



THE KING

Archetypes in Organizations

Self

Shadow

Anima and Animus

Persona

Sage

King

Adventurer

Trickster

Eternal Child

Friend

Artist

Gaia

Cosmogony

Soteriology

The King

- Anointed
- Power
- Charisma
- Leadership
- Ability to tell good from evil
- Showing others the way



The King

The King is a personification of righteousness, dignity, generosity, and purposefulness

He or she is also human and weaknesses may undermine the role

An ordinary person can learn by mistakes: the King cannot



Alex Hassell as Shakespeare's Henry V (an RSC performance)

The King

- Male or female (queen regnant)
- Not a body
- A place to stand in



Queen Elizabeth I by George Gower

Dark Side: The Tyrant

- Estrangement
- Narcissism
- Violence
- Addiction to power
- Loss of humanity



King

- Male or female (e.g. Jadwiga King of Poland)
- Not a body
- A sacred place in the social system



Queen Elizabeth I by George Gower

Examples

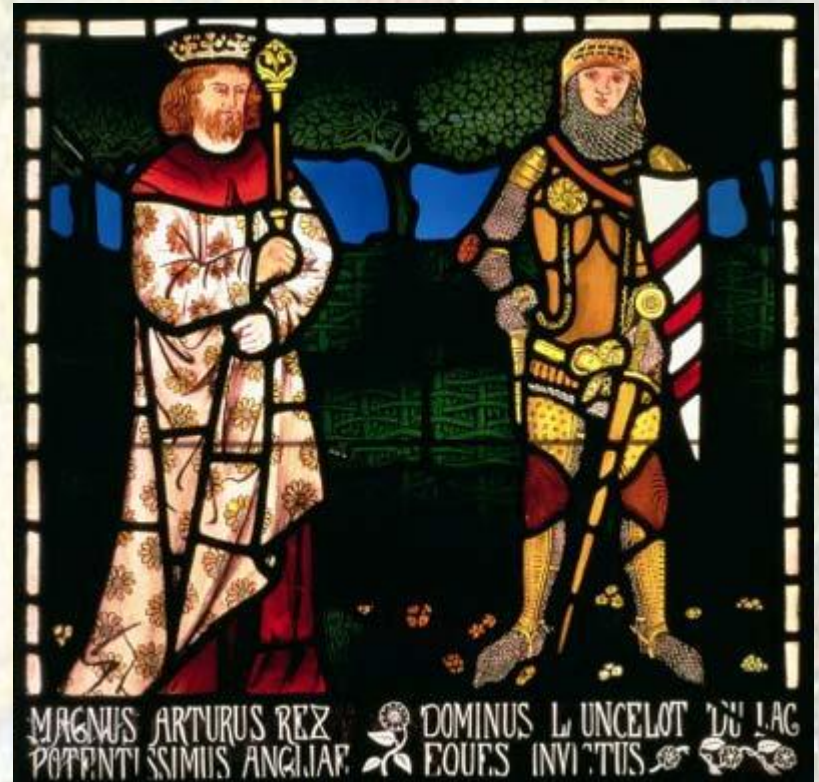
- Hippolyta, queen of the Amazons
- King Salomon the wise
- Queen of Sheba
- King Arthur



King Solomon and the Queen of Sheba, by
Piero della Franesca

Leaders, managers, symbols

Barbara Czarniawska and
Rolf Wolff (1991):
„Leaders serve as symbols
representing the personal
causation of social events.”



Born leaders?

