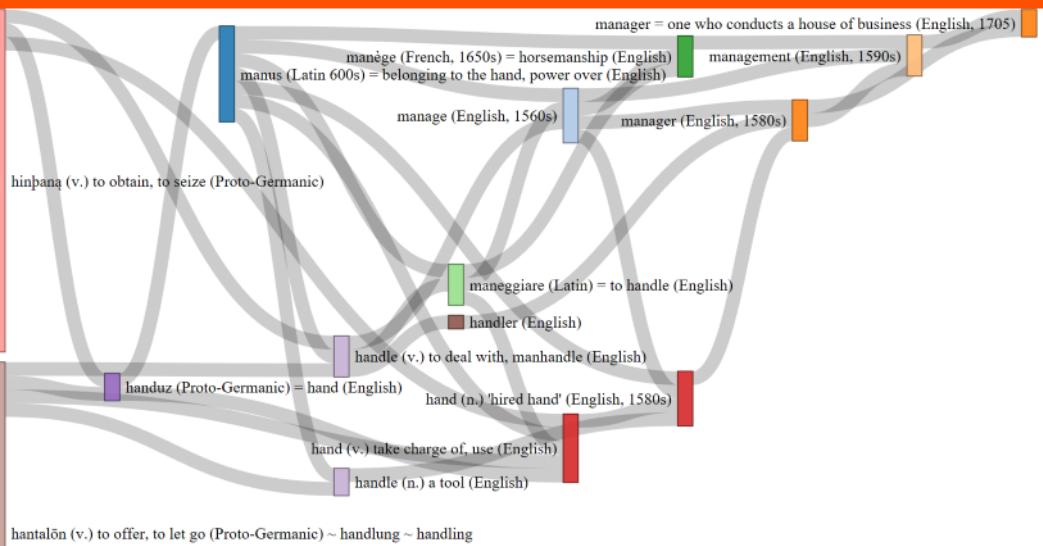


#NoManagement

A Post-Industrial Imperative



D. Nelson Sabine

#NoManagement

A Post-Industrial Imperative

David Sabine

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<https://twitter.com/search?q=#nomanagement>

*I dedicate this book to my wife, my daughters, my mother
and step-dad, brother and sister, my colleagues at
BERTEIG, and the members (past, present, and honourary)
of the Scrum Alliance.*

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Preface

As this text is primarily an examination of the word ‘management’ as used in modern society, I consider all references to be valid no matter how reputable the source. I make reference to books, tweets, song lyrics, fiction and non-fiction, and I regard all uses to be important. I will cherry pick. I will ignore other studies which do not support my conclusions. I will include Bing’s or Google’s published definition of a word as evidence without corroboration. I will quote Michael Scott of *The Office* and Frederick Winslow Taylor, perhaps even in the same sentence, and I do not mind that one is a fictional character.

This book is a study but is not based on disciplined academic research. It is full of my opinion and I do not intend to *prove* anything.

I write this book for everyone who has been managed.

Feedback is welcome:

- [leanpub.com/nomanagement/feedback¹](http://leanpub.com/nomanagement/feedback)
- [facebook.com/nomanagement²](http://facebook.com/nomanagement)
- [twitter.com/search?q=%23NoManagement³](https://twitter.com/search?q=%23NoManagement)

¹<http://leanpub.com/nomanagement/feedback>

²<http://facebook.com/nomanagement>

³<https://twitter.com/search?q=%23NoManagement>

You're A Manager? Yes, You Might Be Evil.

I believe empathy enables us to love. Understanding the plight of another helps us to experience their emotions and develop interpersonal connection. Understanding the plight of oneself helps us to be mindful of our own feelings and develop intrapersonal connection. Lack of empathy, that is apathy, is the enabler of ignorance and even hatred – toward others or oneself.

Empathy is to love as apathy is to hate.

Selfishness and ignorance are qualities of apathy; these qualities are *required* of people who exert their will upon others. Selfishness is a decision or pattern of ignoring others. Stated another way, when a person exerts their will upon others, they do so by forgetting all but themselves. This truth is easiest to observe in rapists, murderers, slave masters, abusive parents, and bullies. Considering those extremes, it is possible to understand that when a person take a life they *must* disassociate themselves from their victim; otherwise, the suffering of their victim would immediately cause intolerable remorse that they'd not be able to commit the murder. If the bully cares too much for their victim, the bullying causes empathic pain to the bully so they must stop for the sake of self-preservation.

Empathy is to love as selfishness is to evil.

The propensity to exert our will upon others is true of all humans and manifest to varying degrees in all social systems including families, friendships, communities, businesses, and governments. This aspect of human nature is tolerated to varying degrees in conventional human systems; for example, nobody second-guesses a parent who puts brocolli on a child's plate; and everybody expects their local police service to enforce law; but moral lines are drawn to stamp out undesirable behaviours. Thus, the extent to which we have developed our emotional intelligence, calmed our egoist inclination and achieved self-actualization, we can subdue our base desire to exert our own will upon others.

