

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

Table of Contents

Part I

CHAPTER 1 – WHO CARES? (PEOPLE AND THEIR SYSTEMS) p1

Think Energy

Worrying Dreaming and Being Interrupted

Managing the *Energy of Attention*

Understanding People and Their Caring Centers

Three Laws of People-Systems

Law #1

No system can create a second system as sophisticated as itself.

Law #2

No lower level system can be used to measure or control a higher level system.

Law #3

All systems will eventually be destroyed by their creator.

Managing For Energy

The Importance of Subjectivity

The Anatomy of a Management System

Shared Values for Behavior--The Most Powerful Influence

Managing Shared Values

The Behavior of Living Systems

Recognizing the Power of Shared Values

The Anatomy of an Organization

Management Plumbing

The Three + One Caring Networks in Your Organization

Who Cares – Summary

CHAPTER 2 - MANAGING YOURSELF

p18

“This above all...” Hamlet, Act 1, Scene 3,

Personal Power at a Glance

Internal Harmony, Authenticity and Personal Power

Cultivating Personal Power

Getting to Know Yourself

Canoeing

Managing the Wind

Big Boy Canoeing

Promoting Yourself to Aloneness

Accepting Responsibility for Your Actions

Managing Your Hope for Personal Growth

Meditation, Yoga, etc.

Laughing, Crying and Aching

Love

Testing For Personal Power

Where Are You Pointing?

Annoyed by Others' Behavior

Pride

Regrets, Remorse, Anger, Anguish, and Pain

Using Personal Power

Confidence, the Bottom Line Measure

Managing Harmony of Intent

Owning All Potential Outcomes of Our Actions

Managing Our Personal Baggage

Staying on Our Own Turf

The Power of “I”

Accountability – The Focusing Agent for Management Systems

Managing Yourself - Summary

CHAPTER 3 - MANAGING FOR POWER

p40

The Characteristics of a Power Management Process

Managing Behavior

Managing Interest

Hope for Personal Growth – The Fuel for Motivation

Understanding the Personal Motivation Cycle

The Best Kept Secrets about Motivation

Don't give me a goal, I feel trapped.

Don't measure me, you're not qualified.

Don't ignore me, I need feedback.

Don't ask me where I am; ask me where I'm going.

Managing the Personal Motivation Cycle with the Business Management Cycle

Formatting Your Processes for Managing Power

Using Accountability as a Focus

Managing Accountability

The Rules for Caring

The Psychology of Personal Commitments

Personal confidence

A perception that you have an avenue for seeking help

Permission (Obligation?) to act authentically

Rules for Establishing and Sharing Accountability

Rule #1 Accountability + Confidence = Care-ability.

Rule #2 Accountability must belong to an individual.

Rule #3 Accountability must always be on behalf of a second person.

Rule #4 Accountability must always be for a deliverable (Result).

Rule #5 Accountability is *alive* and must be refreshed on a regular basis.

Rule #6 Accountability must be Visible (Known to all people).

Rule #7 Accountability need not belong to the Doer.

Rule #8 Accountability and blame are not the same thing.

Customizing your Management Processes to Manage for Power

Summary – “People Are Our Most Important Asset.”

CHAPTER 4 -- MANAGING YOUR BOSS

p65

See Chapter 2 - Managing Yourself or Else Hide Under Your Desk

If My Boss Calls Get His/Her Name

Finding Your Boss

Managing Your Boss – Definition

Confidence

Managing Your Boss’s Anxiety Level

Respecting Your Boss’s Position

Harmony

How to Use Your Accountability Status to Manage Your Boss

The Who Cares Accountability Management Process (ANET)

Learning How to Use ANET

Example ANET Status Meeting – After Six Months Experience

What Makes It Work

Some Hints about Using ANET

Managing Your Boss – Summary

CHAPTER 5 - MANAGING YOUR DIRECT REPORTS

p85

Managing Your Direct Reports – Definition

Resource Management – The Forgotten Job

The Corporate Business Cycle and the Personal Motivation Cycle - How to Make Them Work Together

See Chapter 4 - Managing Your Boss – Who’s Managing Whom?

Harmony and Focus

Managing Interest

Expected Benefits Using ANET

Trust

Mentoring

Learning Management

Clear Accountabilities and Empowerment

Workload Management

Personal Growth and Productivity

Implementing ANET

Include Your Boss

Introduce the Process to Your People

Implementation Strategy

Hints for Using the Process as a Leader

Share the Load

Stick to the Format

Reviewing Delivery Accountabilities – How are *things* going?

