

8 EGOS AT WORK

INSIDE THIS BOOK



**A handbook to better leadership
and a happier, more productive, life
at work and anywhere else**

2nd. Edition, 2023.

Dr. Miguel A. Cerna



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A handbook for better leadership
and a happier, more productive, life
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Second Edition, 2023

Dr. Miguel A. Cerna

INSIDE THIS BOOK



Other publications by the Author

Books

– THE DAY TO DIE, Quasi fiction. Portugal, 2021.
English (ISBN 978-99961-2-387-0), Español (ISBN 978-99961-2-386-3) and Portuguese (ISBN 978-99961-2-388-7).

LIVE A GREAT LIFE AS A COUPLE. Overcoming tensions in a state of emergency. Portugal, 2021.

English (ISBN 978-99961-2-431-0), Español (ISBN 978-99961-2-429-7, Português (ISBN 978-99961-2-430-3.

– EL AMOR EN LA SOCIEDAD DE CONSUMO.
(Love in a consumer society). Non-fiction, Spanish. El Salvador, 2004.

– MI CORAZÓN SE QUEDARÁ CONTIGO TAIWAN
(My heart will stay with you Taiwan). Poetry, Spanish and Mandarin edition, Taiwan, 1999.

– EL AMOR Y OTRAS DOLENCIAS
(Love and other sufferings). Poetry, Spanish edition, El Salvador, 1993).

Academic publications

Culture at the Center of Economic Development, Stability and Growth.

International Business Research; Vol. 9, No. 9; 2016
doi:10.5539/ibr.v9n9p1

<http://dx.doi.org/10.5539/ibr.v9n9p1>

The Chinese “Togetherness-Separation” Paradox: An Analytical Approach to Understanding Chinese People’s Behavior and Its Implication to International Cooperation. International Journal of Business and Management; Vol. 10, No. 12.

<http://dx.doi.org/10.5539/ijbm.v10n12p194>. 2015

Influence of Study Habits on Academic Performance of International College Students in Shanghai.

Higher Education Studies; Vol. 5, No. 4; 2015 Online Published: July 21, 2015 doi:10.5539/hes.v5n4p42

<http://dx.doi.org/10.5539/hes.v5n4p42>

November 2013

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International Journal of Business and Management. Vol. 8, No. 23. Canada.

<http://www.ccsenet.org/journal/index.php/ijbm/article/view/26771>

Online publications

The following list shows some of the author’s articles

published on LinkedIn on various subjects.

[\(https://www.linkedin.com/in/dr-miguel-cerna-alternatives/\)](https://www.linkedin.com/in/dr-miguel-cerna-alternatives/)

Human behavior

- Behavioral change - a rather simple feedback.
- The same but different.
- The emotional animal – lessons from advertising.
- Diversity and bias in AI.
- Beyond jiu-jitsu.
- How I stopped doing it – on changing habits.
- Fear of evolving.
- Now what? My life is over :(
- AI - Human behavior - Block-chain
- That wouldn't be honest.
- Why love doesn't happen... or does 2.
- Why love doesn't happen, or does.
- Great ideas don't change anything.
- No more "why not?". "How to?" is the new right question to ask.

Globalization and China relations

- Who is China today and how the west, partially or as a whole, might see it.
- Breaking cooperation right before it starts.
- A paradox worth noticing.
- Contextual differences in international cooperation - China & the EU.
- Gut bacteria, the more the better - on cooperation.
- "Face" key to connecting and fostering cooperation.
- From macro to micro in international cooperation.
- El Salvador is becoming a country of further admiration.
- Language role in globalization and internationalization.

