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MANAGEMENT TRIUMVIRATE
IN PROCESSES OF CORPORATE RENEWAL

Summary: The article describes the concept of managerial triumvirate, which is presented on the basis of research studies conducted by authors, who focused on the regulatory mechanisms, driving the processes of the strategic renewal of an enterprise. Two perspectives were taken into consideration during the research. The first was the psychological one, connected with the cognitive processes and phenomenon of transference in supervisor-subordinate relationship. The second was the managerial one, which focused on archetypal managerial roles and the concept of their triumvirate.

Keywords: corporate renewal, managerial triumvirate, organization personality.

1. Introduction

In this paper we present an outline of the research which is the result of our combined work, concerning corporate leadership: on the one hand, system perspective on managing the processes of organizational renewal and growth, and on the other hand, a psychoanalytic perspective on organizational personality. One of the most important strands that emerge from this dual research perspective is the matter of archetypes of executive roles, whose synthesis is proposed by one of the authors, in the concept of the management triumvirate. To its full application in the practice of managing transformation and development of companies, it is especially important to view it from the perspective of psychodynamic interpretation of the personality of key people in organization and also as a result of the personality of the whole organization, which is examined by another author of the present paper.

In the following paper, we characterize renewal phenomenon both as managerial and cognitive as well as mental challenge. Looking from the human perspective, we mention also psychoanalytic issues mainly those connected with transference in the relations among supervisors and subordinates. Later, we present the concept of managerial triumvirate and also a short characteristic of each archetypical role. This characteristic is then broadened with the description of selected problems, deriving from applying the psychodynamic perspective to each role interpretation. Considering managerial triumvirate in its wholeness, we recall one of the authors'

case study research, which exemplifies the level of fulfilment of all archetypical roles in management teams and triumvirate synergy among such team members in the processes of renewal caused both by external market forces as well as by the internal crisis of growth.

2. Corporate renewal as cognitive and mental challenge

We believe that understanding the reasons for success and failure of renewal processes requires focusing our attention primarily on people, their attitudes and constructs that they create in organizational contexts. According to Agarwal and Helfat [2009], although it has a lot in common with the phenomenon of change, renewal should be perceived from a different perspective. Namely, they notice that strategic renewal has some important characteristics. First, strategic renewal relates to what has the potential to substantially affect the long-term prospects of a company. Second, strategic renewal encompasses the process, content, and outcome of renewal. Third, strategic renewal involves most of all the refreshment or replacement of attributes of an organization not just change process. Fourth, such refreshment or replacement aims to provide a foundation for future growth or development. Based on these characteristics, they proposed definition of strategic renewal which states that this notion includes the process, content, and outcome of refreshment or replacement of attributes of an organization that have the potential to substantially affect its long-term prospects [Agarwal and Helfat 2009, p. 282]. These authors relate this definition to refreshment and replacement, rather than to all the types of change, and to the long term prospects of an organization – without specifying the exact nature of the content, process, or outcome of renewal.

Considering the depth and momentum of such strategic shifts, Agarwal and Helfat [2009] distinguish between two basic types of strategic renewal: (1) discontinuous strategic transformations and (2) incremental renewal. Discontinuous strategic transformations might be related to the concept of punctuated equilibrium suggested by Gersick [1991, p. 12]. Such discontinuity may be caused by fundamental shifts in the areas of technology, customer demand, market maturity or declining, or internally by exceeding the company size to the extent that existing management systems are no longer able to efficiently co-ordinate organizational processes. Such events almost by definition involve replacing important parts of a company and its strategy, and affect the long-term prospects of the firm. Thus, transformations caused by them entail strategic renewal.

The second type of renewal processes is based on developed abilities to continuous adaptation. In this case, companies seek to continuously renew themselves in incremental ways with the hope of keeping pace with, and even causing, external environment changes. Agarwal and Helfat [2009, p. 283] suggest that incremental strategic renewal, if undertaken proactively, may enable firms to cope with changes in the external environment as they take shape, and thereby reduce the need for a much