These qualities are more difficult to acknowledge, but no less true, in managers. Management is the practice of exerting one's will upon others. Either:

- explicitly
 - through the defining of procedures and delegation of work,
- or implicitly
 - through all other acts (intentional or conventional) of subordination.

I know some readers will claim I have cherry-picked these facts or that I am too focused on the word's etymology and have not allowed for modern interpretations. (See Also: [Etymology of Management](#).)

Where does management fall on such a spectrum?

'Manager' Will Be A Derogatory Term By 2025

There is a shift happening in the language of the workplace and I believe ‘manager’ and ‘management’ will be soon be derogatory terms. Scott Adams, author of [Dilbert Comics](#)⁴, has made a career of poking fun at management. Gary Cole, famously known as [Bill Lumbergh](#)⁵ of *Office Space*, personifies the flaccid role that management plays in modern business. Let’s be clear: we laugh at those characters not because they are fiction, but because they are too real.

Among people whose job title contains ‘manager’, there are three sub-groups:

1. those who are desperately trying to climb the corporate ladders, and doing so by improving their management skills;
2. those who are reluctantly climbing the corporate ladders, doing so only because their employer provides no other path toward higher salary;
3. those who are actively trying to find new employment where *delivering* great work is valued more than *controlling* others’ work.

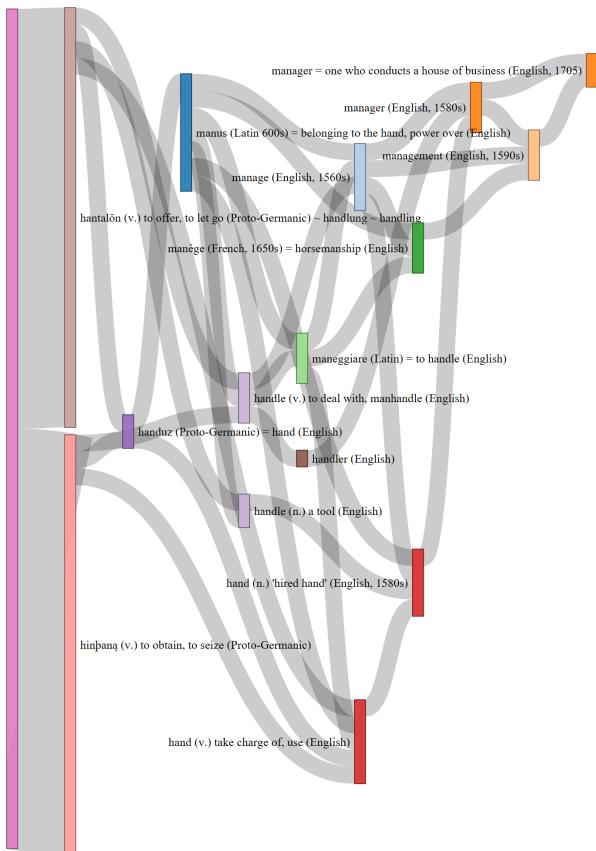
⁴<http://dilbert.com>

⁵<http://www.bing.com/videos/search?q=%22Gary%20Cole%22%20%22Office%20Space%22>

To point #1 above, some managers I have worked with relish their job title: *manager* of this department or that program, *manager* of these people or those processes. To points #2 and #3 above, some people whose job title contains ‘manager’ carry themselves with admirable humility. Such people are rare and I hope this book helps to liberate them from their constrictive title.

Most people whose job title does *not* contain ‘manager’ have a healthy disdain for the whole thing. I am decidedly of this group! I would be happy to never hear the word again; I would be ecstatic if this little book helps society to stop using the word before my daughters grow up; I will be very disappointed in all of us if we suffer beyond another decade with this antiquated, unnecessary, and dehumanizing business practice. So long as the word is in use, I am afraid the practice will persist.

Etymology of 'Management'



Etymology of Management

Our muscles contract. They do not protract. That is, in order to bend our arm we must coordinate the contraction of some muscles while simultaneously relaxing others. The tricep and bicep, for example, are primarily responsible for moving the arm at the elbow. In order for our bicep to bend our arm, our tricep must relax. Likewise, to straighten our arm, the bicep must relax while the tricep pulls the forearm against the elbow joint. In order to describe this essential physiology, ancient languages devised complementary words which mean “to seize” and “to let go” – to contract and relax, to pull and release.

English speakers have inherited two such words from proto-Germanic languages:

- hinþaną:
 - a proto-Germanic verb which meant “to obtain” or “to seize”;
- hantalōn:
 - a proto-Germanic verb which meant “to let go” or “to offer”.

Those two words led to ‘handuz’ which meant ‘hand’. You see, our hand can seize and let go, close then open, contract then relax.