Reviewing Projects

Reviewing Resource Responsibilities – How are *you* doing?

Keep Accountabilities the Same?

Reviewing the Trust Relationship

Keep it Alive

Shared Behavior Values

Managing People through Change

Helping Implement ANET Using a Continuous Improvement Process- CIP

Managing Your Direct Reports – Summary

CHAPTER 6 – MANAGING YOUR CLIENTS

p108

Client – Definition

Service – Definition

The Client Management Network (CNET)

Win-Win Purpose

Building Your Caring Network for Managing an External Client

Choosing Individuals for Your Network Accountability Positions

Empowerment, Focus and Harmony

Dynamic Empowerment

Building Your Caring Network for Your Internal Clients

CNET Processing for Your Internal Clients

What CNET is *Not* For

Communication Channel

Resolving the Details of Business Relationship Problems

Hints for Using CNET

Account Manager Driven

Stick to the Simple Agenda

Ensure Customer Satisfaction Status Meetings are Visible

Getting Started

Introducing the Process

Introductory Workshops

Pilot Projects

Establish a Continuous Improvement Process (CIP)

Managing Your Clients – Summary

CHAPTER 7 – MANAGING YOUR PROJECT COMMITMENTS p122

Project Commitment Management – Definition

- List Making
- Managing Interest

People and Their Commitments

The Project Environment

- Corporate Cultural Rifts
- The Interest Gap
- The Credibility Gap

The Cast of Characters

- Eagles
- Elephants
- Tigers
- Cultural Shock
- Managing People through Change

Project Ownership

The Project Commitment Model

- Single Acceptor
- From What to Who Cares
- Using Subjective Deliverables
- Delegating Deliverer and Acceptor Pairs

See Appendix III – CARENET Project Commitment Management Process

Building Your Caring Network

- Building Your Eagle Network

Accountability Statements
Establish Your Partnership with the Acceptor

Bringing the Eagles on Board

Establish Your Partnership with the Executive Responsible
Initial Project Status Meeting
Establish Your Partnership with the Project Advisory Committee
members
Initial Project Advisory Committee Meeting

Establish Your Partnership with the Deliverer/Acceptor Pairs

Notes for Completing Your Caring Network

Managing Interest
Structure
Size
Visibility and the Murphy Audit
What Your Caring Network is *Not!*

Completing Your Initial Schedule

Notes for Managing Your Caring Network

Must be Managed
Frequency of the Cycle
Managing the Cycle
Motivation Confidence and Commitments

Implementing the CARENET Process

Common Project Management Culture

Managing Your Project Commitments – Summary

CHAPTER 8 - MANAGING YOUR CORPORATE CULTURE p161

Corporate Culture – Definition

The Characteristics of a Successful Corporate Culture

IBM – 1958-1967 – A Personal Story

What Made it Work

Recommended Corporate Culture

Creating Your Own “Corporate Culture” Around You

Cultivating and Managing a Corporate Culture throughout Your Organization

Who Cares?

Human Resources and Corporate Culture

Commitment

Empowerment

Corporate Culture Management Program - CCMP

Recommended Implementation Strategy

Special Considerations

Implementation Plan

Phase 1 – Preparation

Phase 2 – Establish CCM Program

Pilot Process(es)

Likely Pilot Activities

Choosing a Management Area for a Pilot – Hunting for Power

Readiness Audit Guidelines

Phase 3 – Program Maintenance

Managing Your Corporate Culture – Summary

Part II – Who Cares Motivational Management Processes – General Descriptions

I. Who Cares ANET Accountability Management System p180

The process for managing the network for satisfying Owners/Managers *up*, and Employees *down*.

II. Who Cares CNET Client Management Network p203

The Process for managing the network for satisfying your Customers/Clients and/or your Suppliers.

III. Who Cares CARENET Project Commitment Management Process p220

The process for managing project commitments to ensure that the right people are caring the right amount about the right things at the right time.

IV. Who Cares CIP Continuous Improvement Process p240

The process for managing peoples' interest through change and continuous renewal.

V. Who Cares CCMP Corporate Culture Management Program p248

The program for cultivating and maintaining a Corporate Culture encouraging individuals to continually improve productivity and the quality of their working lives.