larger and more difficult transformation later on. Unfortunately, such continuous renewal very often gives space for more radical transformations. It supports the idea of necessary breakthroughs, supporting the aforementioned concept of punctuated equilibrium. Agarwal and Helfat [2009] point out two main reasons for that. First, some changes in the external environment are difficult to anticipate. Second, continual adaptation may be hard for organizations to manage effectively. Considering why such dynamic capabilities are difficult to develop and sustain, Agarwal and Helfat [2009, p. 284] explain that such capabilities may conflict with routines that enable companies to perform current tasks well. According to Barr, Stimpert and Huff [1992, p. 36], many writers are vague about exactly how firm leaders have an impact on performance, and they point out three key managerial activities as very important and necessary for renewal and organizational growth with success. They include: (1) attention to environmental changes, (2) the interpretation of stimuli, and (3) the matching of perceived problems with solution. Each of these tasks relies on managerial beliefs about causality. In addition, we believe that personality of superiors, especially copes with difficulties, emotions, defence mechanisms, transference in relationships superior-subordinates, which plays a critical role and have a strong influence on the processes of growth and renewal.

And here it comes to focus on the people side of renewal potential of any organization. For a better understanding of the aforementioned difficulties with dynamic capabilities, it is useful to recall the concept of mental model defined by O'Keefe and Nadel [1978] as an aggregate of interrelated information. Mental models provide a convenient shorthand to describe the lenses which filter data and means by which data are interpreted. In this view, decision-makers can be viewed as active selectors and interpreters of data [Narayanan and Fahey 1990, p. 110].

As people are imperfect as information processors, mental models allow them and their organizations to make sense of their environment and act within it. The problem is that mental models may become inaccurate. In other words, given cognitive limitations, mental maps will always be incomplete. This inaccuracy may however strengthen the result of changes, concerning their environments and complexity of internal systems. From the perspective of our research, it is important to recall two important issues raised by Barr, Stimpert and Huff [1992]: (1) renewal requires a change in mental models, and (2) delays in the succession of mental models may be due to the time required for learning.

These two issues emphasize the importance of cognitive processes of key organizational individuals and their learning ability. From our perspective, they also signal the importance of individual mental characteristics, which influence the structure of someone's specific areas of searching and understanding of data as well as his or her potential to change their own mental model. The second is connected with the potential for an individual change, and the first with individual attitudes and personality types, which may help interpret given management team potential for initiating and forcing corporate renewal.

Considering diversity of management teams, Hurst, Rush and White [1989] noticed two decades ago that the process and prescribed functions of management teams creating new strategies are limited and do not take advantage of the full range of human cognitive abilities. Strictly structured and rational framework is not so much incorrect as it is incomplete. A broader perspective on the top management process, an enhanced model, taking more complete advantage of the human potential, could help bridge the gap between the appropriate function of the executive and the make--up of the top management group [Hurst, Rush and White 1989, p. 88].

Aforementioned authors propose their model, which is built on the philosophical assumption that the real world which surrounds the organization is a dynamic construct enacted by the members of the organization over time. This view is shared by Weick [1979, p. 228], as he explains: "the environment is viewed as an output rather than an input. On the basis of enactments and interpretations people construct a belated picture of some environment that could have produced these actions". Organizational realities, like personal realities, consist of complex interactions of the objective, tangible ("out there") and the subjective cognitive ("in here") elements [Hurst, Rush and White 1989, p. 89]. To better understand a comprehensive organizational world, we suggest taking into account some emotional aspects of manager's personality and transference phenomenon as a special feature of relations between subordinates and superiors. Here a notion of an organizational personality is very useful. We use it for describing a dynamic forces of internal world of organization. It can be assumed that hidden mechanisms lie at the bottom of organizational behaviors, determining thoughts, beliefs, behaviors, attitudes, and also ways of managing with difficult situations presented by the members of an organization. An idea of organizational personality is based on the assumption that personality and its mechanisms viewed from the psychoanalytic perspective consist of a kind of superior instance regulating the internal life of an organization. The term "internal life of an organization" should be understood literally, as it consists of phenomena and mechanisms operating on the level of unconsciousness, which determine the course of group processes, and also the way of perceiving one's own group and the other individuals. From the management perspective, a crucial element is automatic reactions, occurring in the situations of uncertainty and threat. The latter ones, by their nature trigger fear and uncertainty, which consequently leads to the readiness to fight or escape [Stapley 1996; Barabasz 2008].