- On China-Europe business cooperation.
- Cooperación con China.
- Solving conflict through entering a blood-shedding war?
- El cambio de narrativa como estrategia de cambio nacional.
- El contrato legal vs. el contrato real.
- The legal vs the real contract.
- No es lo que China está haciendo.
- It's not about what China is doing.
- Why public safety should be a priority for national development – the Shanghai case.
- En respuesta al lector –sobre la seguridad civil y el desarrollo nacional.
- Por qué la seguridad ciudadana tiene que ser prioridad para el desarrollo nacional – el caso de Shanghai.
- On international cooperation.
- Relaciones con China. Por qué deben tenerse en mente las consecuencias a largo plazo.
- Cuatro retos actuales para China y el mundo.
- Diplomatic relations between El Salvador and China.
- An urgent love letter!
- On getting incorporated in China.
- The network factor of Japan - China - Korea Education
- The future workforce and the current working platform.
- Explaining China - series on globalization.
- Globalization - focused on China.

At work

- It's all about people ... at large.
- Being good at vs being good at within a different context.
- ... But you ended leading a team.
- The wrong team leader.
- A letter to the boss.
- God bless human error.

- The coach as a manager.
- What is this “management” thing all about?
- Are you asking for career advancement or promotion?
- On customer service. What poor cross-cultural training might cause - a case study on coaching.
- Work-life balance? What’s that?
- Yes business organizations are systems, but the are “social” systems.
- On management - professional ego may lead to the worst “form” of communication.
- The new expertise every modern organization must have.
- On management.
- Stability in terms of growth 2.
- Stability in term of growth.
- Integration, the hidden word in the organizational dictionary.
- Organizational integration, a hope more than a reality.
- In search for the causes of human error at work.
- Positive vs. negative effects of ego reactions at work.
- Emotions and human error at work.

Behavior and economics

- Tourism and economics.
- A jiu-jitsu perspective of economic reasoning.
- A walk in the park - examples of economic behavior.

Covid-19

- Observations during covid-19 times: what it has taught us and what to do to avoid repeating the suffering.
- ¿Volver a la normalidad? ¡ni locos!
- On covid-19 — back to normal? Hell no!
- Expansion prognostic of covid-19 — a behavioral perspective.

- El fin de la dependencia y la “nueva normalidad”.
- The end of dependency and the “new normal”.
- Closed doors. A contingency plan facing the covid-19 for urgent worldwide implementation.

Higher Education

- On education - higher education for the 21st century.
- Built for tomorrow's workforce.
- On education – What do EMBA professors actually do?
- New systems & technology or new mindset, what matters the most?
- For the sake of the new generations.
- Don't undermine what you've learned in school - a note to young professionals.
- For the sake of practical education. Industry-academia programs.

8 Egos at Work – First edition

- 8 egos at work – A conversation with the reader.
- 8 egos at work – In response to the readers.
- In response to the readers' questions.
- In response to the readers' questions.
- A new perspective to understand relationships at work... and anywhere else.
- The ego at work put as in either positive or negative emotional states.

Other writings:

<https://www.literary-versatility.com>



8 EGOS AT WORK

A handbook for better leadership
and a happier, more productive, life at work
and everywhere else.

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DISCLAIMER

The concepts and methodologies proposed in this handbook are based on the author's more than three decades of corporate experience working for and with organizations and people from over eighty countries. These concepts are also supported by twenty years of systematic field observations of human behavior within specific organizational contexts as well as outside the work environment.

The reader is advised of potential changes in ego actions and reactions due to changes in contexts, new generational trends, culture, and personalities. When applying the knowledge acquired from this handbook, these potential changes must be taken into consideration.

