

# MANAGERIAL PSYCHOLOGY

Developing  
the manager's personality

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Less autopilot,  
more productive management behaviours

# The Managers' Club with Paulius Avižinis



8 months dedicated to learning about management methods and prototypes by observing film characters.

# Films whose characters we will discuss in the club

The Devil Wears Prada — Chocolat — Kokoko —  
Mon Roi — Seven Years in Tibet — The Lobster — The Aviator —  
The Lesson — The Spy Bridge — Adam's Apples — Arrival — The  
Butterfly Effect — The Silence of the Lambs —

# Preliminary session topics\*



## 1 SESSION

- The concept of a manager's productive behaviour
- The interrelation of emotions and behaviour
- Working with your states
- The concept of psychological hunger
- Organisational diversity as an unavoidable opportunity: the concept of normality
- How learning and change at work occur
- Introduction to the human character; passing a test

8 h

## 2 SESSION

- A manager's hunger for superiority
- The narcissistic behaviour model
- The self-acceptance model
- I as a social construct: I vs. my roles
- Management and leadership as work
- A manager's vulnerability as a foundation for the team's dedication to an outcome
- To listen means to change

8 h

## 3 SESSION

- A manager's hunger for certainty
- The obsessive-compulsive behaviour prototype
- Managerial flexibility: the situational management model
- Creativity and innovation
- Variability and change management
- Symbolic death as a topic of change management
- Trusting another person means embracing uncertainty

8 h

## 4 SESSION

- A manager's hunger for recognition
- The dramatic behaviour prototype
- Emotions and emotionality, the desire to live a vibrant life
- Cognitive biases and cognitive psychology
- When an organisation's strategy and culture collide
- Spontaneity and improvisation
- The meaning of team diversity

8 h

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## 5 SESSION

- A manager's hunger for solutions and being autonomous
- The detaching behaviour prototype
- Freedom and responsibility at work
- Self-organisation as an acting method
- The development of conscious attention
- Strategic and analytical thinking

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8 h

## 6 SESSION

- A manager's hunger for staying connected
- The attaching behaviour prototype
- Management as the ability to bear loneliness
- Principles of adaptive leadership
- The extreme listening method
- Confrontation as a means to an outcome

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8 h

## 7 SESSION

- A manager's hunger for power
- The psychopathic behaviour prototype
- Ethical dilemmas as a method of developing an organisational culture
- Calmness, cold-bloodedness vs. anxiety in a manager's work
- Empathy and sympathy in a manager's work

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8 h

## 8 SESSION

- A manager's hunger for positivity
- The active-optimistic behaviour prototype
- Organisational narratives
- Irony and humour that can support or undermine relationships
- Methods to maintain your energy levels
- The fun to work philosophy

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8 h



# KNOW your hungers

Being a manager is a profession. Like any other profession, it requires varied knowledge, skills and competencies. We know that managers must do their work, but they don't always succeed:

- we know that we must implement change, but we don't start;
- we must provide feedback, but for some reason are reluctant to provide it;
- we know that we need to discuss our work culture issues with our team, but we avoid holding meetings about it;
- we must make unpopular decisions, but we don't find the courage to make them. If we do make them, we can't remain calm and are not at peace with ourselves, etc.

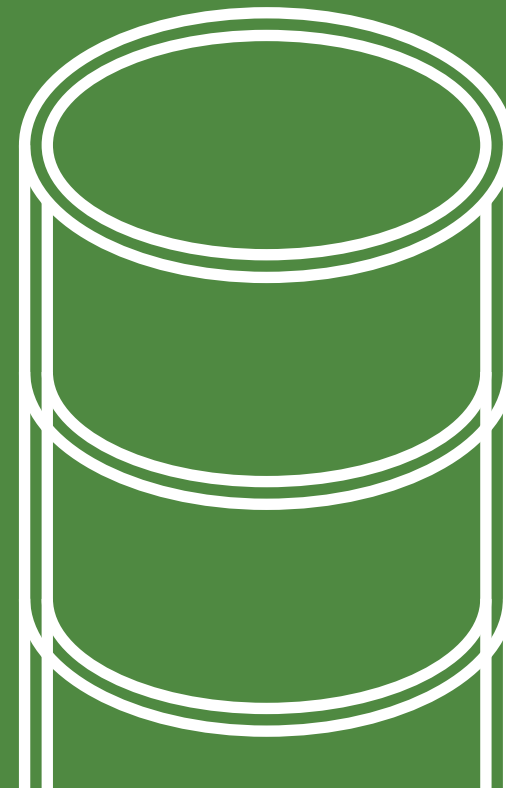
Every one of us is not just a manager, but is first of all a human being with our own habits and emotional challenges that inevitably affect our managerial work. We have our weaknesses and our personal emotional hungers: the hunger for power, recognition, being nice, being in control... This is how automatic behaviours develop, i.e. behaviours that have not been thought through, and are sometimes unreasonable and not always productive.