Together, those words describe the actions required to control our limbs and digits and, by extension, to manipulate tools. To control our own body we must coordinate the pulling and letting-go of our muscles. Further examination of those words reveals that ‘hantalōn’

is also the ancestor of ‘handle’ and ‘handling’ – which directly describe the deliberate manipulation of tools (eg. handles). To control tools, we must ‘seize’ or pull them with our hands then release them. The proto-Germanic ‘handuz’, which is the ancestor of ‘hand’, has a parallel in ancient Latin: ‘manus’ which meant “belonging to the hand” (where ‘belonging’ implies ownership as in “power over”).

We learned to control animals similar to the way we learned to wield axes and hammers – first by having power over them then by controlling them as tools of agriculture or transportation. ‘Manus’ and its derivates were naturally applied to the practices related to domestication and taming of animals. The reins, for example, are a tool that we hold in our hands and pull against the neck of a horse, and by pulling the rein we control the animal’s direction. The horse knows to obey the signal through repeated training. This act of pulling the reins to control animals is called ‘maneggiare’ – an Italian noun which literally meant ‘wirepulling’ and, when applied as a verb, meant ‘to handle’.

And there is the link. ‘Maneggiare’ describes the handling of animals; ‘menagerie’ is a word which describes a collection of live animals and the enclosure in which they are kept; ‘manège’ translates from early French to English as ‘horsemanship’. Etymology therefore indicates the word ‘management’ originates from animal husbandry and the earliest uses of the terms ‘manage’, ‘manager’, and ‘management’ refer to the keeping of animals. One might argue that managers are “to care for” the animals – that man-

agement is about caring; but, no, that is what 'husbandry' means. The words 'handle' and 'manage' have a shared past and both are clearly related to the use and control of animals as tools.

Modern Application

While 'management' originally referred to the keeping of animals and their stables (the *menagerie*), eventually the word became generally applied to the keeping of the house. By 14th century A.D. the French word 'ménage' meant household. 'Ménager' refers to housekeeping and cleaning; 'ménagère' translates to English as 'housewife'. As well, the term 'management' became broadly used to describe the keeping of, not only the animals and household, but the farm, the property, and all of its related business operations: hired hands, finances, etc. As industrial commerce grew through the 18th and 19th centuries, 'management' was then applied to operating a business and its company of employees.

Some may argue that the word has evolved and its ancient applications are no longer relevant. I disagree. I believe the history of words can teach us powerful lessons. Today, the relationships we see in the world of business between managers and their subordinates is as complex and sensitive as the relationship we have with our domestic animals. That is, we have a great respect for the animals (subordinates) that we keep. Their strength is useful while performing difficult work. We often describe

them as companions or comrades. And their energy can be consumed to ease and sustain our own lives.

What About Other Languages

Etymology is an artful discipline which requires both historical awareness and cultural sensitivity. Modern English words are not only translatable with other languages but also have ancient parallels. Each language devised ways to describe our simple muscle movements – seizing, then letting go. Using the muscles of our hand, we can manipulate tools. And the vernacular of tools then applied to animals ('animated' tools) used for their strength and speed in farming, battle, or transportation. In some cultures, we see in the evolution of their language that those words (which describe the use of animals as tools) then applied to general administration of companies:

- such as management of horses of the cavalry and the soldiers which ride them;
- such as management of animals and the hired hands on a farm.

In other cultures, that jump from animals to people is not as direct as it was in French and English. Yet, when we examine the possible translations of ‘management’ into other languages, it is clear they (non-English speakers) know what we (the English speakers) truly mean: control. (See Also: [Management Is About Control And Everybody Knows It.](#))

Management Is About Control And Everybody Knows It

Translations of ‘Management’

As we examine how ‘management’ is translated by speakers of other languages, two things become clear:

1. first, the word has many meanings;
2. and second, its earliest meanings are clearly and undeniably about command or manipulation of others, and control or reign over others.

Of course, there are other words which also connote ‘control’ such as: direct, officiate, conduct, govern, and so on. One can govern a community by negotiating policy and law; one can officiate a soccer game; one can direct a theatrical play; one can conduct a symphonic orchestra. Those words are most appropriately used when discussing *systems* like law, game, performing art (as in the aforementioned examples). However, when one is speaking about control of others – specifically humans controlling other humans – the word ‘management’ is not just applicable but is actually the most appropriate. It is *the* word

in our language which most concisely and effectively in a single utterance describes the practice of controlling other people.

And the whole world knows it.

The screenshot shows a Google Translate interface. In the search bar, the word "management" is typed. The result is "управление". Below the result, there are two columns: "Definitions of management" and "Translations of management".