- Yes, a leader is born - says the theory of leadership qualities (Ralph Stogdill)
- No, there are different leadership styles to suit the situation that can be learned (Kurt Lewin)
- Yes and no - leadership is a calling (Manfred Kets de Vries)
- Yes, no, maybe - leadership is something of a fate, something between the Master (over others) and the Slave (of the role) (Nancy Harding)



Borys Godunow
Aleksandra Puzkina

<https://www.youtube.com/watch?v=I3GsKFYTDw0>

Charisma

Nancy Harding, Hugh Lee, Jackie Ford & Mark Learmonth (2011):

- The Hidden Qualities of Leadership
- Every leader is increasingly dependent on power
- Leadership is the ability to make others dependent, to influence people through the emanation of charisma
- Charisma is a type of seduction - disembodied desire, polymorphic lust, irresistible attraction



Statue of Alexander the Great,
Istanbul Archeological Museum

The Tyrant

- Pride and loss of humanity...
- Violence and safety
- A substitute for conscience
- Escape from freedom (Erich Fromm)



Palpatine, or Darth Sidious, from *Star Wars*

Escape from freedom

„ [Hu]man is born as a freak of nature, being within nature and yet transcending it. He has to find principles of action and decision-making which replace the principles of instincts. He has to have a frame of orientation which permits him to organize a consistent picture of the world as a condition for consistent actions. He has to fight not only against the dangers of dying, starving, and being hurt, but also against another danger which is specifically human: that of becoming insane. In other words, he has to protect himself not only against the danger of losing his life but also against the danger of losing his mind.”
(Erich Fromm , 1968).

Power

„What makes despots so dangerous for the world community is not so much their tendency toward violence as the ease with which that tendency can be indulged” (Manfred Kets de Vries)



Henry VIII, Workshop of Hans Holbein the Younger

Power and reason

Manfred Kets de
Vries:

- „Power and reason cannot coexist peacefully, and reason is always the loser”
- At first the tyrant always seems a protector.



Managing Quietly

„ Quiet management is about thoughtfulness rooted in experience. Words like wisdom, trust, dedication, and judgment apply. Leadership works because it is legitimate, meaning that it is an integral part of the organization and so has the respect of everyone there. Tomorrow is appreciated because yesterday is honored. That makes today a pleasure”
(Henry Minzberg)



Titus Quinctius Flaminius at the Museum in Delphi

The Enlightened King

Nancy Adler: the contemporary world, full of ugliness, consisting of injustice, abuse and pollution, is in need of beauty. Beautiful management can make the difference by providing solutions worthy of humanity.



Knights of the Round Table and King Arthur having a vision, by Evrard d'Espingues

Self-management

Noam Chomsky:

- Any centralized authority is legitimate
- Therefore, self-management as a form of collective leadership is the most enlightened
- Collective leadership is also leadership



Going to work, by L.S. Lowry

The Good King, the good boss?

Jen Jones (2014):

Responsible leadership means that ethics cannot be disconnected from leadership. Leadership is taking responsibility primarily for other people



Managing the Other?

Emmanuel Lévinas (1968)

- The Other does not fit into simple roles, he is infinitely different from us
- Distance is needed to interact with the Other
- The Other, when listened to and respected, gives wisdom otherwise inaccessible to humans
- There is an inalienable imperative of responsibility for the
- Other, which precedes all other rules of ethics
- Leaders should strive to change the world for the better



Jan Matejko, Jadwiga Andegaweńska

Leadership as the practice of justice

Carl Rhodes (2012):

Justice is not a quality or a means to rational ends, but the essence of leadership

Rationalized justice masculinizes leadership and artificially deprives of tenderness and humanistic values such as love and caring

Justice is the mission of a leader; the answer to it determines the ethical quality of leadership



Alan Howard as Henry V
in Henry V, 1975

Respect

Carl Rhodes after Emmanul Levinas:

The justice of the leader is determined by respect for the alterity of the people she leads, for their absolute otherness; and by the awareness of the Other's difference from oneself



Michelangelo Buonarroti, Creation of Adam (fragment)

Ethics of Leadership

Yiannis Gabriel (2015) –two types of leadership:

- The ethics of justice - the archetype of the father
- The ethics of care - the archetype of the mother
- A leader can be paternal - ordering, or maternal - caring.



The caring leader

Yiannis Gabriel (2015) –

- Leadership is a calling to take care of others, to care for them
- A caring boss can be kind and gentle, but she can also be cruel (e.g. The Godfather movie)



The Godfather, rež. Francis Coppola

<https://www.youtube.com/watch?v=ToQ8JJZQakY>