[Read the full book.](#)

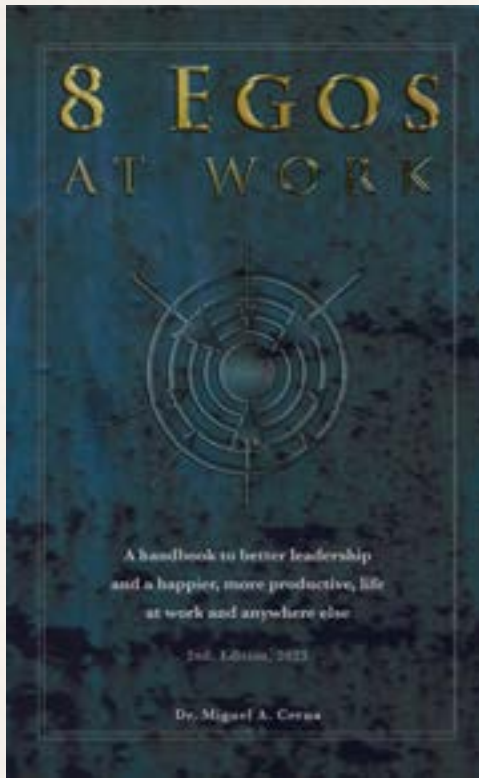
8 EGOS AT WORK



THE DESIGN ELEMENTS

INSIDE THIS BOOK

XII



BOOK COVER

Designed by the author. The golden title represents the intrinsic value of the ego. The rusted metallic background and embossed elements represent the time-tested nature of the ego. The style of the cover is mystic to represent the sort of mysticism with which people frequently speak of the ego.



THE 8 EGOS ICON

This icon was designed by the author as a visual analogy of the concepts discussed in this handbook; it represents 1) the person (represented by the center circle and outer layers), 2) the duality within each person (represented by the light crossing the inner circle), and 3) the eight egos (represented by the eight arrows).

There are three egos, Network, Gender, and Culture (represented by the thicker arrows) that are deeply

rooted in a person's psyche and therefore more pervasive and, as a result, more aggressive when challenged by other people or the environment. The other five egos are more superficial including Seniority, Superiority, Skill, Industry Knowledge and Generation (represented by the thinner arrows). These five egos show different strengths and lengths depending on the circumstance. For example, an ego reaction would be different if it happens while interacting with a superior vs. a person of the same hierarchical level. Work and social situations would lead to different reactions.

Each ego is rooted within the person at different levels, which is represented by the intersection of the arrows with the different inner circles. The outer circle is untouched by any arrowhead representing the outward persona each person presents to the world, the outside look, which does not show any egos unless an active as a consequence of external stimuli.



CROSSED OVER PAGE NUMBERS

Page numbers cross over each other to represent the interconnection that exist among all the elements influencing ego actions and reactions.



TO ALL PEOPLE.
THE TRUE AND ONLY
SIGNIFICANT MACHINERY
ENSURING SUSTAINABLE
HUMAN PROGRESS.



“EVERYTHING SHOULD BE MADE
AS SIMPLE AS POSSIBLE,
BUT NOT SIMPLER.”

Allegedly by Albert Einstein.

[Read the full handbook](#)



ACKNOWLEDGMENTS

*“There are so many of you
who have made this handbook possible. Thank you”.*

The Author.

To say the very least, writing this handbook, and working on this e-Book four years after the first edition in printed form, has been a further humble undertaking, a priceless character building, a learning experience, and a challenge in many ways.

Perhaps one of the greatest challenges in regards to this e-Book has been to work on it during the Covid-19 Pandemic, which cast me away to a land not of my choosing and caused my company to collapse, living me for the last two years without income.

Both the Pandemic and the making of the second edition have humbled me even further and reassured my conviction that even in the face of misfortunes, good things may happen. Whatever egos I developed before the Pandemic, manage them well, I hope I've done that, has been key to my current survival.

THIS SPACE LEFT INTENTIONALLY

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[Read the full book.](#)

“IN ANGER
WE SHOULD REFRAIN BOTH
FROM SPEECH AND ACTION”
(ALLEGEDLY BY PYTHAGORAS.)



