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# Political meanings of agency mindset types

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# Types and mappings

- Types/typologies (ideal and normal types).
- Maps/mappings (graphic and epistemic mappings).
- Illusions of simplicity through leaving out large part of available information.
- Directing the focus of attention of a reader to a few most impressive features.

- The **Ideal type** (Max Weber) tends to focus on extreme phenomena ... it is difficult to show how the types and their elements fit into a theory of a social system. The ideal type moves from concrete empirical findings to the abstract.

(Harvey 1966; Maruyama 1988, 2008; Mary Douglas 1966).

- The **Normal type** (Tönnies) is a conceptual tool created on a logical basis, ... open to subsequent refinement from a confrontation with the empirical evidence. Moves from the abstract to the empirical.

(Gittinger 1992, Briggs Myers 1995, Yolles & Fink 2014).

# Graphic and epistemic mappings

- **Graphic mapping:** procedures of putting non-geographic data into a map (or a mapping) are interpreting numerical distances between data vectors or data points as if these distances would be representative of geographical distances.

(Multidimensional Scaling, Primary Factor Analysis, Rotated Factor Analysis; Co-plot graphic display method, by Raveh 2000).

- **Epistemic mapping** is a method of investigation into differences and similarities between differently labelled constructs, which basically may have the same meaning, but authors may have preferred to address their core issues with different terms or were not aware of each other.

(Maruyama 2006, Yolles & Fink 2013)

# Camneron and Quinn

## The Competing Values Framework

### Collaborate, Compete, Control, Create

Source: Cameron et al. (2006) p. 32

	<i>Individuality</i>	
Long Term Change	<i>Flexibility</i>	Now Change
<i>Internal Maintenance</i>	Culture Type: CLAN <hr/> Orientation: COLLABORATE <hr/> Leader Type: Facilitator Mentor Teambuilder <hr/> Value Drivers: Commitment Communication Development <hr/> Theory of Effectiveness: Human Development and high commitment produce effectiveness <hr/>	Culture Type: ADHOCRACY <hr/> Orientation: CREATE <hr/> Leader Type: Innovator Entrepreneur Visionary <hr/> Value Drivers: Innovative Outputs Transformation Agility <hr/> Theory of Effectiveness: Innovativeness, vision and constant change produce effectiveness <hr/>
	<i>Stability</i>	<i>External Positioning</i>
	<i>Control</i>	Fast change
Incremental change		

# Camneron and Quinn

## The Competing Values Framework

Collaborate, Compete, Control, Create

Source: Cameron et al. (2006) p. 32

Two sets of bi-polar dimensions:

- 1) Individuality & flexibility vs. Stability & control
- 2) Internal maintenance vs. External positioning

Rotated dimensions:

