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## Pathogenic management techniques

It is first important to know that the jurist relates pathogenic management techniques to the violation of a rule of law:

- The misuse of the subordination link: incivilities of a vexatious nature, refusal to engage in dialogue, insidious or insulting remarks, hurtful words, denigration and the desire to ridicule, mockery.
- Misuse of disciplinary rules: unjustified sanctions based on non-existent or venial facts or trivial facts; undermining of grade and step advancement, requests for professional training training; abusive evaluation and grading.
- Misuse of managerial power: isolating, not giving work, setting unachievable objectives, assigning work objectives, assigning unnecessary work, arbitrarily changing assignments.
- Misuse of organisational power: arbitrarily changing working conditions or the the essential duties of the job.

It is therefore essential to identify pathogenic management practices. They overlap with the legal rules. The following list should help the manager, the employee, his occupational physician, his general practitioner and his psychiatrist to analyse the working conditions in which he seems to be losing his health.

### List of pathogenic management techniques

#### 1. Overuse of the subordination relationship

**Relational practices will seek to establish the subordination relationship as a power relationship:**

- to be on familiar terms without reciprocity ;
- ordering the use of familiarity and kissing;
- Establishing a hierarchical asymmetry aimed at humiliation;
- systematically interrupting;
- using a high and threatening verbal level;
- Doing away with social skills (not saying hello, goodbye nor thank you);
- systematically criticising the employee's appearance in private or in public;
- using sexist or racist insults in public, calling the employee's work into question in front of colleagues or the public (customers);
- cease all verbal communication (exclusive use of post-its, memos, e-mails)
- stop looking in the eyes, look with contempt ;
- using the appraisal interview to destabilise emotionally

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**Isolation practices will also use the relationship to separate an employee from his or her collective or part of the collective from the other clan. Banning, Isolation and Loneliness generate major states of psychological distress :**

- changes in meal times to separate from regular colleagues;
- failure to provide information about meetings
- failure to invite to meetings concerning the employee;
- injunction to other employees to stop communicating with the designated person;
- complacency for some, excessive rigour for others - for example, in the management of working hours or
- for example, in the management of schedules or break times;
- unequal distribution of the workload, in quality and quantity;
- public stigmatisation of one or more employees in front of the rest of the team;
- strategic competition management.

## **2. Overuse of disciplinary rules**

**Disciplinary practices and work control are part of the employer's prerogative, but must be used fairly and in good faith. Human or technological surveillance of all actions can become persecutory:**

- monitoring telephone communications by amplification or listening in;
- checking drawers, lockers, bins, bags and purses;
- checking the length of breaks and absences;
- control of conversations and relations with colleagues;
- obligation to leave the office door open "so that I can see you";
- abusive reporting requirements, use of new information technology (NIT) to control, measure and to control, measure and monitor the employee's physical and mental activity

**Punitive practices put employees in a situation of constant justification and are counterproductive by destroying the recognition of work:**

- repeated refusal of employee requests for training, even though they are necessary for the development of the work and cannot be refused more than once
- Inconsistency in the marking and assessment procedures affecting the step and grade advancement tables;
- systematic memos (up to several per day);
- disciplinary meetings, reprimands and warnings for venial acts;
- repeated use of registered letters with acknowledgement of receipt, delivered by bailiff;
- unfounded disciplinary proceedings;
- authoritarian assignment to a department;
- strong inducement to transfer, to resign;
- blocking of transfer;
- overtime not validated and not compensated;
- holidays imposed or not granted at the last moment;

- intentional multiplication of e-mails

### **3. Overuse of management and organisational power**

**The power to direct and organise the work process can lead to the loss of the meaning of work, of the link to reality, making the employee "invisible" or exhausting him or her. The loss of the meaning of work:**

- working too sequentially with no vision of the work product
- working on the edge of illegality: false invoices, illegal spraying, incomplete repairs, poor quality of materials involving the safety of the client
- having to apply so-called quality standards, in convergence with those of the market but not with those of the work;
- having quality procedures imposed on them in parallel with work carried out in degraded mode.

#### **The paradoxical injunctions:**

- prescribing confusing and contradictory instructions that make the work unfeasible, which will be reproached in a second stage;
- defining a procedure for carrying out the task and, once it has been carried out, contesting this procedure;
- giving work in a "mission impossible" mode;
- Instructing the prioritisation of tasks that are presented as having a similar degree of urgency;
- redoing a task that has already been done;
- setting objectives without giving the means to achieve them, in quality and quantity
- setting rigid prescriptions, to be followed "to the letter", without taking into account the reality of the work;
- impose obedience to the prescription "to the letter", to the detriment of the work it is supposed to organise;
- correcting non-existent faults;
- tearing up a report that has just been written, deeming it useless;
- bringing in the employee and not giving him or her work.

#### **Staging the disappearance:**

- Removing tasks defined in the employment contract or the work post, especially tasks of responsibility, and giving them to someone else without informing the employee;
- Depriving the employee of an office, telephone, computer, emptying cupboards;
- erasing the employee from organisation charts and letterheads
- instructing colleagues not to speak to the employee;
- removing work and relationship tools (intranet, meetings).

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**Emotional surrender through hyperactivity:**

- setting unrealistic and/or unachievable objectives, exceeding the legal working time, maintaining a situation of failure, burnout and systematic criticism
- dropping off urgent files five minutes before the employee leaves;
- excessively increasing the workload in a given time;
- forcing work in apnea, resulting in the loss of physiological, cognitive and psychological respite
- Invading cognitively, intellectually and physically, outside working time - through NTI.

However, it should be noted that the occasional use of one of the practices described above does not necessarily constitute abuse.