3. The phenomenon of transference in the relation superior-subordinate

To understand the processes taking place in an organization, and especially the specific relation which occurs between subordinates and their superior, it is helpful to refer to one of the most important notions in the psychoanalytic theory – the notion of transference. It is based on the assumption that people bring to every relation,

especially an important one, some aspects of their personality, which have been formed in the relations with their first significant people, i.e. with parents. Members of an organization behave in the way specific for them in their relation with the superior, reflecting unconscious, unrealized needs, feelings, emotions and desires (see [Kernberg 1979; Kets de Vries 1980; Kets de Vries and Miller 1984; Kets de Vries and Miller 1986; Czander 1993; Gabriel 2004]). Each superior, by virtue of possessing power, has influence on the emotional life of their subordinates; and at the same time, becomes an object to which individual and group emotions and needs (among others, dependent ones) are addressed. They are people around whom strong emotions and attitudes, such as competitiveness and envy, love and hate, passion and rage, and also fears and desires, are concentrated. On the other hand, a superior also brings into each relation their own unconscious contents, because they had parents as well, relations with whom formed their life, too.

The relation superior-subordinate is marked by some amount of rejected or denied, envious aggression, desire to fight the authority, and also fear of punishment, all remaining in the unconsciousness [Czander 1993, p. 22]. Subordinates identifying with a leader internalize their admired features, reducing their aggressive feelings due to it. Freud [1993] believed that every group, and also an organization, is bound by libidinal energy, which is initially concentrated on a leader. According to Freud, the most important mechanism for the relation superior-subordinate is the mechanism of identification and introjection of a subordinate's idealized conceptions of a leader, to the ego ideal. Through the process of identification, the leader is introjected to the ego ideal by each member of a group, which enables members of the group to identify not only with the leader, but also with the whole group. Leader, setting tasks for members of a group, make them transfer part of this energy to the task set; and as a result, less energy is directed to mutual bonds between members of the group, and between them and the leader. Willing to ensure a sufficient level of energy in a group, a leader must "import" it from the outside, and then use it for strengthening his or her position [Gabriel 2004]. Obviously, some way of sustaining leadership would be not giving orders, but on the other hand, it would raise conflict with formal goals and tasks that a group has to execute. What is left, is the necessity of continuous undertaking actions serving balancing the energy in a group.

4. Management perspective – triumvirate of archetypical roles

We believe that in the field of management theory, meaningful psychological characteristics of management teams might be described by means of archetypes of executive roles. The fact that the problem of the importance and meaning of the key executive roles is not so obvious, is well illustrated by the question about the difference between managers and leaders, which was raised in the 1970s by A. Zaleznik (see [Zaleznik 2004]). A decade later, a different way of conducting theoretical studies was popularized, related to differentiating managers and entrepreneurs, in terms of

both, small, developing companies and also big corporations (see [Malach-Pines et al. 2002; Busenitz and Barney 1997; among others]). At present, we can observe a debate on the relation between the roles of an entrepreneur and a leader (see [Fernald et al. 2005; among others]). Czarniawska-Joerges and Wolff [1991, p. 530] highlight the cyclicity of the interest of practice and theory in the particular roles, and explain it with changeable economic conditions, which force companies to face various challenges. They think that those roles reflect desires and fears shared by organizational communities, and that they are symbols which help ascribe meaning to the organizational events.

The three key roles, which emerge from the works of the aforementioned authors can be thus labelled as entrepreneurial, leadership and managerial (administrative). Below, we present their short characteristics.

4.1. Entrepreneurial role

The primary executive role is the entrepreneurial one, because without it no company would be founded. There are many definitions of entrepreneurship and entrepreneur, which emphasize different aspects, depending on the theoretical perspective from which their authors analyze the problem. Relating to the context of the problems discussed here, we refer to the definitions relating to the function of an entrepreneur, to enable focusing on the role of the triumvirate. It is worth turning back, at this point, to Schumpeter, who proposed, in the 1930s, a definition according to which, an entrepreneur is an innovator and a catalyst of changes who constantly does things which have not been done before and which do not fit the established social patterns [Malach-Pines et al. 2002, p. 173]. Referring to the personality perspective, it is worth emphasizing, that for an entrepreneur, their work involves above all "creating new world", which can be understood as breaking old structures and building new ones [Malach-Pines et al. 2002, p. 177].

For the purposes of problems under discussion, we define the notion of entrepreneurship based on Fernald's proposal, who acknowledges its three key features [Fernald 2005, p. 2]:

1) finding profitable opportunities, with no regard to the resources controlled at a given moment;

2) developing the existing resources through intensified learning, synergy or experimenting;

3) promoting changes and innovations that lead to new configurations of resources and new ways of managing a business.

