

## INTEGRAL SOCIONICS IN ENTERPRISE ENVIRONMENT

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### Abstract

*The goal of this article is to acquaint the reader with the possibilities of practical application of integral Socionics in enterprise environment. The author assumes that the reader is familiar with the fundamentals, terminology and concepts of Socionics as well as Jungian theory. Proposed methodology for management of psycho-informational exchange is based on the Socionic theory and real data obtained by the author's research on the integral psycho-informational structure of a Bulgarian telecommunication company. Considering the diversity of informational metabolism in different company units, is illustrated a method of increasing the efficiency of the internal communication, reducing the level of conflicts in the organization and harmonizing of the working environment.*

**Keywords:** management, organization, socionics, informational metabolism, psycho-analysis, psychotype, Myers-Briggs Type Indicator

**JEL Codes:** A12, A14, L20, L29, Z13

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## INTRODUCTION

The management of modern corporations faces a number of challenges related to a complicated business environment and exacerbated competition. Factors such as globalization, burgeoning technological developments, continuous changes and transformations further affect the efficiency of the management and the in-company climate.

The improvement of organizational management is focused on continuous search and development of new tools and methods to meet the growing demands of the environment.

Socionic analysis, by virtue of its well-developed theoretical apparatus, is a tool that can be applied in parallel with the best business practices. At the same time, the socionic approach is able to regulate organization's internal information metabolism, minimize conflicts between different units and increase the integrity of the organization.

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During the last 30 years, the Socionics has experienced a rapid development, coming out of the personal psyche and focusing on integral and transpersonal problems. Elevated by A. Bukalov (1998) the theory of the integral Socionics, assumes that each group of people (collective, ethnic, nation, state) can be considered as an "integral super-organism" possessing its characteristic culture and its own informational metabolism. Based on this concept, each organization can be seen as a psycho-information system and its elements - as integrated units having specific informational metabolism, determined by the 16 psycho types (Augustinavichute, 1996).

Modern business often talks about corporate culture and corporate values, which are perceived as global for the entire organization. On the other hand, practice shows that each unit in the organization (e.g. teams, departments) has its own sub-culture (rules, norms, rituals, myths, jargon, folklore, etc.), its own values, views and goals which are unique within the organization. This specific team identity is a product of the integral informational metabolism, shaping the group concept of reality.

Following common corporate goals and directives, each one of the company units breaks the set tasks through its own values and perceptions. Since behavioral, value, motivational, and communication stereotypes are isomorphic to the types of information metabolism, they vary widely within the different functional units in the organization. The difference in the cognitive process creates conditions for exacerbating the conflict of the working environment and complicating relations within it.

Through the application of Socionics theory (Augustinavichute, 1995) in management, this process can be guided, communication between departments could be facilitated and the conflict level could be reduced.

In order to have effective interaction between two psycho-information systems it must be done in an appropriate and understandable language for both sides. The number of possible "languages" for communication between the various types of information metabolism is limited by the Jungian cognitive functions (Jung, 2005), known in the Socionics as "Information Aspects" (Augustinavichute, 1995).

The formation of the integrated informational metabolism of each team is a complex process, depending on various factors:

1. **Company strategy.** The structure of each organization is a function of its strategy, which determines different requirements for each functional unit within a company. Hence, units with similar activity in companies with different management structures would differ in their integral psycho-type.

2. **Company culture.** The organizations attract their employees with their specific cultures. Each of the 16 temperaments would prefer a firm and a working environment that matches personal values and internal motivators.

3. **Specific activity of the unit.** The professional orientation is directly dependent on information metabolism, so each psycho-type has characteristic areas of career realization.

4. **The psycho type of the head of the department.** This factor has an important role in recruitment process. When selecting employees, it is customary to seek a high level of communication and psycho-compatibility. Even when selection process does not include psychological tools and tests, the choice is predetermined by natural laws in human relations.