- 1) Long term change vs. fast change
- 2) Incremental change vs. now change

# Auxiliary role of the poles of traits

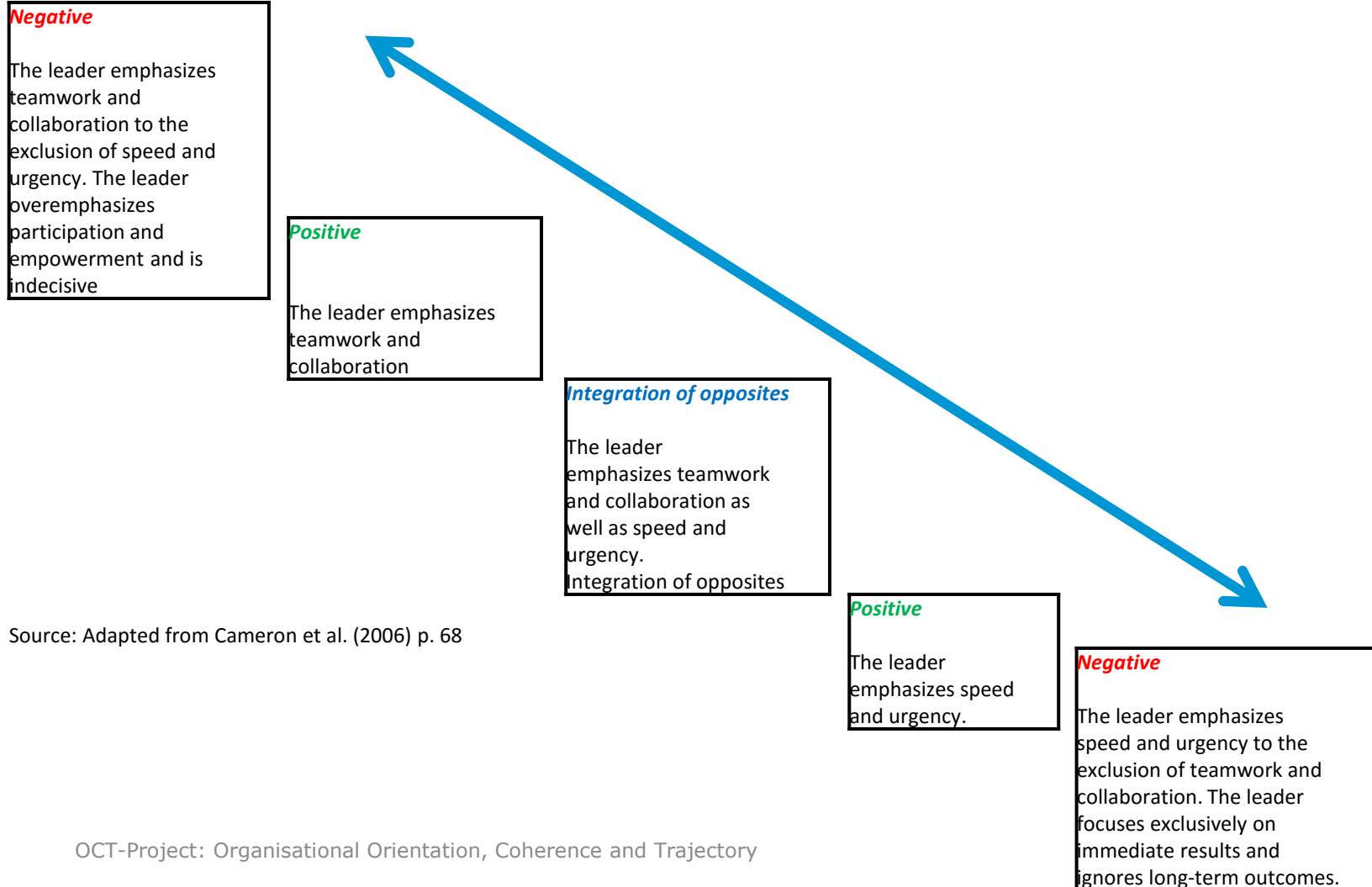
While bi-polar traits indicate preferences between alternative processes the weaker pole has an auxiliary function of for the stronger pole (Jung 1921).

A balanced agency will use both, own knowledge and others' knowledge. A pathologic agency will rely only on one pole and neglect or suppress the other.

Jung, C. G. (1921). *Psychologische Typen*. Zürich: Rascher.

Blutner, R. & Hochnadel, E., 2010, Two qubits for C.G. Jung's theory of personality, *Cognitive Systems Research*, 11 (3), p.243-259, Sep 2010

# The auxiliary role of competing values



Source: Adapted from Cameron et al. (2006) p. 68



# Multiplicity of Types

- Cameron & Quinn always argued that the extremes are neither feasible nor desirable (Chapter 4 of their 2006 book)
- The figure on page 68 illustrates 5 stages for each bi-polar dimension.
- Thus, in the end they have 25 types and not only 4.

- John Gittinger had come up with 512 types through dividing each of his three dimensions into 8 classes:
  1. Internalizer-Externalizer
  2. Regulated-Flexible
  3. Role Adaptable-Role Uniform.

Critique: It is disputable whether 512 types can be delineated with statistical significance.

Sources: Gittinger, J. (Ed.) (1992) PAS Atlas, MARS Assessment Technology Inc, Sterling Virginia.