It sometimes occurs (and this qualifies as managerial incompetency) that a manager's decisions and behaviours first of all satisfy their own needs and don't necessarily provide a sustainable outcome. This is why knowing your hungers is the first and most important step in becoming a professional manager. Self-analysis and understanding of one's deeper needs, thinking schemes and thinking patterns makes a manager free to behave in a sustainable manner. A manager acquires more freedom to act in a manner which helps their team, in a given situation, to pursue and achieve the required outcome. We will therefore learn how to be productive, because a productive manager is a manager who has the freedom to choose productive behaviours.

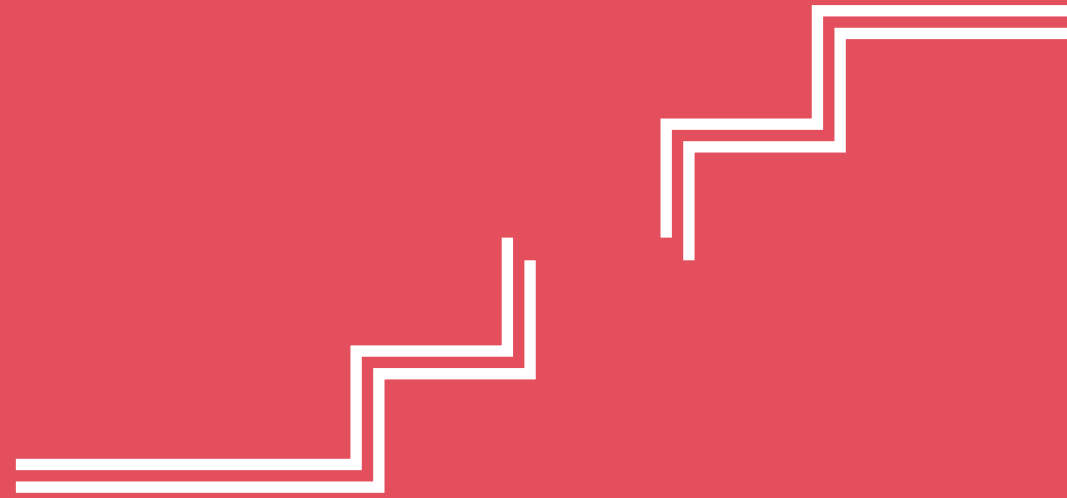


# TAKE a deeper look at the environment

These meetings will be most beneficial for managers who are looking for ways to develop their personal maturity, who would like to take a deeper look at themselves, other people and the environment, look for interconnections that are not always evident at first glance, and in this manner deconstruct our lives. This enables us to cease being craftsmen and become artists and creators. When you have a better understanding of how people's worlds "operate", you can look for your own management methods, create managerial tools, and use the available tools more effectively.



# LEARN what prevents you from meeting management expectations



Each meeting will be dedicated to one psychological prototype and analysis of thinking and behavioural patterns associated with it. We will do this by watching film excerpts. Films permit us to see and analyse real characters and their behaviours here and now rather than just talking about them. Watching excerpts provides us with an opportunity to learn the secrets of human behaviour while remaining safe and not disclosing too much in our group. When we discuss film characters, we actually discuss ourselves, our colleagues, managers, friends and loved ones.

Our discussions of film characters will be focused on the managerial and leadership challenges of specific prototypes. We will discuss which managerial elements are natural to a specific person and which elements are less successful; we will also discuss how personal growth can help, what methods should be used and what self-work must be focused on.

During the meetings, we will analyse different behavioural patterns that have become our automatic reactions both in our personal life and at work and that in many instances prevent us from satisfying management expectations.



# Benefits / advantages of the programme

- 01 You will improve your self-perception and self-analysis skills.
- 02 We will observe film characters in order to take a new look at managerial behaviours.
- 03 You will learn about daily emotional challenges, deep desires and unconscious goals.
- 04 You will take a deeper look at thinking schemes and automatic reactions.
- 05 You will become free to choose productive and sustainable behaviours.



## Duration

8 months / 8 days / ~80 academic hours


# Personality accentuation

When we watch films, we observe accentuated personalities. I usually call this behavioural patterns or character prototypes (or examples):

1   
**Psychopathic**  
A manager's need for power

2   
**Restrained (obsessive compulsive)**  
A manager's need for clarity

3   
**Attaching (depressive)**  
A manager's need to belong and to be nice

4   
**Detaching (schizoid)**  
A manager's need to think and to detach from a relationship

5   
**Narcissist**  
A manager's need to be superior

6   
**Dramatic (hysterical)**  
A manager's need for change and vitality

7   
**Active optimist (hypomaniac)**  
A manager's need to act and to experience pleasant emotions

Do you have any questions?  
Let's discuss

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