5. **Different cyclical phenomena** affecting the development of the team and the organization. Each company goes through its natural development stages (Adizes, 2015), each of which has different specific requirements to the psycho-information structure. In the lifecycle of functional units, these processes are significantly more prominent and dynamic and are conditioned by reorganizations, transformations and even on a project basis.

It is necessary to note that the modern corporate environment is extremely complex and dynamic, that's why the psycho-information profile of a team cannot follow strictly sudden changes in requirements of the organization.

A survey conducted by the author in 2017, in a Bulgarian telecommunication company, shows the following integrated psycho-information profile:

*Table 1. Psycho-informational profile of Bulgarian Telecom*

Functional Unit	Type	Ego block	Jungian functions	Motivation drivers	Communication styles	Goals
Top management	ESTP	●□	<u>SeTi</u>	prestige	business	strategic
IT department	INTJ	□▲	<u>TiNe</u>	self sufficiency	cool-headed	strategic
HR department	ESFJ	■○	<u>FeSi</u>	prestige	passionate	tactical
Financials	ISTJ	□●	<u>TiSe</u>	wealth	cool-headed	tactical
Customer support	ENFJ	■△	<u>FeNi</u>	uniqueness	passionate	strategic
Marketing	ENTJ	■△	<u>TeNi</u>	uniqueness	business	strategic
Sales department	ENFP	▲□	<u>NeFi</u>	uniqueness	passionate	tactical

For each element of the organizational structure, the semantic sense of the information aspects is filled with a specific content corresponding to the activity being performed. Therefore, the same aspect may have different appearance in various functional units of the organization.

**Top management:**

- ● power, authority, decisive action;
- □ hierarchy, formal rules, system;

**IT department:**

- □ logic, structural analysis, classifications;
- ▲ ideas, innovations, principles of action, problem solving;

**HR department:**

- ■ open and emotional communication;
- ○ consensus, a harmonious working environment;

**Financials:**

- □ structure, rules, formal laws;
- ● respect, endurance, straightforwardness;

**Customer support:**

- ■ intensive communication, attention to customer;
- △ sense of events development, prediction of consequences;

**Marketing:**

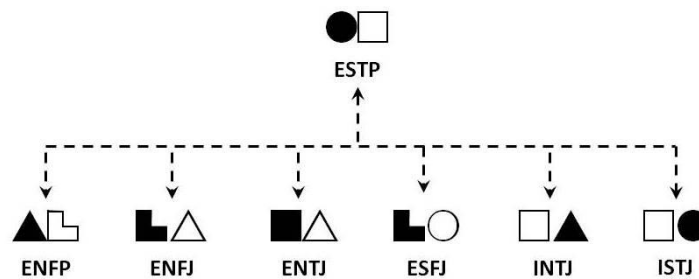
- ■ economic activities, profit, benefit, algorithm;
- △ development, trend, evolution, prognosis;

**Sales department:**

- ▲ identification of potential opportunities, principles of action;
- □ ethics, customer relations;

Based on the data it can be compiled an information-metabolic map of the whole organization. Similar approach allows assessment of all relationships and psycho-informational interactions in the organization and identification of critical zones and interfaces. For each structural unit in the surveyed organization, a psycho-informational chart can be made. A map such as this considered from senior management point of view for this company would look like this:

*Figure 1. Psycho-informational map of Bulgarian telecom company*



In this structure, management has a common information channel with finance department and IT department - in terms of power mechanisms ● and structural logic □ respectively.

Communication with Human Resources department is naturally comfortable, based on common quadra-values and inter-type relationship of "activation" type.

The interaction of senior management with the other three departments is hampered by the lack of an appropriate communication interface. Particular attention should be paid to communication with sales department, due to tense interrelationship (super-ego).