As follows from those definitions, the role of an entrepreneur is not only restricted to starting a new enterprise or company. It does not come either to the actions undertaken only by an owner or person managing a company. This was also pointed out while analyzing cases of big corporations, which were capable of innovative and adaptive behaviours initialized on different levels of hierarchy. To name this feature,

a term of so-called "corporate entrepreneurship" was created, which refers to forming a potential of constant discovering, and using new opportunities on all the levels of organizational structure. Summarizing the entrepreneurial role, it is worth highlighting that the literature on this subject acknowledges the fact that it is performed both in small and in big companies; moreover, that it happens to be performed simultaneously by different people on different levels of organizational hierarchy. Entrepreneurial people in their attitudes towards authorities and structures, especially hierarchical, show the need for undermining those authorities; and on the other hand, they take initiative and show tendency for undertaking risky actions. In the perspective of transference, an entrepreneur has a great chance of becoming an object of very strong and extreme emotions experienced by co-workers and subordinates. On the one hand, they can arouse their admiration, embody the longing for everything that is unknown and inaccessible, and thus the more idealized and attractive. They can arouse strong feelings of envy, rage and disappointment, especially among people, who more or less consciously long for the Great and Unavailable Father's Authority. The lack, on the side of an entrepreneur, of interest in the shown admiration or envy make them even more attractive, sustaining the transferential feelings of subordinates.

4.2. Leadership role

To organize our discussion, we first propose referring to the definition of Yukl [2009], according to whom, leadership is a process of influencing others so that they would understand and agree to what has to be done, and how it has to be done effectively; moreover it is a process of individual facilitations and collective actions serving the purpose of achieving a common goal. The key elements of this perspective, are both ability to influence people in order to achieve goals set by a leader, and to lead to forming a commonly shared set of goals among all the people involved.

A specific feature of leaders is, according to Kotter [2001, p. 86], a characteristic system of acting, which allows dealing with three main challenges that leaders and managers face. They include establishing what is to be done, forming a network of people and relations, which will allow for the realization of these tasks, and ensuring that those people will really execute the tasks set. To do that, a leader relies on three types of actions: seting a direction, recruiting and engaging, as well as motivating and inspiring.

As the issue of leadership features has been for years a broad field of research in the area of psychology, it allows for a deeper explanation of the leadership role of the triumvirate. It can be especially supported by the theory of transformational-transactional leadership, started in the 1970s by Burns (see [Burns 1978]). As a part of his work on the theory of transformational leadership, he identified four dimensions of transformational leadership: charisma, inspiring motivation, intellectual stimulation and individualized approach [Judge and Piccolo 2004, p. 755]. Charisma is defined by the degree to which a leader acts in a way that causes subordinates to identify with

them. Inspiring motivation is defined by the degree to which a leader articulates an attractive and inspiring vision for his or her subordinates. Intellectual stimulation is determined by the degree to which a leader undermines established assumptions, undertakes risk and relates to the ideas of subordinates in order to stimulate and inspire their creativity. Whereas, individualized approach is determined by the degree to which a leader takes into consideration the needs of subordinates, acts for them as a mentor or coach, and listens to their fears and needs as well [Judge and Piccolo 2004, p. 755].

A leader main attribute is magnifying in people their dreams and desires. Burns [1978] claims that real leaders can understand the unconscious motives of their subordinates better than they can understand themselves. In many people, they trigger transferential in their nature, hopes and faith in a "better tomorrow", "better world", "better ourselves", etc. Realizing new projects and making weighty decisions, a leader gives to the subordinate a sense of being part of something extraordinary, which is the fulfillment of their desires and dreams. Moreover, due to the identification, subordinates may feel better people; their self-esteem increases; they feel more self-confident and thus they take on challenges more easily. In transference, a leader can arouse positive emotions and a desire to act together, a need for being noticed by others, for being a good co-worker or subordinate. Due to arousing trust for themselves and hope of "playing a great role…", a leader is thus capable of mobilizing people for unusual efforts. He shows people how much they can achieve; he can engage them in enterprises of high risk, even in those for which they will not receive payment. It is because subordinates submit to the leader a hope for the fulfillment of dreams, which were first recognized by him or her and then brought to life. A leader could easily get into the position of an entrepreneur, becoming, for subordinates, the embodiment of the Omnipotent Father (the Father God). The biggest problem would be, however, to maintain this position without creating frustration and disappointment, which could cause defiance, and consequently end in the threat of rage on the side of the Almighty Father.