Definitions of management

noun
the process of dealing with ~~controlling~~ things or people.
"The management of oil fields"
trickery; deceit.
"If there has been any management in the business, it has been concealed from me"

See also
project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun	
управление	management, control , governance, administration, government
менеджмент	management
рыночество	leadership, management, guide, guidance, direction, handbook
стратегия	handbook, management, strategy, reference
управление	management, steering, handling, manipulation , leverage, trust
управа	management
хонтизиране	management, manipulation, handling, management
дирекция	management, directorate, headquarters, head office
гръбнато отнесение с хора	management
умело отнесение с хора	management
тактическо отнесение с хора	management
такт	fact, time, cycle, cadence, measure, management

Management: translated from English to Bulgarian

The screenshot shows a Google Translate interface. The source language is English, and the target language is Croatian. The input field contains the word "management". The translated word "upravljanje" is displayed in the output field. Below the input field, there is a "Definitions of management" section with a "noun" entry. The definition is: "the process of dealing with controlling things or people." A red circle highlights the word "controlling". The "Translations of management" section lists several terms with their meanings:

Croatian	English Meaning
upravljanje	management, control, managing, driving, directing, regimen
rukovođstvo	management, leadership
poslovanje	management
raspolažanje	control, management
pravodražne posao	management
ravnateljje	tasking, alignment, management, dress
ređa	direction, management, setup
vodstvo	leadership, lead, management

At the bottom of the interface, there are links for "Google Translate for Business", "Translator Toolkit", "Website Translator", and "Global Market Finder".

Management: translated from English to Croatian

The screenshot shows a Google Translate interface. The source language is English, and the target language is Czech. The input field contains the word "management". The translated word "řízení" is displayed in the output field. Below the input field, there is a "Definitions of management" section with a "noun" entry. The definition is: "the process of dealing with controlling things or people." A red circle highlights the word "controlling". The "Translations of management" section lists several terms with their meanings:

Czech	English Meaning
řízení	management, control, direction, conduct
management	management
správa	management, administration, authorities, direction

At the bottom of the interface, there are links for "Google Translate for Business", "Translator Toolkit", "Website Translator", and "Global Market Finder".

Management: translated from English to Czech

Definitions of management

noun

- the process of dealing with controlling things or people.
"The management of elk herds"
- tricky; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- beheer management, administration, economy
- bestuur governance, board, administrative, management, government, control
- directie managing board, management, direction
- leiderschap leadership, management, conduct, guidance, direction
- betrekkingen involvement, handling, things, management, guidance, mediation, manipulation
- administratie administration, management
- besturing steering, management, direction
- overleg consultation, deliberation, consideration, counsel, thought, management

Google Translate for Business: Translator Toolkit Website Translator Global Market Finder

Management: translated from English to Dutch

Definitions of management

noun

- the process of dealing with controlling things or people.
"The management of elk herds"
- tricky; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- juhtimine management, leadership, administration, direction, command
- bestamine management, administration, superintendence
- juhikond management, administration, authorities, lead, executive, managerial st
- korraldamine organizing, management, arrangement, provision, disposal
- juratus board, management, board of directors, managing board, direction, dire
- käitmine management, manage
- objamine management, leadership, guidance
- administreerimine administrative, organization, management
- organiseerimine organization, organization, management, organization
- vastus government, office, administration, cabinet, right, management
- administratsioon administration, authorities, management
- juratamine conduct, management, direction

▼ 5 more translations

Management: translated from English to Estonian

Definitions of management

noun

- the process of dealing with or controlling things or people.
"The management of elk herds."
- trickery; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun	management
pamamahala	management, administrator, use , control , direction, directing
pangangasawa	administration, management, supervision, intelligence , managing, director
pangasawa	management, administration, board of directors, regime
administrasyon	government, management
patnugyan	staff, management
batiba	care, attention, carefulness, responsibility, apprehension, management
bulhala	management

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Management: translated from English to Filipino

Definitions of management

noun

- the process of dealing with or controlling things or people.
"The management of elk herds."
- trickery; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun	Management
der Management	management
die Verwaltung	administration, management, control , stewardship, conducting
die Geschäftsführung	management
die Leitung	line, cable, management, pipe, lead, conduction
die Geschäftsführung	management
die Steuerung	control, controls, management, steering , regulation, navigation
die Führung	guide, leadership, guided tour, management, guidance, comma
die Unternehmensleitung	management
die Betriebsleitfunktion	management
die Direktion	management, administration, principality
die Betriebsleitung	management
die Regie	direction, production, management

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Management: translated from English to German

Google Translate interface showing the translation of "management" from English to Greek.

Search term: management

Result: διαχείριση

Definitions of management:

- noun
 - the process of dealing with controlling things or people.
"the management of elk herds"
 - trickery, deceit.
"If there has been any management in the business, it has been concealed from me"

See also: project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management:

noun	διαχείριση	management, administration, management
	διεύθυνση	address, direction, management, management, intendency
	χειροποίηση	operation, management, management
	κουμάνιστο	management, management

Google Translate for Business: Translator Toolkit Website Translator Global Market Finder

Management: translated from English to Greek

Google Translate interface showing the translation of "management" from English to Hindi.