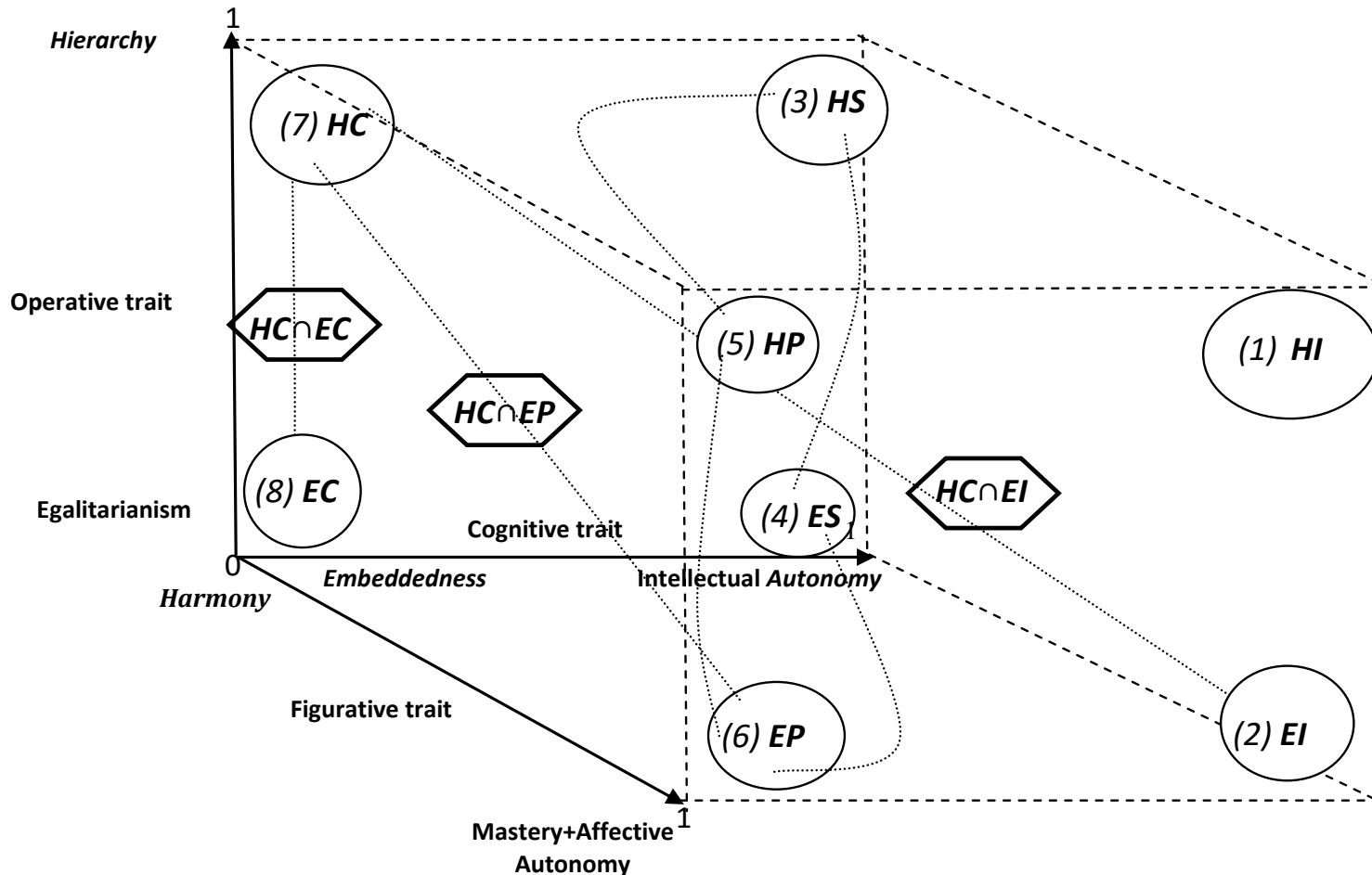
See also: [https://en.wikipedia.org/wiki/Personality\\_Assessment\\_System](https://en.wikipedia.org/wiki/Personality_Assessment_System)

# Values of the three Sagiv/Schwartz Normative Personality Traits

Traits	Dimensions/ Poles	Values/Items
Cognitive	Intellectual Autonomy	[broad-mindedness, freedom, creativity, curious]
	Embeddedness	[polite, obedient, forgiving, respect tradition, self discipline, moderate, social order, family security, protect my public image, national security, honor elders, reciprocation of favors].
Figurative	Mastery & Affective Autonomy	[successful, ambitious, independent, influential, social recognition, choosing own goals, daring, capable] [exciting life, varied life, pleasure, enjoying life, self-indulgent]
	Harmony	[accept my portion in life, world at peace, protect environment, unity with nature, world of beauty]
Operative	Hierarchy	[authority, wealth, social power; humble]
	Egalitarianism	[loyal, equality, responsible, honest, social justice, helpful]

