

CASE STUDY: MILITARY ASPECTS OF MANAGEMENT

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Abstract: : *The comprehension of the concept of democracy consists of being generally able to give a correct answer to the following questions: ”- What construes manipulation?”, ”- What construes power?”, ”- What construes an abuse, be it only verbal?”, ”- What is a victim?”. In this paper I tried to unfold the specifics of military management, starting from all that it should not turn into: manipulation, power, abuse and victim.*

Keywords: *management, leadership, charisma, leader, authenticity*

Depending on its relation to the free will of the fellow beings, there are two types of man-specific power:

1. Dominating power,
2. Personal power.

1. PERSONAL POWER VERSUS DOMINATING POWER

The personal power creates healthy inter human relationships of mutuality and cooperation. This type of power is bestowed upon charismatic, confident, highly motivated individuals, (who are adaptable, ambitious, full of initiative and optimistic).

Scientific management may only be applied by persons who hold real personal power as the only way of transforming the science of management into the art of leading the activity of any corporation to excellence, a fact demonstrated by the reality of our days.

The dominating power creates empirical management by applying manipulation techniques in abusive relationships where the verbal aggressor and its victim appear to live in different worlds, both incapable of accepting the other’s world. The dominating power generates confusion and lies beneath all cultural limitations and the empirical management through actions such as:

- The aggressor, (as leader practicing the empirical management), denies the abuse he perpetrates over his subordinates;

- Verbal abuse, (consisting in pathological projective, defensive or paradoxical communication), is often perpetrated behind closed doors;
- The stake of the corporate communication is the abuse itself by bringing the subordinates into submission, using the control over them as a purpose in itself, aiming at the abolition of the man/professional’s free will by the very hand of the authority figures.

How can we identify and diagnose, without being mistaken, the management abuse in a contemporary corporation?

When, in the life of a corporation we are confronted with the practice of empirical management, we are affected at least by one of the following situations:

1. The authority figures (managers) are irritated/agitated most of the time, even when their subordinates have done nothing to upset them or to provoke their rage. The subordinate victims are always taken by surprise by the inexplicable rage of the superiors and if they had the courage to ask them what causes such treatment, the manipulative managers would either not admit their own attitude or claim to behave that way because of the person asking the question.
2. Machiavellian managers refuse dialogues on matters that frustrate/ dissatisfy their subordinates.

3. The employees in subordination of the practitioners of empirical management often become insecure in their relationship with the authority figures due to the fact that the intentions of their manipulative superiors are systematically veiled by Machiavellian techniques.
4. Employees become inactive and cease to have personal opinions and much less work initiatives because they fear what the Machiavellian superior might think and of what they would have to hear from their aggressor, (the inappropriate authority figure, and practitioner of the empirical management).
5. Employees become vaguely aware of the deadlock their facing as they ask themselves what the matter is with them. "I should not be feeling this bad", they would tell themselves in a haze.
6. Practitioners of the empirical management create a work climate that completely lacks transparency and continuously misinforms by omission, the only goal of the Machiavellian superiors being to bring their employees into submission by withholding information on strategic/tactical/operational plans of the corporation, even if it means to block the corporation's activity, believing that "knowledge is power" and they ought to keep it to themselves.
7. The manipulative superiors will apply contradiction to any of their subordinates, automatically supporting the opposite of whatever the interlocutor's view is, without any connection with the reasoning behind the scientific truth; they communicate defensively, abruptly, artificially, ostentatiously, lacking any concern towards the subordinate in question; they claim the subordinate has a wrong way of thinking and contest any professional experience and any scientifically proven truth, thus confiscating the right to accurate thought process and claiming it as their own because they are the "boss", even more so if the subordinate happens to be the real professional.
8. The employees of the corporation start to wonder whether their Machiavellian superiors still see them as people with individual personalities.

9. The manipulative superiors practice pathological defensive/projective/paradoxical communication, either by denying the existence of problems at the work place or by a momentary display of rage, to serve as a diversion and to avoid the dialogue with the subordinates, colleagues and even their superiors at all costs, and to pursue the domination and apprehend the formal authority within the corporation.

All 9 situations are forms of manifestation, sadly possible to encounter in corporations where empirical management is practiced, with severe consequences on the chances of survival of any form of institution in a competitive international environment of our days. We find that verbal abuse practiced in the empirical management may be:

- outright, (open),
- dissimulated (veiled).

When the verbal abuse is outright, it may take the form of a rage outbreak towards the victim, or the form of an attack, accusing the victim of "being too sensitive".