Search term: management

Result: प्रबन्ध

Definitions of management:

- noun
 - the process of dealing with controlling things or people.
"the management of elk herds"
 - trickery, deceit.
"If there has been any management in the business, it has been concealed from me"

See also: project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management:

noun	प्रबन्ध	management
	प्रबन्ध	management, monograph, deposition, supervision, kingship, kingship
	प्रबन्ध	order, control, government, rule, law, regulation, organization, ethics, politics, dogma, management, orientation, task
	व्यवस्था	order, regime, governance, government, domination, management
	दृष्टिकोण	order, kilter, management, kingcraft, kingship, haan
	माननीय	judicature, department, management, factory management
	व्यापकी	finesse, artifice, subtlety, racket, fetch, management
	सर्व	deceit, stealth, deception, guile, subterfuge, management
	कानूनवार	pawn, double dealing, management
	कार्य	journey, dragnet, duplicitry, firm, deceit, management

Google Translate for Business: Translator Toolkit Website Translator Global Market Finder

Management: translated from English to Hindi

Definitions of management

noun

- The process of dealing with or controlling things or people.
"The management of elk herds"
- tricky; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

■ pengelolaan	management, supervision, superintendence
■ pengurus	management, caretaker, administrator, steward, organizer, leadership
■ pimpinan	leadership, management, command, direction, guidance, chair
■ pengembangan	development, management, restraint, direction
■ direksi	management, administration, management
■ ketabakaan	management, administration, management
■ kelatasaahan	administration, management
■ tata pimpinan	management
■ pengemudian	driving, steering, steering, control, con, management
■ tadbir	management

Google Translate for Business · Translator Toolkit · Website Translator · Global Market Finder

Management: translated from English to Indonesian

Definitions of management

noun

- The process of dealing with or controlling things or people.
"The management of elk herds"
- tricky; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

■ la gestione	management, administration, running, conduct, direction
■ le direzio	direction, management, leadership, way, tim, direction
■ la amministrazione	administration, management, government, stewardship, trust
■ il maneggio	handling, riding school, manege , management, manage, intrigue
■ il quadro	picture, panel, painting, square, outline, management

Google Translate for Business · Translator Toolkit · Website Translator · Global Market Finder

Management: translated from English to Italian

Management Is About Control And Everybody Knows It

19

Definitions of management

noun

- the process of dealing with or controlling things or people.
"the management of elk herds"
- trickery, deceit.
"If there has been any management in the business, it has been concealed from me"

See also

project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- 管理 management, control
- 經營 management, administration
- 運營 operation, management, administration
- 切り盛り management, administration
- 幹部 leaders, management, executive staff
- 取扱い handling, treatment, service, management
- 処理 handling, disposal, sale, treatment, management, manipulation
- 操作 handling, treatment, service, management
- 操作 control, handling, management
- 操作 control, handling, manipulation
- 監督 control, supervision, management
- 監視 control, supervision, management
- 制御 control, governing, checking, suppression, repression, management
- 取引 handling, treatment, service, management
- 監査 accounting, audit
- 主管 supervisor, management, supervisor, manager
- 部署 management, taking charge
- 忙い方 management, treatment, way to do
- 收拾 settlement, management, desiring, clearing up afterwards
- 束ね bundle, management
- 差配 conduct of business, management, agency
- 代理 management
- 管理者 management

Fewer translations

Management: translated from English to Japanese

Google Translate

Translate

English Spanish French Detect language

Khmer Korean Kazakh

Translate

management

басқару

Turn off instant translation

Definitions of management

noun

- the process of dealing with or controlling things or people.
"the management of elk herds"
- trickery, deceit.
"If there has been any management in the business, it has been concealed from me"

See also

project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- басқару management, control, board

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Management: translated from English to Kazakh

Management Is About Control And Everybody Knows It

20

Google Translate interface showing the translation of 'management' from English to Latin.

Definitions of management

noun

- the process of dealing with or controlling things or people.
"The management of elk herds"
- trickery; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- procuratio management, direction, administration, care, guidance, headship
- administratio administration, management, government, conduct, assistance, service
- curatio treatment, medical attention, attention, healing, care, management
- moderatio treatment, moderation, discretion, management, moderation, touchingly
- moderamen government, leadership, control, management, government, moderation
- regimen government, governance, regime, rule, control, management
- amministratio assistance, service, administration, management, direction, government
- cura care, pains, concern, treatment, management
- dispensatio dispensation, dispensing, weighing out, doing out, control, management
- magistrum control, governance, intendance, leadership, leading, management
- discisio departure, division, ordering, separation, withdrawal, management

Google Translate for Business: Transistor Toolkit Website Translator Global Market Finder

Management: translated from English to Latin

Google Translate interface showing the translation of 'management' from English to Latvian.