To sum up, the considerations on the subject of leadership in the triumvirate under discussion, it seems crucial to emphasize the stimulating, integrating and inspiring meaning of this role in an organization, especially in the times of creating new reality (e.g. new enterprise/ project, dynamic growth) and a thorough transformation of the existing one heretofore (e.g. fusion or overtaking, strategic renewal, downsizing).

4.3. Administrative-managerial role

In the context of the two roles presented earlier, the managerial role may at first sight appear less attractive and more *passé*. As mentioned before Zaleznik wrote about it, to be a manager who does not need neither genius nor heroism, but rather persistence, toughness, hard work, intelligence, analytic skills and, what is the most important, tolerance and good will [Zaleznik 2004, p. 2]. He characterized the way of

thinking and acting of administrators with such attributes as reconciling differences, searching for compromises and maintaining the balance of power. Relations between managers and other members of organization are based on the role that the managers play in the sequence of actions (work processes) or decision-making process [Zaleznik 2004, p. 5]. As Czarniawska-Joerges notices – referring to Schumpter – management is a function consisting of controlling and introducing discipline and order. It is connected with a significant amount of everyday bureaucratic work [Czarniawska-Joerges and Wolff 1991, p. 533]. Management and routine behaviour in production and business allows economies to deliver goods on time and to act in accordance with the requirements of systems, which are highly rationalized, and because of that predictable [Czarniawska-Joerges and Wolff 1991, p. 534]. As Mayo and Nohria [2005, p. 48] point out in their research on managerial profiles, managers are qualified in reading and using the context of their times. They can form and develop companies due to thorough understanding of the area in which they operate. They also notice that such administrative role co-exists with the two other during the whole period of development of modern companies. A similar thought, allowing to see the administrator's role in a brighter light, is expressed by Kotter [2001, p. 86], who points that it is a separate, but also a complementary system of acting, whose pillars are planning and budgeting, organizing and delegating tasks, and controlling and solving problems. Management serves mainly coping with the complexity of organization. Without a good management, modern, complex companies would be thrown into chaos, threatening their existence. Good management (administration) brings essential level of order and cohesion in such key aspects as quality and product profitability. Whereas, referring to Burns's theory of transactional-transformational leadership, it is worth mentioning that transactional leadership can be treated as a psychological basis for performing the role of a manager-administrator effectively. Transactional leadership focuses on the relations of exchange between leaders and their supporters or subordinates [Burns 1978]. Through this process leaders refer to individual expectations of their subordinates in order to motivate them to achieve the goals. Although this form may seem and it happens to be referred to as a passing style of leadership, it is worth emphasizing that it may be a profitable strategy of leadership in the case of stable, existing organizations [Ensley et al. 2006, p. 249].

A manager, because of the strongly marked elements of the control function realized under different forms, may arouse in some subordinates transferential reactions of fear, anger, aversion and the need of keeping distance; in others, feeling of safety and strong dependent needs; he or she may also arose anger and the feeling of guilt. If a manager shows behaviors of the obsessive-compulsive character, relations with subordinates may be bipolar. They will be good with people similarly obsessive or dependent, those who can well stand control; much worse and periodically bad, with the majority of other subordinates and co-workers.

Whereas, with the domination of narcissistic features, a manager can arouse mainly negative feeling; a desire to rebel or strong competitive attitudes. However,

in part of subordinates they can arouse admiration and also jealousy or envy. A narcissistic manager may unconsciously create favorable conditions for coteries, groups and cliques, avoiding one another or fighting with one another, often trying to win the superior's favor and idealizing them [Barabasz 2004, pp. 167-173].

