

Q-STUDY No. 14

HANNAH: Software Implementation Manager

“Shorting her pay.”

Hannah provided me with a list of accomplishments. This one jumped out at me because I can see, as will you, a few different ways the QTNT calculation could be achieved.

At the time, Hannah was a Software Implementation Manager for a food brokerage firm with more than 80 separate entities operating under the corporate umbrella. The company needed a complete overhaul of warehouse workflow processes and an inventory control system responsible for tracking thousands of products. A major focus was on the product scanning translation software that had to be, as you can imagine, spectacularly flawless with so many items requiring unique identification.

Hannah was tasked with implementing the software platform her supervisors purchased “off the shelf.” This meant Hannah and her team were assigned the responsibility for making all modifications necessary for this program to be fully functional within the parameters required of the brokerage.

After an initial 6-month trial, Hannah was given the responsibility of managing the planned five-year project budgeted at \$10,500,000.

Hannah’s big win came when she was able to successfully get the job completed two years early, saving the company loads of money.

To complete this calculation, the only factor missing is Hannah’s rate of pay, which was \$80,000 per year. The implementation budget, as you know, was \$10,500,000 or \$2,100,000 per year for the five years originally projected.

QTNT Calculation #1:

For establishing a basis, only, *had* Hannah brought the original \$10,500,000 implementation online in five years according to plan, her QTNT would have been:

\$10,500,000 (Total five-year implementation budget)

\$400,000 (Hannah’s projected five-year salary) = 26.25

Her QTNT for a perfect performance, based on the initial budget, would have been 26.25.

QTNT Calculation #2:

But since she brought the project to completion and shaved two years' worth of costs off the project, Hannah's QTNT should be calculated as follows (remember that a QTNT score can be based on revenue OR savings):

2 years of saved/unspent budget = \$4,200,000

Hannah's salary x the 3 years she was paid = \$240,000

QTNT = 17.5

This method of viewing Hannah's achievement looks at the total savings derived by completing the installation 2 years early, divided by the total pay Hannah received during her 3 years of work. From this perspective, her QTNT = 17.5 and is 8.75-points less (or smaller) than Calculation #1.

QTNT Calculation # 3:

Another way Hannah could view this calculation would be by taking the savings for the final two years and dividing *that* total by her salary for the year (only) in which this savings took place--which was her final (or third year) on the project:

\$4,200,000 (2 years of unspent budget saved)

\$80,000 (A single year of salary) = 52.5

As you can see, because there are several different 'moving parts' in this accomplishment, Hannah can theoretically present this QTNT from the point of view that best supports HER interests—which would be the third version. In telling her story, the most important aspect would be in the strength of her defensible-statements.

I leave it up to you to decide which presentation would be the most 'correct,' but in my humble opinion, I think all three have merit—as long as she can explain them.

Regardless of which way you look at her accomplishment, Hannah delivered outstanding value for her work. On the job, her employer would determine which calculation to use while, she, alone, would decide how she might share this accomplishment with any future employers.

Finally, Hannah's Accomplishment Statement should read something like:

Responsible for bringing a planned 5-year, \$10,500,000 software configuration and implementation project to a successful conclusion 2-years ahead of schedule saving the enterprise \$4,200,000.

Also, worth noting is that by coming in ahead of schedule, she personally 'shorted' herself two years' worth of salary, or \$160,000, while saving the company money. How many people might have chosen to sandbag the project and stretch it out two more years?

