

Who Cares

Preface

This book is about people. In particular, how individuals behave in a management environment and how we can improve our systems for managing them.

Our business systems are driven by a cycle that is objective and procedural, as it should be. After all, the bottom line has to be measured objectively. People, however, are subjective and behavioral beings, and we measure our personal motivation cycle subjectively. Consequently most management systems are not conducive to motivation. Many good managers make up for this, despite the shortcomings of their processes. More often, however, our people are left in an unholy alliance, subjective beings struggling in an objective process; faking their working lives, unable to use their human power.

We have spent the last thirty-plus years working with clients, helping them implement better processes for managing their people. Along the way we were observing the behavior patterns emerging from using the new processes, and refining the models further. It turns out that the secret to the successful management models lies in enabling the objective business cycle and the subjective personal motivation cycle to work together in harmony. The former ensures that the direction he is taking is in harmony with the objectives of his organization. The latter ensures that the trip she is experiencing is in harmony with herself.

This book is about our story and the processes we and our clients have refined to liberate the power in their people.

The book is organized in two parts.

Part I consists of eight chapters written in the first and second person singular by Mike Howe, talking to you, the reader, recalling real incidents and providing specific “how to” instructions using our motivational models. This pedagogy was already established when Guy Viau joined Mike as co-author and we purposely chose to maintain it, even though Guy participated as a full partner both in augmenting and editing the text, and in refining the Who Cares Management Models.

Chapter 1 introduces the concept that people are not manageable except by themselves, and that management systems should be designed to encourage them to do so.

Chapter 2 leads the reader to identify the importance of managing your internal harmony in order to cultivate authenticity and personal power, before you attempt to influence others.

Chapter 3 describes the characteristics of a management system that encourages the participants to manage their internal harmony and motivate themselves on the job.

The remaining chapters take the form of “how to” instructions for managing:

Your boss – Chapter 4

Your direct reports – Chapter 5

Your clients – Chapter 6

Your projects – Chapter 7

Your corporate culture – Chapter 8

The general descriptions of the Who Cares Management Processes are all in Part II and are referenced from the text as appropriate.

While the text is organized to provide you with a logical progression from problem understanding through to specific solutions, our enlightenment actually came the other way about. The management models were developed first through trial and error with our clients over a period of thirty-odd years. The management philosophy and the book followed only after the processes were proven successful.

In any case, you may read the book in any order.

You may be involved with a sick project, rife with symptoms like apathy, fear, frustration, suspicion, and loneliness. (There is a lot of that going around.) Read Chapter 7. It will refer you to earlier chapters as appropriate. It will also refer you to the general description of the process you should use. In this case the Project Commitment Management Process will help you fix the problem, no matter how sick or how old the project is. Using this process you can manage a dicey project at the right pace involving the right people at the right time without apologies; and without stepping on anybody or ruffling any feathers that don't need ruffling.

If you are interested in managing your boss, start with Chapter 4, where you can learn how to manage him/her even if he/she is missing or unmanageable.

Maybe you are in charge of a group of people who are frustrated with a seemingly unending workload – one of our more popular complaints these days. Chapter 5 will help you with this one. Using the Accountability Management Process will help them manage their trust relationship with you. This enables them to manage an excessive workload without pain; and without compromising their productivity.

If you want to manage your Clients, start with chapter 6. Whether they are external paying customers or internal service clients, using the Client Management Process will ensure that your customers believe they are getting the service they need. The same process will help you manage your Suppliers.

If you are a Human Resources professional you may be interested in cultivating and/or maintaining an effective Corporate Culture. Chapter 8 will help you establish a program that will ensure your organization is getting the most out of your people; while at the same time, they are constantly improving the quality of their working lives.

If you want to browse, each chapter ends with a brief summary of the messages and points developed.

Or you may wish to start with one of the “stand-alone” process descriptions themselves. The effective management behavior enjoyed by our clients does not come from an understanding of management principles. It comes from the experience of practicing these processes for a period of a few months. They are self-correcting and self-motivating. Don’t let their simplicity fool you. Try them. They work.

Mike Howe and Guy Viau
November, 2009

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