CONTENTS

Chapter	Page
1 What this handbook is not	1
2 Forewords	7
3 Author's preface	13
4 Executive's preface	28
5 Introduction	35
6 The ego	44
7 Ego development	53
8 The ego as a defense mechanism	59
9 Strength and length of ego actions and reactions	75
10 Aspects affecting the length and strength of ego reactions	83
11 Dealing with the ego at work	97
12 Why is the ego so pervasive at work?	109
13 Are ego struggles pervasive everywhere in the organization?	115
14 Summary of the ego	121
15 The 8 egos	126
16 Seniority ego	131
17 Superiority ego	142
18 Generation ego	156
19 Industry Knowledge ego	165
19 Skills ego	176

20	Network ego	185
21	Gender ego	194
22	Culture ego	202
23	Summary of the 8 egos	234
24	Ego combinations	237
25	Leveraging from the ego	258
26	Summary of the handbook	266
27	Glancing back into the egos	271
28	The 8 egos at work model	276
29	The ego explained by psychology and religion as compared to this handbook	279

Visuals

Ego formation, value and identity Model	46
Function of the Ego Model	61
Personal value in society Model 1.0	128
Personal value in society Model 1.1	129
High-Low culture dimensions continuum	219
Six culture dimensions comparison	220
High-Low culture ego continuum	222
Culture position shifting in the global context	227
Reinforcing Human Value Model 1.0	259
Reinforcing Human Value Model 1.1	260

N.B. pages number on the complete book may change.



1

WHAT THIS HANDBOOK IS NOT



I have tried to avoid technical or academic jargon as much as possible so that any person may relate to this content more easily and may consider it in relation to his or her specific working, personal and social contexts.

While as a scientist I know the great value of systematically acquired knowledge for our understanding not only of the issues at hand but also of their evolution, the reader need not be an expert in any specific field to understand how the eight egos relate to what he or she does daily. This work intends to translate the science to enable the reader to make sense of what afflicts his or her present and propose ways for future improvements. To this end, I briefly include some findings from both prior and contemporary fellow researchers. See chapter The Ego Explained by Psychology and Religion as Compared to this Handbook at the end of the handbook.

The content of this handbook comes from several sources. First, field observations conducted during thirty-five years, twenty of which I have carefully documented. During this period of time period I have carried out different tasks and responsibilities within varied organizational contexts in collaboration with people from a wide range of cultures.

A second source for the writing of this handbook is theories and concepts from different areas of study including behavioral science in general, cognitive

behavioral psychology, relationships psychology, social psychology, organizational behavior, culture, management, human resources, human conflict, and communication among others. Why so many fields? The answer is simple: because human and organizational lives are a complex mix of many seemingly unrelated factors. Focusing only on one aspect leads to very unclear and inaccurate assumptions at best. This handbook is not exhaustive in such respect, but every effort has been made to include, to varying degrees, the different elements that influence the ego actions and reactions I present.

And the third source –perhaps the most important one– for generating this content comes from opinions and comments provided by professionals just like you, the reader, who wake up early in the morning to go to work whether in a physical or cyber space. People who hope that today will be a good day. People who, on a daily basis, deal with so much baggage affecting their emotions and work processes, and yet try to perform at their best. People who sometimes go home frustrated due to an impossible person they had to deal with at work. This applies to business owners, employees at any type of organization or hierarchical levels as well as freelancers.

Continue reading from the handbook.

8 EGOS AT WORK

2

FOREWORDS



INSIDE THIS BOOK

4

Life, I believe is not a series of co-incidental events, but more like a set of equations that play out in determining who, when and how you meet other people, and more importantly, later you come to discover WHY, as every human interaction and relationship is part of a bigger plan or picture that shapes you and your life ahead.

So with this in mind, meeting Miguel nearly two years ago at the first open event after an initial Covid lockdown period was not a random event of luck but one of those “predetermined” meetings that have changed both our lives – for the better !!

As such Miguel has not only become a good family friend, a partner in some small business ventures but also a wise, practical and sincere personal advisor to me in my ongoing journey of life. Thus it has been an enormous pleasure to read Miguel’s book and write a foreword for it.

