

# Depression as a management tool

"Managing your team" is the theme of a three-day training session offered to AFP managers. Among the topics:

- Professional interviews
- Developing the capacity to assert oneself in tense situations (self-test of assertiveness)
- Managing former colleagues, staff with greater expertise
- Developing clear-sightedness in the face of a changing AFP
- Anticipating, handling resistance and assisting individually staff impacted by changes



So everyone can make their own opinion, SUD is publishing excerpts of the document here: <http://u.afp.com/4wk5> and (more complete) on Aurore: <http://u.afp.com/4UtE>

The document reveals management's intentions when it is seeking to impose a **Grand Accord** which would lead to a sharp increase in working hours followed by reductions in staff. The plan is to divide us and push forward amid the climate of resignation that reigns at the Agency.

## The role of managers: imposing the objectives

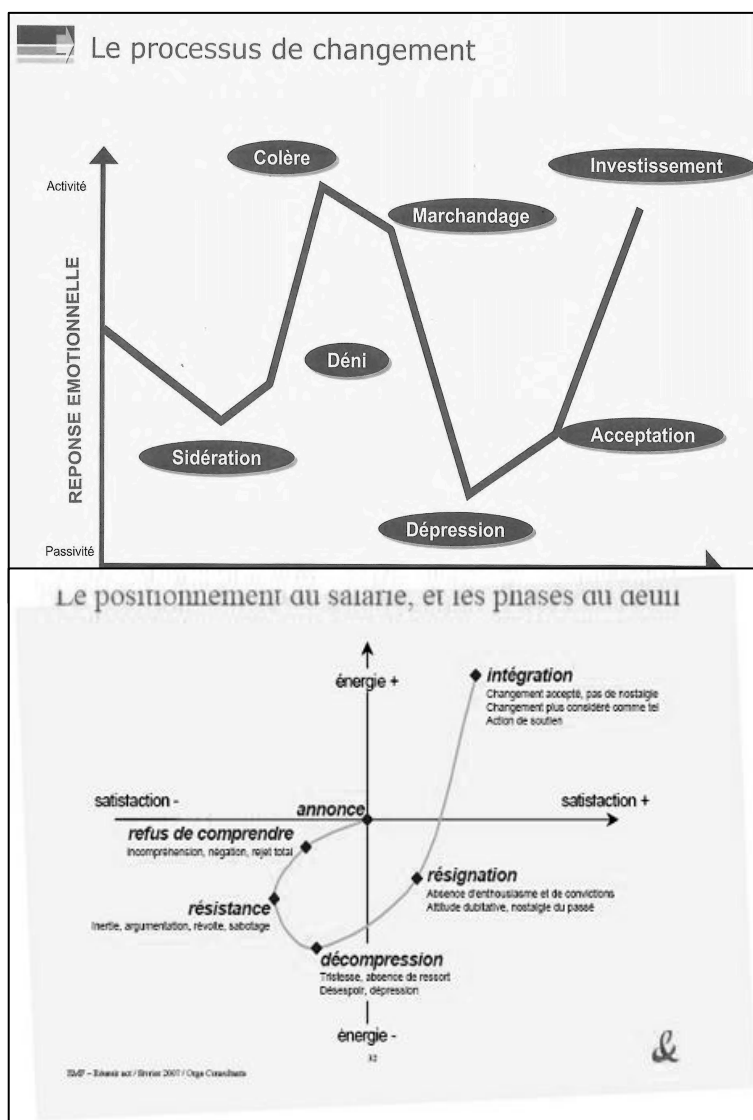
To be an efficient manager is to obtain the objectives at the least cost in three measures:

- **Economic** (within budget constraints)
- **Social** (without conflict, strike, absenteeism)
- **Psychological** (too much pressure which causes stress, irritation, aggression)

The advice provided to AFP managers is the same as any for-profit business. Consider the schematic "processus du changement" or change process reproduced at right. Below the AFP document is one used in training of France Telecom/Orange managers in the early 2000s, where there was a wave of staff suicides<sup>1</sup>.

**The change process at FT/Orange:** "sadness", "despair", "depression", "resignation"

**The change process at AFP:** "stupor", "denial", "anger", "depression" ...

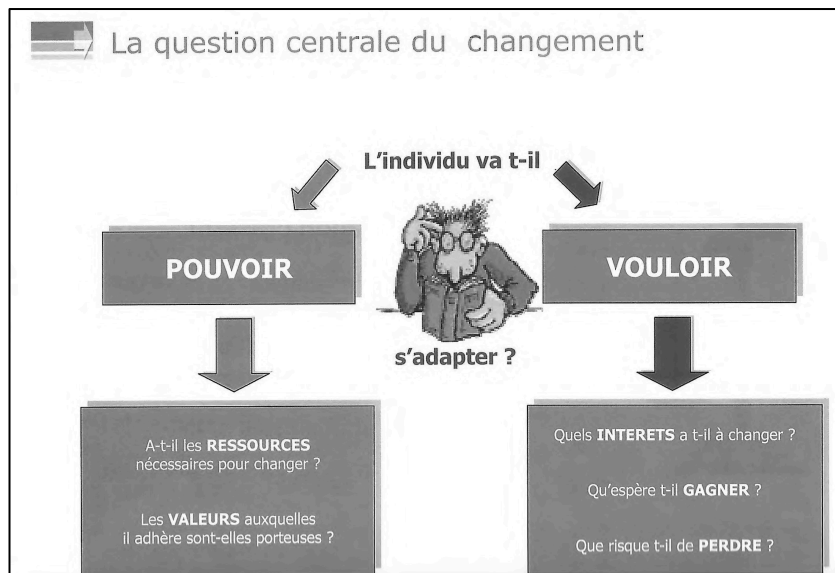


<sup>1</sup> Source : <http://rue89.nouvelobs.com/2010/10/01/stage-france-telecom-courbe-du-deuil-et-casse-du-salarie-169002>

According to these documents, employees inexorably pass through different “**phases of mourning**”, and this widespread suffering is justified by objective: the acceptance of “change”.

**We are evidently far from the days when change was progress!**

## Who must adapt to what?



“**Change is helping people change**”, states the AFP document. Because each individual must change, must “accept the evidence”.

This infernal process is already underway in **AFPTV** and the **technical services**. According to many, the **professional interviews** conducted by managers and Human Resources staff also follow the same schematic, sending employees through the phases of mourning via discouragement.

## And solidarity?

Solidarity figures among the nine key aptitudes of AFP managers. It is “managerial solidarity”, however, reserved for the hierarchy meant to be a separate caste, equipped to guide staff who have been divided, isolated and demoralized.

**The “efficient manager” knows how to “manage their team”, guiding each member through their mourning phases and accept with fatalism the pre-ordained results.**

Faced with such a destructive policy, **SUD** believes that the “teams” to be managed should refuse the phases of mourning and instead close ranks.

**Management victim?** Don’t suffer in silence. Let your colleagues know. Let your union representatives know. Don’t let them isolate you!

**Opposed to working more to earn less?** Don’t succumb to resignation.

**Indignation is good, resistance is better! Together, we can change the balance of power. The path to success runs through solidarity.** And away from the gloom of management training.

Paris, 6 December 2016

**SUD-AFP (Solidarity-Unity-Democracy)**



**Sud**  
AGENCE FRANCE PRESSE