

# *WHO CARES*

Excerpt

## Chapter 1 – Who Cares

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*Better Systems for Managing People*

# Who Cares

## Excerpt Chapter 1 – Who Cares?

One of the problems we have with management is that we don't know how to talk about it. We use words like planning, delegating, directing, monitoring, etc., but the words don't say anything, they're not instructive, they don't tell what's happening. Experienced managers know how to do these things but when you ask them to talk about it, they don't speak the same language or even tell the same story. Novices have a difficult time catching on. If they have a post-graduate degree in management, it's even tougher because they know how to talk about it but they don't know how to do it. We would be a lot better off if we had a common language that talks about management in terms of what's going on.

### **Worrying, Dreaming, and Being Interrupted**

What does a manager do? There are only three energy consuming management activities: worrying, dreaming, and being interrupted. We dream about what might or might not happen. The product of this is planning. If we set ourselves to plan without dreaming, all we can do is make a list and if we haven't done any dreaming since the last time we made a list, we can use the old list. We worry about what is or is not happening and the product of this is directing. If we set to direct without worrying, all we can do is call a meeting and if we haven't done any worrying since the last meeting, then we're likely to have another useless meeting. We are interrupted by someone whom we have asked to worry and dream about something on our behalf. His or her worrying and dreaming has become combined, at night, and the loneliness of this nightmare has encouraged him or her to get back to us for help. This is called the delegation process.

Since people don't worry or dream about something they don't care about, we can combine the two words into one, "caring." Management then is all about caring and a management system is a system for sharing caring. Further we can say that accountability is the word we use to describe what a person is supposed to be caring about. "Who cares?" then means "Who is the single person who's *energy of attention* is focused on worrying and dreaming about this?"



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