A little bit about me. I suppose you could call me one of those global citizens or nomads, finding great excitement, challenges and rewards in living and working around the world. I was born in South Africa and have had the privilege of living in New Zealand, UK, Russia, Germany, Brazil, China, Netherlands, Vietnam and now Portugal, where I have come to “rest” on this global journey. I have worked in Senior Leadership positions in the Innovation space for a

number of bluechip companies.

While a Bio Chemist and a great believer in technology, the thing that gets me out of bed in the morning is PEOPLE. Nothing is possible in this world without interacting with other people in your life. So when Miguel asked me to read his book my ears pricked up immediately – what and how can I learn to be better in my day to day interactions with other people from all walks of life – from the lady selling me fish at the market to the CEO of the next business that I interact with.

The Ego is central to every individual, it is Miguel, Keir, all of us -putting the “I, myself ” at the center of each of our thinking and behavior, caring for the individual before the group. While Miguel has explored some of the theories and models around the concept of the Ego, he has kept it simple and concise focusing clearly on understanding 8 different Ego’s in the workplace, how they influence individual behavior, some of the consequences and very importantly how to overcome and deal with them.

While potentially, complex and a “mind boggling” topic, what I have really enjoyed in reading this book is the way Miguel, with his extensive experience and insights on the topic has distilled it all down into a simple easy to understand model around the 8 key Ego’s that play out primarily at work everyday around the world. This

understanding leads directly to helpful and practical ways proposed by Miguel in terms of enhancing the power of the Ego to make $1+1=3$ out of situations in the work place, which more than often lead to $1+1 = \text{minus } 1$!!

Miguel's use of novel concepts such as length/strength of the Ego, Ego as sword or shield, along with many personal and real life examples help to make the content easier to understand, contextualize and then ultimately apply.

He focuses on the following 8 forms of Ego: Superiority Ego, Seniority Ego, Generation Ego, Industry Knowledge Ego, Skills Ego, Network Ego, Gender Ego, and Culture Ego and what makes it even more powerful and meaningful for me is that he also delves into the interrelationships between these 8 Egos and the resulting complexities that arise – as you will come to realize, it is seldom just one Ego form at work.

Probably one of the most interesting parts of the book for me personally, has been the “adventure” behind understanding the Cultural Ego form. Given the multiple cultures that I have lived and worked with, and the number of times I have walked away from what should have been a simple conversation or issue to have been resolved, with my head spinning and asking myself “What went wrong there?” Now being able to reflect on some of those situations with the content of Miguel's

Cultural Ego form in front of my mind, this book has been invaluable in helping me understand how to do it differently with better outcomes next time – and there will always be a next time !!

So my advise, read this handbook diligently – take the time to absorb, reflect and most importantly apply the valuable insights that it has to offer.....!!!

Keir Steinke.

“LIVE AS IF YOU WERE TO DIE TOMORROW.
LEARN AS IF YOU WERE TO LIVE FOREVER.”

Allegedly by Mahatma Gandhi

[Read the full handbook](#)

4

EXECUTIVE'S PREFACE

Christian Martin

President & Treasurer Carl Zeiss Inc.,
ZEISS Group. New York, U.S.A.



“BEING A MANAGER BY TITLE
DOES NOT MAKE US LEADERS AT THE
SAME TIME.
BEING A TRUE LEADER IS ULTIMATELY
DECIDED
BY THE PEOPLE ONE LEADS!”

(Carl C. v. Rabe)

When I first heard that Miguel was writing a book about Egos, I was curious on the spot. When I found out that this is about Egos at working places and how they affect organizational performance, I was even more interested. And here I am, a few months later, writing the preface of the book.

I've known Miguel for the past five years (to the time of the first edition), and he's not an ordinary but extraordinary person. Not only does he have a great know-how and skills in theoretical academics, he also has a vast experience in practical work and life applications, which comes from his notable personal path of life.

Having been in various global management and leadership functions over the past fifteen years, I was genuinely interested in what Miguel had discovered about Egos at work in his studies and observations.