Definitions of management

noun

- the process of dealing with or controlling things or people.
"The management of elk herds"
- trickery; deceit.
"If there has been any management in the business, it has been concealed from me"

See also

project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- vadība management, control, lead, leadership, guidance, managers
- veikals management, store, conduct, administration, supervision, plotage
- administrācija administration, management
- direktīva directive, management, direction, directory, manager's office
- darba organizācija management
- prāmē proficiency, skill, ability, craftsmanship, art, management
- veiktila dexterity, agility, skill, subtlety, fluency, management

Google Translate for Business: Transistor Toolkit Website Translator Global Market Finder

Management: translated from English to Latvian

Definitions of management

noun

- the process of dealing with or controlling things or people.
- "The management of elk herds."
- trickery, deceit.
- "If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- valdymas
- tvarkymas
- valdyba
- administracija
- valdymoformas
- valdyba
- direkcija
- vedimas
- jautrumas
- mokejimas susidoroti
- rūpestingumas

management, control, governance, administration, operation, government, management, administration, ordering, clearing, trimming, conduct, management, department, organization, all aspects, leadership, management, direction, guidance, governance, board, management, administration, office, directors, directorate, management, board of directors, conduct, leading, management, fruiting, taking, guiding, sensitivity, susceptibility, sensitiveness, delicacy, sensibility, manager, care, thoughtfulness, solicitude, management

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Management: translated from English to Lithuanian

Definitions of management

noun

- the process of dealing with or controlling things or people.
- "The management of elk herds."
- trickery, deceit.
- "If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- үзүүлэгчдэл

узиүүлэгчдэл

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Management: translated from English to Mongolian

The screenshot shows a Google Translate interface. The source text 'management' is entered in the English input field. The target language is set to Polish ('Punjabi', 'Polish', 'Portuguese', 'Translate'). The translated word 'zarządzanie' is displayed in the Polish output field. Below the input field, the definition of 'management' is shown as 'the process of dealing with or controlling things or people.' and 'tricky; deceit.' with a note 'If there has been any management in the business, it has been concealed from me'. A 'See also' section lists various management types. The 'Translations of management' section provides Polish equivalents for several English terms, with 'control' circled in red.

Management: translated from English to Polish

The screenshot shows a Google Translate interface. The source text 'management' is entered in the English input field. The target language is set to Portuguese ('Punjabi', 'Romanian', 'Portuguese', 'Translate'). The translated word 'gestão' is displayed in the Portuguese output field. Below the input field, the definition of 'management' is shown as 'the process of dealing with or controlling things or people.' and 'tricky; deceit.' with a note 'If there has been any management in the business, it has been concealed from me'. A 'See also' section lists various management types. The 'Translations of management' section provides Portuguese equivalents for several English terms, with 'control' circled in red.

Management: translated from English to Portuguese

The screenshot shows a Google Translate interface. The source text 'management' is entered in English. The target language is set to Russian, and the translation 'управление' is displayed. Below the main input field, there is a 'Definitions of management' section and a 'Translations of management' section. The 'Translations of management' section includes a table comparing English terms like 'control', 'management', and 'administration' with their Russian equivalents such as 'управление', 'менеджмент', and 'администрация'. A red circle highlights the word 'управление' in the Russian column.

Management: translated from English to Russian

The screenshot shows a Google Translate interface. The source text 'management' is entered in English. The target language is set to Slovak, and the translation 'management' is displayed. Below the main input field, there is a 'Definitions of management' section and a 'Translations of management' section. The 'Translations of management' section includes a table comparing English terms like 'management', 'leading', and 'guidance' with their Slovak equivalents such as 'správovanie', 'vedenie', and 'vedenie podniku'. A red circle highlights the word 'správovanie' in the Slovak column.

Management: translated from English to Slovak

The screenshot shows the Google Translate interface. The source text 'management' is entered in the English input field. The target language is set to Spanish, and the translated word 'administración' appears in the output field. Below the input and output fields, there are sections for 'Definitions of management' and 'Translations of management'. The definitions section includes a note about the process of dealing with or controlling things or people, and a link to 'Tricky, deceit.' The translations section lists several Spanish words and their meanings, such as 'la administración' (administration), 'la dirección' (direction), 'el manejo' (handling), 'la gerencia' (management), 'el empresariado' (management), and 'la Junta de directores' (board of directors). A red circle highlights the word 'control' in the definition and its corresponding meaning in the translations section.

Management: translated from English to Spanish

The screenshot shows the Google Translate interface. The source text 'management' is entered in the English input field. The target language is set to Thai, and the translated word 'การจัดการ' appears in the output field. Below the input and output fields, there are sections for 'Definitions of management' and 'Translations of management'. The definitions section includes a note about the process of dealing with or controlling things or people, and a link to 'Tricky, deceit.' The translations section lists several Thai words and their meanings, such as 'ผู้ดูแล' (administrator), 'อำนาจ' (power), 'การบริหาร' (management), 'การจัดการ' (management), 'การดำเนินการ' (implementation), and 'การจัดการ' (management). A red circle highlights the word 'control' in the definition and its corresponding meaning in the translations section.

Management: translated from English to Thai

Definitions of management

noun

- the process of dealing with or controlling things or people.
"The management of elk herds."
- trickery, deceit.
"If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

noun

- yönetim** governance, management, administration, government, direction, admin
- ışıltime** operation, management, working, plant, running, undertaken
- ıdare** administration, management, government, rule, handling, control
- müzürlik** directorate, management, direction, leadership, curatorship
- ıdarelik** management, administration, government, directorate

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Management: translated from English to Turkish

Definitions of management

noun

- the process of dealing with or controlling things or people.
"The management of elk herds."
- trickery, deceit.
"If there has been any management in the business, it has been concealed from me"

See also

- project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Translations of management

ні

- дирекція** management, administration, board, directory, care
- загальнання** management, supervision, ordering, direction
- керування** management, **контроль** administration, government, conduct
- менеджмент** management
- управління** management, **контроль** administration, governance, department, office

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Management: translated from English to Ukrainian

Google Translate interface showing the translation of "management" from English to Welsh.