4.4. The concept of managerial triumvirate

As follows from the characteristics presented earlier, all those roles have their own characteristic features and aims they serve in the functioning of an organization. It can be also pointed that there is more than one role existing intensively at one time in an organization. The concept of the triumvirate phenomenon is actually based on the assumption that to ensure the survival and development of a company, every role should be fulfilled to an extent proper for the strategic challenges which a given organization faces [Bełz 2011]. It agrees with the aforementioned beliefs in the sense of Czarniawska-Joerges and Wolff [1991, p. 531], who point out that the three discussed roles are complementary, meaning that they respond to different needs and fears of collective unconsciousness. Also Mayo and Nohria [2005, p. 48], in their research on the management and leadership in American companies in 20th century, distinguished three archetypes of executive roles of an entrepreneur, leader and manager. Although they focused on changes in the matter of management and leadership in the successive periods of the past century, identifying leading/dominating roles; they found all the archetypes co-existing and omnipresent in all those decades. All of them, in their opinion, were essential for sustaining vitality of American economy. Entrepreneurs were founding new companies, managers were developing and optimizing them and leaders were transforming them at critical moments .

The concept of the triumvirate of roles assumes that in every organization, the executive processes are realized through three roles: entrepreneurial, leadership and managerial (administrative). Every role is a disparate profile of executive actions, concentrating on different tasks, essential to the survival, functioning and development of a company [Bełz 2011]. They are presented in Table 1.

The intensity of the occurrence of these roles derives from both internal sources, lying on the side of the management, and external to them as well. The internal sources of the intensity of triumvirate roles are the features and competences of people mainly on key executive positions. The external sources of the intensity of roles are different for every role and can be located both in the surroundings and inside an organization. It should be stressed that each manager can present features of more than one role in his or her actions. The resultant intensity and saturation of a given role in a company may be a diagnostic and comparative criterion for companies, in a given business sector, and this can serve assumptions on the influence of the potential of the existing roles triumvirate on their capability to renew and develop [Bełz 2011].

Table 1. Key tasks of triumvirate of roles

Role	Tasks
Entrepreneurial	– searching for and promoting profitable opportunities – redefining domain of action and business model – introducing innovations
Leadership	– integrating members of an organization around vision and mission – inspiring and engaging members of an organization – changing beliefs and attitudes of members of an organization
Managerial	– economical optimization of a business model – institutionalization and standardization of an organization – controlling effects and stimulating people's behaviour

Source: [Bełz 2011].

Such potential might be diagnosed through the evaluation of forces which drive necessity of each role in the enterprise. It is also important to consider the key actors in the diagnosis of triumvirate of roles potential. This issue might be perceived from two perspectives. The first one is the level of each individual playing one of key roles in an organization. As mentioned earlier, different attributes of each archetypal role might coherently co-exist at the individual level. The second one is the level of management team, which rises questions concerning the level of fulfilment of all archetypal roles and synergy among such team members. Cases analysed by Bełz, which concern companies facing renewal processes and crisis of growth show for instance how entrepreneurial founders search for good managers when experiencing crisis of growth. Others show, on the other hand, how managers and leaders are looking for entrepreneurial people when facing, together with their firms, the necessity of strategic renewal [Bełz 2011]. Based on this case study, we analyse psychological determinant of managerial triumvirate intensity and co-existence. In the case of intensity of each of the archetypal role, the study showed differences among successful and unsuccessful cases, which is shown in Figure 1.

According to the first perspective, we can diagnose the individual structure of attributes of each role and suggest areas of personal development. The problem is, however, that there are mental barriers of co-existence of archetypical roles, which seem to be rooted in each actor's personality and in the established patterns of relationship between them and their subordinates. Generally, the size of an enterprise and the level of its organizational development and intensity of necessary changes cause that required attributes of each archetypical role cannot be coherently and efficiently realized by one person. A classic example of such a situation may be a well-known contradiction between destruction of existing organizational order, aimed at implementation of innovative venture, versus standardizing and optimizing executive efforts, aimed at effectiveness and continuity of operations. Considering the second perspective, we need to evaluate the ability of existing management
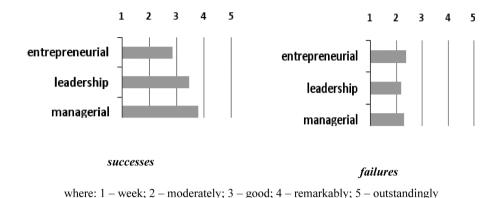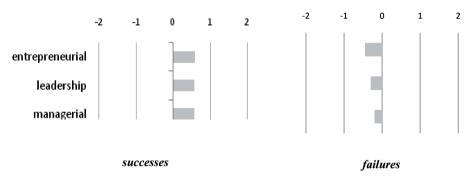
where: 1 – week; 2 – moderately; 3 – good; 4 – remarkably; 5 – outstandingly

Fig. 1. Differences in intensity of adjustment mechanisms

Source: [Bełz 2011].

team to fulfil all required roles of the triumvirate. Results of such an evaluation may indicate areas of personal development as well as personality and competence profile of desired new member of such management team.