The Ego: what does it mean? Ego is the Latin word for the English "I". It puts the "I, myself" in the center of a human individual's thinking and behavior. It seeks the individual's rather than the group's wellbeing.

It's important to note that this book does not deal with Freud's psychoanalytic theories of the Id, the Ego, and Super-Ego, nor with Machiavelli's thesis that egocentric behavior could be tolerated as long as the ends justify the means, but it attempts to give a practical guidance regarding how different types of the Ego at work influence individual behavior, what consequences come

with them, and how to overcome and deal with them.

In an organizational context, we often speak of one person being the supervisor of or superior to others. We imply that the superior or manager is above and better than other co-workers.

Many might think, yes: A Manager is above others in the hierarchy of an organizational structure. But does this make him superior to others? Does it make her better?

While it is true that an organizational hierarchy sets a certain order to tasks and responsibilities, one cannot, and should not, mistake this as the superiority of one person over another. If this becomes the case, the effect of such an applied Ego at work will become negative for the working relationship and finally the organizational performance.

Who has not seen people at work with a big Ego? Those who believe the earth is not spinning around the sun but both sun and earth are spinning around them; the ones who know it all, who have seen and done it all.

While having a fair amount of self-esteem is good and helpful, stretching and over stretching it to the extent that it becomes a purely self-centered Ego will be harmful to organizational performance and success.

Too much of an Ego makes us blind. It makes us blind to the shortcomings that each of us has. It makes us

overestimate our capabilities. Yes, I write “us” because the Ego is not just a Manager’s thing, but rather a conscious and subconscious part of ALL of us.

In this handbook, Miguel unravels the mystery of “Egos at Work” that apply to all of us being managers, first-line employees, and co-workers at the same time.

Looking a bit deeper into the matter: The Ego is described as a defense and attack mechanism that comes with the risks and stress of perceived or real threats, uncertainty, and acting on stereotypes. Once the threat, or the perception of threat, disappears, the ego rests.

However, in today’s VUCA environment the Ego becomes even more apparent as there has never been more Volatility, Uncertainty, Complexity, and Ambiguity. These components increase competition for resources, power, and appreciation. Which in turn puts more stress and risks on both leaders and team members alike.

Miguel’s studies and observations have identified eight forms of Ego, and several forms of Ego can be activated all at once. The eight egos are like eight shields-weapons activated depending on the situation. Remember, we are dealing with interpersonal relationships, so there are always two sides of the interaction: the defending side, which he calls “ego defense” and the attacking side, which he calls “overpowering ego reaction” or “ego attack”.

He distinguishes the following 8 forms of Ego: Superiority Ego, Seniority Ego, Generation Ego, Industry Knowledge Ego, Skills Ego, Network Ego, Gender Ego, and Culture Ego.

When one is reading about the different Egos, where they come from, how they arise, what causes them, and how to deal with them as a business leader, it all seems so obvious. Obvious it is, but only once it is written down and presented in clear structures.

Miguel managed to write down his observations in a summarizing and enjoyable manner. The handbook is what it is called: a book that gives practical guidance about how to understand, detect and deal with Egos in a working environment. The author has spiced it up with real-life examples and cases, which he has experienced in his more than twenty years of living and working in a multi-international context.

When I first heard about the title of the book “8 Egos”, the question snapped to my mind whether the eight egos are like the “7+1” sins of bad leaders? Would it be a book about eight bad habits that must be avoided?

Miguel has carefully dismantled my initial thoughts and questions. Throughout the book it becomes clear that these Egos, per se, are not negative for individuals or organizations but – if managed well – can become a source of great benefits.

Reading this handbook you will learn more about

what it takes to manage the Ego, YOURS and that of OTHERS around you, no matter whether they are your employees, colleagues or bosses. To those in leadership functions, understanding and being able to deal with Egos is not an option but a necessity to enable and foster organizational performance and business success! Enjoy the reading!