Search Bar: management → rheoli

Definitions of management:

- noun**: the process of dealing with or controlling things or people.
"the management of elk herds"
- trickery, deceit**: "If there has been any management in the business, it has been concealed from me"

Translations of management:

- noun**: rheolaeth, management, control
- rheolaeth**, management, control

See also: project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Google Translate for Business: Translator Toolkit Website Translator Global Market Finder

Management: translated from English to Welsh

Google Translate interface showing the translation of "management" from English to Zulu.

Search Bar: management → ukuphathwa

Definitions of management:

- noun**: the process of dealing with or controlling things or people.
"the management of elk herds"
- trickery, deceit**: "If there has been any management in the business, it has been concealed from me"

Translations of management:

- noun**: ukuphathwa, management
- ukuphathwa**, conduct, mention, management, administration, supervision, control

See also: project management, time management, business management, risk management, power management, change management, financial management, waste management, senior management, management fee

Google Translate for Business: Translator Toolkit Website Translator Global Market Finder

Management: translated from English to Zulu

'Management' And 'Mismanagement' Are Synonyms

Some words in our language are weird. The history and usage of some words is so convoluted that lexicographers and linguists are basically dumbstruck.

Examples: - disorientated – this word shouldn't exist. It means the same as 'disoriented'. - unthaw – this word shouldn't be necessary. It means the same as 'thaw'.

Sometimes we use words that are simply nonsense. 'Management' is one of those words. Here's why...

<http://www.dictionary.com/browse/mismanagement>⁶

The definition and synonyms of 'mismanagement' perfectly describe the behaviours and effects of most managers I have worked with.

⁶<http://dictionary.com/browse/mismanagement>

There Is Always A Better Word

Popular argument: “But not all managers are evil. Some are helpful, knowledgeable, and considerate.”

Sure we can and do apply many senses to the word ‘management’. Some more friendly than others: in the sense that a manager may be a person who guides others; or one who manages processes or tools for people; or one who manages nicely and with a supportive (rather than superior) manner. To deny that ‘management’ denotes those meanings would be ignorant.

To Be Human(e)

Maslow's Hierarchy of Human Needs aptly illustrates the preconditions for self-actualization. It is clear in his research and that of many others that...

A humane work environment, therefore, is one which enables, if not provide, all our needs; moreover, is one which does not limit _____. (autonomy perhaps?)

....goal of this chapter: the word management causes 'subordinate' behaviours and reinforces a caste system. We can't achieve self-actualization so long as our language imposes constraints upon our autonomy.

(Hmm...one might argue that the Gamma people in Aldous Huxley's book were perfectly content and fully self-actualized by perpetuating their own enslavement – they were designed to be muscle-bound, manual labourers so would Maslow agree their humanity should be limited to that work? Theory X behaviours / Theory Y people)

The Problem With Teal

Teal organizations, as described in the book [Reinventing Organizations](#)⁷, are an advanced way of doing work with (almost)⁸ no management. I want to be clear: this seems to me a wonderful departure from the typical, bureaucratic enterprise but I do not believe for an instant that Teal is the end of the story. Evolution has not been working so hard to then stop at Teal – the universe is providing us with endless opportunity to improve and I expect Teal will be a mere footnote in history.

The problem with Teal is exemplified by the article, [The Future of Management Is Teal](#)⁹ published at [strategy+business](#)¹⁰ and written by one author of *Reinventing Organizations*, Frederic Laloux. In his article, Laloux uses language commonly applied to even the most bureaucratic, industrial, ‘Red’ through ‘Orange’, organizations. For example, he writes:

“A number of pioneering organizations in a wide variety of sectors...are already operating with *significantly new structures and management practices*”.

⁷<http://www.reinventingorganizations.com>

⁸“self-management” is a key aspect of Teal organizations. Therefore the word ‘management’ still appears and is integral to the theory.

⁹<http://strategy-business.com/article/00344?gko=10921>

¹⁰<http://www.strategy+business.com>

Hmmm. Any management practice is one based on ‘management’ and all of its meanings. Teal therefore inherits the elements of control, command, and manipulation – if that wasn’t the intent of the authors then why did they not choose a different word? (Remember: Old words can take on new meanings, but they do not shed old meanings.)

A colour scheme, from Red to Teal is used to categorize “*the successive stages of management evolution*”.

If Teal must be described as a stage of management evolution then it begs the question whether it’s a departure, or not, from our old ways.

And the phrase ‘self-managing’ is used repeatedly.