# Sagiv-Schwartz-Mindset-Space

with a notion of a possible trait balance  $\langle HC \cap EI \rangle$



# Eight Sagiv-Schwartz-Mindset-Types

Four lines with four pairs of contrasting types  
as a notion of opposition

<u><i>Individualism Type</i></u>	<i>Enantiomers</i>	<u><i>Collectivism Type</i></u>	<i>Enantiomers</i>
<b><i>Mastery Individualism</i></b>		<b><i>Harmony Collectivism</i></b>	
<b>1: HI Hierarchical Individualism</b>	Intellectual Autonomy Mastery & Affective Autonomy Hierarchy	<b>8: EC Egalitarian Collectivism</b>	Embeddedness Harmony Egalitarianism
<b>2: EI Egalitarian Individualism</b>	Intellectual Autonomy Mastery & Affective Autonomy Egalitarianism	<b>7: HC Hierarchical Collectivism</b>	Embeddedness Harmony Hierarchy
<b><i>Harmony Individualism =&gt; Synergism</i></b>		<b><i>Mastery Collectivism =&gt; Populism</i></b>	
<b>3: HS Hierarchic Synergism</b>	Intellectual Autonomy Harmony Hierarchy	<b>6: EP Egalitarian Populism</b>	Embeddedness Mastery & Affective Autonomy Egalitarianism
<b>4: ES Egalitarian Synergism</b>	Intellectual Autonomy Harmony Egalitarianism	<b>5: HP Hierarchical Populism</b>	Embeddedness Mastery & Affective Autonomy Hierarchy

# Mindset Types: 'Individualism' in a broad sense:

- Hierarchical Individualism (HI),
- Egalitarian Individualism (EI),
- Hierarchical Synergism (HS),
- and Egalitarian Synergism (ES).

# Hierarchical Individualism

- **US & UK conservatives** seemingly have a strong orientation towards hierarchical individualism, with the caveat that the individualistic stance of conservative parties is often rather confined to affective autonomy in connection with mastery, but less so oriented towards 'intellectual autonomy'.
- **British Conservatism:** Values of social hierarchy and deference; need for some to lead and others to follow to assure stability; defense of economic inequality ... (Peter Dorey, 2001).

# Egalitarian Individualism (EI)

also labelled: Individualist Anarchism

- **Anarchism** in general holds the state to be undesirable, unnecessary, or harmful.
- “If the individual has the right to govern himself, all external government is tyranny.”  
(B. Tucker 1988,1911)
- The **US Tea Party movement** strongly emphasize Individual liberty and freedom, but are also referring to elements of Christian Anarchism and to Judaeo-Christian values and to the protection of American Culture - the latter providing for a right wing populist touch.  
(Lemuel, 2010).



# Hierarchical Synergism (HS)

also labelled: Republic of Letters

- Tendencies towards **Intellectual Leadership** (social harmony, intellectual autonomy, hierarchy), but based on strong hierarchy as far as implementation of rules is concerned. These notions raise reflections on the concept of the 'Gelehrten-Republik', a term which is attributed to the German poet Friedrich Gottlieb Klopstock (1774), and has some bearing on the organization of ecclesiocracy (or theocracy).

# Egalitarian Synergism (ES)

also labelled: Social Anarchism

- In contrast to individual anarchism, social anarchism is rather harmony oriented (harmony, intellectual autonomy, and egalitarianism). **Social Anarchism** is at the core of the values voiced in the French revolution: Liberté, Égalité, Fraternité. Individual (intellectual) freedom is seen as being dependent upon mutual support and social coherence (social harmony).

# Mindset Types

## Collectivism' in a broad sense

Mindset types with strong adherence to embeddedness constitute collectivism:

- Egalitarian Left Wing Populism (EP)
- Hierarchical Populism – Right Wing Populism (HP),
- Hierarchical Collectivism (HC)
- Egalitarian Collectivism (EC).

- Populism is an ideology that considers society to be ultimately separated into two antagonistic groups: “the common people” versus “the others”, and which argues that politics should be an expression of the general will of “the common people”.
- Left-wing populism rhetoric often consists of anti-elitist sentiments, opposition to the system and speaking for the “common people”. Usually the important themes for left-wing populists include anti-capitalism, social justice, pacifism and anti-globalization.

# Hierarchical Populism – Right Wing Populism

Right wing populism strongly emphasizes the threats from dangerous 'others', most notably foreigners, immigrants, protection seeking refugees, asylum seekers, and visibly segregated groups within a given society. They tend to endorse an authoritarian and hierarchical governmental structure and aggressive nationalism, usually embracing an ethnocentrist or racist outlook.

# Hierarchical Collectivism

Hierarchical collectivism (embeddedness, harmony and hierarchy) is linked to wealth accumulation by individuals or small groups and emerging hierarchies when collectivist groups, tribes and clans become larger, and/or when individual members of a community perceive that they may become more prosperous when assuming control over resources.

# Egalitarian Collectivism

This is a small group oriented collectivism with strong emphasis on egalitarianism. Typical is a voluntary collective community in which there is no private property and which is responsible for all the needs of the members and their families. They believe in equality of opportunity thus enabling individuals to accentuate their differences, and equality of results thus enabling them to diminish their differences.