“WHILE IT IS TRUE THAT AN ORGANIZATIONAL HIERARCHY SETS A CERTAIN ORDER TO TASKS AND RESPONSIBILITIES, ONE CANNOT, AND SHOULD NOT, MISTAKE THIS AS THE SUPERIORITY OF ONE PERSON OVER ANOTHER.”

(Christian Martin)

[Read the full handbook](#)

5

INTRODUCTION

INDIVIDUAL SUCCESS
DEPENDS MORE ON
COOPERATING WITH OTHERS
THAN ON OUR
INDIVIDUAL CAPABILITIES.

Yes, market dynamics determine how organizations manage their short, mid and long-term actions.

Yes, public policy affects whether or not an organization is able to reach its goals as well as create and sustain profitable development.

And yes, macro environmental issues (natural or human-made) such as economic crises, warfare, rain, earthquakes, pandemics such the one caused by the Covid-19 and the like, affect organizational stability and lifespan.

All those aspects are external factors upon which business organizations have little or no control at all. The following common Chinese saying encompasses this organizational reality: “计划赶不上变化” (jihua gan bu shang bian hua). This saying expresses the fact that all plans are ultimately affected, and at some point determined, by sudden human or environmental changes. Nothing is more accurate when it comes to organizational processes, where the only constant is change.

What really matters in terms of how successfully we deal with sudden changes is how well prepared we are; and in order to be prepared, we have to look into several internal factors that affect our ability to react quickly and effectively to sudden or unplanned situations.

Some of those factors are tangible, such as capital, machinery, or infrastructure; others are intangible such as the content of communication, knowledge, culture, personalities and the ego. Yes, the ego.

Continue reading from book.



6

THE EGO

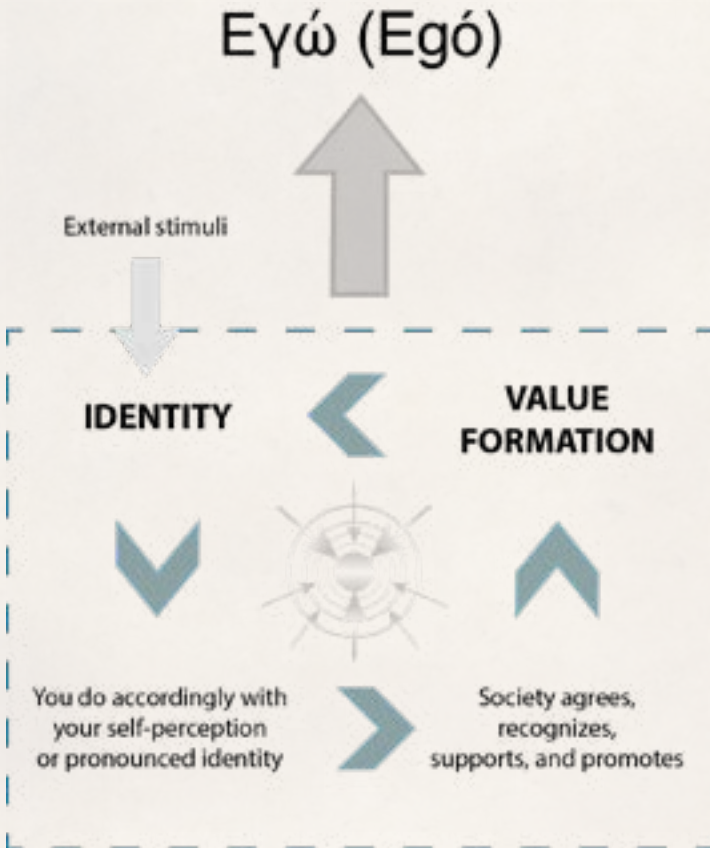
2

INSIDE THIS BOOK

“KNOWING OTHERS IS INTELLIGENCE;
KNOWING YOURSELF IS TRUE WISDOM.
MASTERING OTHERS IS STRENGTH;
MASTERING YOURSELF IS TRUE POWER.