Perhaps the intended audience for the book and the article are not *ready* for the phrase ‘self-organizing’? Perhaps the authors *meant* to describe, in Teal organizations, a post-management ideal but have continued using the word ‘management’ to make the theory more palatable to the C-level executives of Red and Orange companies (no doubt an important audience in which to sell lucrative consulting engagements). Is this why the words ‘self-managing’ and ‘management’ be so integral to the theory? Perhaps, I’d suggest, the authors are aware of their audience and thus tempering their pseudo-radical world view with contemporary terms (“strategy+business” is

supported by Price Waterhouse Cooper, one of the strongholds of typical management consultanthh). We may never know the authors' intentions – use the word 'management' to include its full meaning or use it to avoid being perceived as new-agey so as to sell more books to the business-minded audience.

Either way, this use of typical terms and business jargon will scream "*anachronistic!*" to people who have experience with radical decentralized decision-making in truly self-organizing companies. And that is ultimately the point of this chapter: in order to help the managers of today understand their obsolescence in the future, one must describe Teal in today's context. In the coming decades therefore, when we reminisce upon 2014 and think about Teal, it will all seem just as awkward as the video phone below, as laughable as the products imagined by futurists¹¹, as misinformed as the **Geocentric model of the universe**¹². That is, these predictions of future are all wonderful but fatally limited, both conceptually and practically, by contemporary context.

¹¹<http://www.google.ca/search?q=futurism+products&tbm=isch&tbo=u>

¹²http://en.wikipedia.org/wiki/Geocentric_model



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¹³Image shared via CC BY-SA 2.0 FR: Creative Commons Attribution-ShareAlike 2.0 France

The Problem With Holacracy

Human(e) Systems Without Management

Cities

Example

Comparisons

Hotelling

Example

I recently spent a week in Orlando with my family. In fact, all employees of our company travelled together to a conference and were accompanied by all our families. The resort where we stayed had numerous restaurants, a large pool, activities for children and adults, a large conference venue, transportation to the nearest tourist sites, and cozy rooms. While we were there, the resort hosted a conference for a few thousand guests all of whom required food, washrooms, and physical space.

We achieved our goals: rest, relaxation, and some business. We achieved those goals within specific constraints: don't spend too much, stay safe.

You might ask: How did we fare so well given that we did not have a manager? Surely, we needed to have somebody tell us what to do? Surely, we must have had somebody informing us of our schedule and our budget each day? Surely, somebody must have coordinated our activities with the activities of all other groups at the same resort to ensure we did not collide, eat each others' food, sleep in the wrong beds, use the bathrooms incorrectly. Surely, somebody created a budget, a project plan, and resource assignments? Surely, managers were required to keep us all organized, coordinated, motivated, and on track!?

Okay, that is all very tongue-in-cheek and you are no doubt suspicious of the logic and you say, “But the hotel surely has managers!”

Maybe they do – but how the resort runs its business is up to them. If anybody employed at that resort had a job title with the word ‘Manager’ in it they certainly were not managing my family. My family is a truly autonomous team and the hotel did not manage us – that is, nobody at the hotel exerted their will upon us.

Our decisions were governed by circumstance and the rules of the hotel but our decisions were not controlled by any other person (I.e. we were not being managed).

Hotels are a well-known system in which autonomous people and groups thrive without management. Let’s consider hotelling systems in more depth using my family’s stay in Orlando as an example:

- The hotel/resort informed us of clear and explicit

rules about how my family shall interact with their business and with their facilities. Examples: – prices are explicit for all goods and services my family requires during our stay; – the pool is open from 9:00 am to 10:00 pm; – poolside movies for children occur every evening at 7:00 pm; – smoking is not allowed in the room and the consequences are clear; – if we placed a specific signal on our door then the cleaning staff would clean our room while we were away.

- The hotel provided us many food and beverage options, each with their unique service levels. Examples: – we could request food be delivered to our room (I.e. room service) and gratuities were added automatically; – the many restaurants each had unique menus and venues and tips were expected but not included automatically; – food could be ordered poolside but only from the poolside bistro and good tips resulted in complimentary beach balls or pool toys.
- The windows in our room opened only a few centimeters, not enough that any adult or child could slip through and fall to their death.
- If any interface or service offered within the resort was not clear to us, we could dial the front desk and receive technical support.
- All guests of the hotel can choose their own arrival and departure dates.
- Guests of the hotel each generate their own revenues and contribute to the hotel via the procurement of goods and services.

- The hotel's operation, service design, and interfaces are the result of many years of customer interaction and feedback within a competitive market (I.e. the design and requirements have emerged).

During our stay, many other families in the same resort were conducting their own activities, making their own autonomous decisions, and achieving their own goals similarly related to rest, relaxation, and perhaps business. Because we had travelled with our friends, we often co-ordinated our activities so that we would enjoy activities together such as meals, pool visits, and pleasant walks to nearby tourist attractions.

All that without anybody 'managing' us.

Comparisons

Hotelling, as described above is similar to the ways in which families interact with their neighbourhoods, their municipalities, provinces, and states.

OSEarth

History

Comparisons

- The Venus Project