To solve these problems, there is a need for an intermediary (translator). Interaction with HR and Marketing department can be facilitated by ESTJ (a type common to top management). This type is able to easily translate the goals and messages of the management, using its common information interface (○) with the ESFJ and ENTJ types. And vice-versa, messages from both departments would be received based on shared information aspects and would be passed on to the management on basis of internal interaction within the management team:

ESTJ ↔ ESFJ  
■○ ↔ ◻○

In this case, the effectiveness of interaction between HR department and the senior management ambassador is achieved on a consensual basis by creating a favorable working environment.

The same ambassador would use a different approach and "language" in relations with marketing department, where the communication exchange is based on business logic, algorithm of action, benefit and efficiency of process:

ESTJ ↔ ENTJ  
■○ ↔ ■△

The communication case for psycho-informational exchanges with sales department is more complex and can be solved by using an ENTP as an ambassador with natural communication channel (▲) for exchange of ideas and problem solving. This type is less common for top managers and if there is no suitable person in the company's management, they could be found at the sales department or appointed from another company unit as a mediator:

ESTP ↔ ENTP ↔ ENFP  
●◻ ↔ ▲◻ ↔ ▲◻

The considered example represents the viewpoint of top management and does not exhaust the overall psycho-information metabolism in the company. This approach is applicable to each of the elements in the organizational structure, as they are in intensive information exchange and diverse of formal and informal interactions.

The presence of an aspect-mediator should be a natural element of the processes in the modern organization. This role can be done by a project manager, internal communication coordinator or similar position well known to nowadays corporations.

Based on socionic analysis, it can be concluded that the process of optimizing psycho-informational corporate exchange in the overall management system, necessarily includes following stages:

1. Identification of integral type of information metabolism for each of the functional units in the organization;
2. Analysis of inter-type relations between the units;
3. Identification of conflict points and definition of critical communication interfaces;
4. Definition of information-aspect communication channels between the departments;
5. Selection of ambassadors (informational proxies) within each of the teams, related to the specifics of counterparties;
6. Selection of mediators (translators of informational aspects) outside the interacting units.

It is important to note that the choice of ambassadors and intermediaries should not be limited by cognitive functions. Given the design of the A-model (Augustinavichute, 1995), the translation of the information aspects is limited by splitting of the socion by dynamics/statics dichotomy. That's why such kind of information transmission in certain cases cannot be achieved, no matter of the number of "intermediaries" in the communication chain.

When certain aspects of one communication participant are positioned in the vital ring and the others positioned in the mental ring, the information translation can only be performed on basis of inner-quadra interaction and teamwork would be effective on the basis of common goals and common values. Nevertheless, the energy and emotional exchange in this communication has enough potential for achieving an effective and harmonious interaction between two psycho-information systems.

The approach to selecting an intermediary strongly depends on the type of management in the organization. In the authoritarian style of management that corresponds to D. McGregor's X-model (McGregor, 1960), the common communication interface is more important. The democratic style of governance that responds to the Y-model is characterized by the growing role of inter-relationships. In the Z-model proposed by Ouchi (Ouchi, 1981) and specific for Japanese culture, intertype relations have a leading function in interaction between the units in the organization.

The facilitating of the communication requires a reduction in tension of the relationships and developing of a common language between the different

departments within the company. In each of the 16 psycho types, the cognitive process is most effective when it goes through the natural basic and creative information aspects.

It should be noted that the psycho-information profile of each organization is a quasi-stable equilibrium and its analysis is just a snapshot of the current state. Crises, reorganizations and transformations into a company may change dramatically its characteristics. Such kinds of changes affect not only the system as a whole, but change the properties of its components and relations between them. In the case of serious transformations in the company it is necessary to update the analysis, in order to meet the new requirements for communication exchange between the different units.

## CONCLUSION

The illustrated example demonstrates a significant potential for practical application of the integral Socionics in organizational management in a real corporate environment. Considering natural processes in human relationships and psycho-informational exchange, a higher level of integration can be achieved between objectives of the functional units in organizational structure, increasing the efficiency of internal communication in the company as well as reducing conflicts and harmonizing relations in the working environment.

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