(Allegedly by Lao Tzu in the Tao Te Ching)





Ego Formation, Value and Identity Model.

This model represents the dynamic nature of ego formation and maintenance, which leads to acquiring identity and hence individual and collective value.

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In simple words, the ego (the Greek word for the English “I”) is the biological, social and evolutionary “executive department” of the mind that functions by helping us adapt, make sense of the world, and have consistency and identity. It exists in the conscious mind, which means that we are aware of it at all times. The ego is then the self: “I.”

Most of the time, when acting on the basis of our ego, we don’t call it ego because it sounds “egocentric,” which has a negative social connotation; and as a social defense mechanism, we do not want to be associated with anything negative. So, we normally call it anything else but ego.

The same as the superego (deep-rooted ideas or high rationality) and “id” (unconscious mind, or instinctual element of the human psyche), the ego is always with us. We never leave it at home. Never!

These three elements, ego, id and superego, first

introduced by Sigmund Freud, and further developed by Ana Freud and other psychologists, form the “psychological persona”.

The Ego does not just appear; it develops in an “epigenetic” manner, which means that it changes as we evolve through life. Erik Erikson brought this term – epigenetic – into the psychology literature in his Theory of Ego Psychology.

This epigenetic nature of the ego implies that, as we move from one stage of life to another, and our strengths in society evolve –either weaker or stronger–, our ego changes accordingly. For example, during our teenage years, our ego actions or reactions may be based on our sports capabilities or physical attractiveness or abilities; during our adulthood, the ego moves to professional skills; later in life, wisdom or legacy is what constitutes our ego. Sports, professional skills, wisdom, and legacy among others are our strengths or focus areas at different stages of life and so they constitute the different egos with which we moderate our interactions with others throughout our lifetime.

[Continue reading from the handbook.](#)



8 EGOS AT WORK

18

THE
8
EGOS

INSIDE THIS BOOK

26

1. SENIORITY
2. SUPERIORITY
3. GENERATION
4. INDUSTRY KNOWLEDGE
5. SKILLS
6. NETWORK
7. GENDER
8. CULTURE

IT IS THE MARK OF AN EDUCATED
MIND TO BE ABLE TO ENTERTAIN A
THOUGH WITHOUT ACCEPTING IT.

(Allegedly by Aristotle)

Continue reading from the handbook.



LIFE IS GOOD!

[Read the full handbook](#)

8 Egos at Work

A handbook for better leadership
and a happier, more productive, life
at work and anywhere else.

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Second Edition (e-Book).

8 EGOS AT WORK

Dr. Miguel A. Cerna is a behavioral scientist and cross-cultural conflict analyst. He moved from El Salvador to Taiwan in 1995 and to Mainland China in 2010, where he conducted his doctoral research in Organizational Cross-Cultural Conflict Management.



As a child, he used to spend long hours daily observing people, and thinking about the reasons behind their facial expressions and body movements. Later, with the intention to find out where behavior comes from, he first looked into psychology, where he discovered the influence of emotions and society on behavior, which brought him to cognitive behavioral and social psychology.

In his early adulthood, he traveled extensively to thirty countries and interacted professionally and socially with people from over eighty cultures. This exposure educated him on his incorporation of culture into the formula of human behavior.

In the process of becoming a multicultural person himself and a polyglot, he witnessed how people from different cultures speak of and use money, and how the possession or lack of it influences behavior, which brought him to his writings on behavioral economics. He later dived into the neurology of behavior. Together, these areas of knowledge greatly contributed to finding out the root cause of behavior, to which he has dedicated his life.

By the publication date of this handbook, he is Managing Partner at Verve and lives in Portugal, where he was displaced due to the Covid-19 pandemic. Unable to return to his home country, he's used this time to write and publish on different subjects including human behavior and globalization as well as deepen his involvement in the development of systems for better human communication.

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