Other issue is connected with the ability of efficient co-operation of current management team members, which may not only be rooted in but also influenced by organizational personality at the same time (see [Stapley 1996; Bridges 2000]). According to that issue, Bełz study shows also differences among successful and unsuccessful cases, which is presented in Figure 2.

where: (-2) – not for reconciling; (-1) – obstructing; 0 – neutrally coexisting; 1 – mutually stimulating; 2 – creating synergy

Fig. 2. Differences in cohesion of adjustment mechanisms

Source: [Bełz 2011].

What is interesting in that study is that the level of co-existence of those archetypal roles differentiates those organizations, which are better performers in the area of renewal and growth. It can be very easily seen at the interpersonal level, when key individuals representing different triumvirate roles are not able to co-operate efficiently, stimulating sustainable development of their organization. According to Kernberg [1976, p. 422], "top executives may create shared fantasies that underlie a dominant organizational adaptive style". These unconscious fantasies may be associated with the wish for power, idealization, order, security, domination, and can be used as kind of defense protecting some employees from certain types of anxieties [Czander 1993].

Theorists suggest that organizations move through predictable stages of growth over time, and certain events can occur, and impede development or precipitate a return to an early stage of functioning. Organizations like individuals have the capacity to remain fixated at a particular stage of growth. This is most apparent when an organization undergoes a change. When anxiety occurs, employees may consciously or unconsciously regress to an earlier stage of development. Therefore, superiors (entrepreneur, leader, manager) play so important roles in the process of change or renewal.

5. Conclusions

Our considerations stress the significance of differences, which result from the archetypes of executive roles represented by key people for the enterprise, especially during the processes of strategic renewal and growth. The survival and development of an organization depends on the proper intensity of each of them, even though each of them aims at it differently. Entrepreneurial role is responsible for company's ability to redefine the essence of its business, to seize appearing opportunities, or avoid threats. Leadership role contributes to using the potential of employees in the necessary processes of changes, their high motivation and commitment. A managerial role allows for ensuring operational efficiency, not less important at such times, and to order the organizational model emerging from the undergoing transformation, in order to increase synergy and lower the transactional costs to a level allowing for a further effective development. Those roles, however, are not performed in a separate way, in the psyche of individuals. As far as it does not seem possible for one person to perform all the roles at once, different configurations of at least two of them can be found in the case of a vast majority of executive staff.

Because the roles are different, and often difficult to combine, it is the challenge for management theory to understand and present ways of their effective co-existence, both at an individual and management teams level. In this area, we can notice a high practical value of combining theory of management with psychology. Presented transference reactions, which can be triggered by people fulfilling any

of the described roles, highlight the essence of difficulties and the boundaries hindering their combination effectively by one person.

Perceiving the roles and behaviours of key individuals from the perspective of their personality understood psychoanalytically means reaching to the level of emotions, needs, motives and desires of particular individuals. However, it allows, above all, for concentrating on the relations subordinates-superior and describing them considering such phenomena as transference and defence mechanisms. Referring to the notion of organizational personality allows for seeking the answers to the questions raised, relating to the knowledge of the functioning of individuals and groups, extending the conscious declarations. It increases the chances for more accurate conclusions about phenomena and processes that appear in an organization and allows for the effective prediction of behaviours of its individual members in the context of interpersonal or inter-group relations. Such a soft approach allows for a deeper diagnosis and interpretation of reasons and forces driving effective renewal processes.

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TRIUMWIRAT ZARZĄDCZY
W PROCESACH ODNOWY PRZEDSIĘBIORSTW

Streszczenie: Artykuł prezentuje koncepcję triumwiratu ról zarządczych, prezentowaną w kontekście badań obojga autorów nad mechanizmami dostosowawczymi przedsiębiorstw w procesach strategicznej odnowy. Uwzględnione zostały dwie perspektywy, z których pierwsza, psychologiczna, odnosi się do procesów poznawczych oraz mechanizmu przeniesienia występującego w relacjach przełożony-podwładny. Druga z nich, zarządcza, przedstawia archetypowe role zarządcze oraz koncepcję ich triumwiratu.