions

- *"I would say for the employees who leave that can we still talk about your work and see with the owner if there is something we can do for your tasks and wage and we can still change something."*

It is probably too late at that point to start that kind of a discussion. The employee might have tried it earlier and the manager should have too, but now it is too late and nothing to do anymore, a lost case. The manager was not aware of the situation at this point at all. Timing was lost.

- *"The kind of work community with motivating spirit is important and the development. If someone starts to drive over you already during the probation period, it does not feel very nice and one starts to investigate the environment a little more. Is this the kind of place where I always wish to stay?"*

Take the time to look at how the situation develops. Easier factor is the trial period which allows leaving easily. The person was hurt, loaded with emotions, he did not feel comfortable with it, but he claimed he would not tell anyone. It is no need to feel bad, if it is not his fault. He cannot help what the others do, but he could express himself openly and

tell the manager, but the problem with him in this situation was, that he was afraid of the person, who was making his working difficult and he did not want to say anything, because the person was very appreciated older employee there. Instead he chose to obey hidden narcissistic style.

- *"One reason for asking friends' opinion is to be able to chat with them and on the other hand it is a person's basic need to be accepted. With strength of others the issue can be taken forward to the management group."*

This candidate does not have courage to take the first step alone to talk to the manager; he asks from the friends in the organization what they think. It is useful to ask the others opinion too and as a group it is easier to talk to the manager, but if this kind of behavior is chosen by him just because of his own lack of self-esteem, it is not a good thing to always obey that way. Besides he might sometimes be facing a narcissist who takes advantage of his weakness.

- *"It would have been useful for me too, but if someone else needs it, I am willing to give it up."*

This was a tactical chose from this person to finally give up on his parking place without fighting, even though he does not like it and he tried to prevent that from happening. One can say that the person has diligent way to approach his work and he probably feels it is very important to him too and he is not taking any risks for losing it. That is why he prefers skilful incompetence (concept explained in chapter 8)

Balanced answer:

- *"If he is not able to explain his decisions with grounded reasons, one can ask if he is the right person to be a supervisor either."*
- *"The problem is lack of trust, the management does not trust the organization, there can be bad experiences behind that. I would take the issue forward, because otherwise the good workforce will leave."*
- *"What is the company's purpose of existence? I would take the question to the owners and the management group."*
- *"There is some other problem too than the equality question, the upper management should not have any reason to defend it so much unless there was not something personal or personal relations involved behind the scene. Power play."*