The dissimulated verbal abuse is much more destructive for the victim because of its indirect nature, as it operates as a veiled attack in the form of a constraint, a form of interpersonal interaction, as a result of refraining from a more intense form of aggression, using Machiavellian techniques to severely reduce the attacked/abused person's ability to identify and cope with the interpersonal reality.

The employee in subordination of the Machiavellian superior will receive illegitimate orders, without confronting anything concrete, yet having to trust himself and his life experience and no matter how painful it may be, he must admit/acknowledge that the man who represents the authority in the corporation, his own superior, acts like an aggressor and deceives, uses, disrespects and undervalues him.

2. WHAT IS TO BE DONE?

Identifying verbal abuse, (materialized in empirism / Machiavellianism /manipulation in the management of a corporation) falls under the victim's attributions because the manipulative aggressor is not motivated to change.

The employee may find it difficult to identify the abuse itself because he is affected by the manipulator's techniques that make him doubt his judgment. If a subordinate were to feel offended and voice his feelings and say to the Machiavellian superior who verbally aggressed him something like: "- I felt bad when you said that.", his aggressor would not give him a proper answer or show any understanding, but would rather dismiss his victim's feelings, labeling them as unjustified, replying something like: "- I don't know what you're talking about. You're too impressionable." The victim will then doubt his own perception and the reason for that is that, since birth, we have all been taught to ignore our feelings, something that is deeply wrong towards ourselves.

The criteria for determining whether something is bad/uncertain are our very emotions/feelings, (detected through senses – sight, hearing, smell, touch, taste and instinct).

Only after having identified/validated one's own emotions, will one be able to stop any abuse by answering something like:

- "I feel offended."
- "I feel minimized."
- "I feel unappreciated."
- "I feel ignored."
- "I feel disregarded."

Verbal abuse is eradicated when the victim realizes that sharing his emotions/feelings with the aggressor is most certain to result in their denial by the latter.

That is when the victim of the manipulation will free himself and come to understand that "the impression of the truth is possible to be perceived not through someone else's eyes but through his own", (Bach and Dentsch, 1980).

3. CONCLUSIONS: WHAT CONSTRUED MANIPULATION/POWER/ VERBAL ABUSE/VICTIM IN THE MILITARY MANAGEMENT OF THE CORPORATION?

The manipulation in the military management of the corporation consisted in using another person, subordinate /superior/ colleague, to humiliate, offend, lie to/ misinform (even by omission), to block and determine to fail, to constrain into performing illegitimate tasks.

Power in the military management of the corporation is the skill/talent of the employee/ manager/colleague, used depending on their personal conscience/ethics in ways that are constructive/destructive for the fellow workers, or for the corporation/society.

Abuse in the military management of the corporation is the use of one's own freedom (responsibility), to the detriment of the freedom of other individuals, violating/forfeiting the following rights that ought to be acknowledged as rightful for every human being:

1. The right to information, "every person must know exactly what is expected of them and what their obligations within the company are" ;
2. The right to a fair and impartial treatment, "every person must know their own professional standards and must be correctly assessed, compliant with the criteria that measure the professional performance at the work place, equally applied to all employees of the same occupation" ;
3. The right to work according to one's own ability, "every person must perform the job that best represents the specific abilities and skills assimilated based on a real talent in their field of work" ;
4. The right to a fair reward for their work, "every person must be paid according to their contribution to the work place, to society" ;
5. The right to display one's competence and skills, "every person has the right to not be obstructed in the performance of their professional activities and to benefit from equal opportunities at work, or in their profession/corporation/life" ;
6. The right to professional opportunities, "every person has equal opportunities for professional development and career advancement" ;
7. The right to appreciative feedback, every person has the right to be appreciated when achieving performance at work".

The victim of the verbal abuse in the military management of the corporation is the competent employee, subordinate/superior/ colleague, whose rights/expectations were violated/ ignored in its psychological/legal contract with the institution, whereas he/she had done nothing wrong towards the employer but rather:

- Achieved professional performance compliant with the assessment criteria for measuring performance that were taken into account in the job specification;
- Displayed a devotion towards the cultures of the military corporation, enforcing them by his/her actions at the work place rather than simply reciting them;
- Exercised discipline at the work place and respected the contractual obligations towards the employer/ company internal regulations/state laws or individual morality;
- Contributed to the improvement of the company image towards customers / providers by the professional competence he/she displayed and the fairness he/she applied in said affairs.

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