

THE QTNT GLOSSARY

= 1: Shorthand for a 'QTNT of 1' or a 'perfect QTNT.' Also, see QTNT1.

>1: Shorthand for a QTNT of Greater than One.

<1: Shorthand for a QTNT of Less than One.

ACCOMPLISHMENT: For QTNT purposes, an accomplishment is an achievement in the workplace that created unanticipated revenue or saved money for the organization. An accomplishment can be individual or accomplished by a team, branch, department, division, etc.

ACCOMPLISHMENTS AUDIT: The sourcing and compiling of a worker's notable career achievements.

ACCOMPLISHMENT FORMAT: A single-sentence format for stating the 'what and the wow' of an employee's accomplishment using the following template: "Responsible for _____ that resulted in _____." where the first blank is filled in with *what* the speaker accomplished and the second blank space represents the *value* of the accomplishment to the speaker's audience. Example: "Responsible for writing code that resulted in \$12,000,000 in new client revenue."

ACCOMPLISHMENTS INVENTORY: The gathering of achievements; the compilation or listing of accomplishments used to identify the best and/or most valuable ones for presentation. See Accomplishments Audit and Accomplishments Statement.

ACCOMPLISHMENTS MINDSET: For QTNT purposes, another way for employees to think about, and pay attention to, on the job achievement. Especially that achievement that is above and beyond what is required of their position.

ACCOMPLISHMENTS QUOTIENT: A phrase meaning the same as The Quotient or The QTNT.

ACCOMPLISHMENTS STATEMENT: (1) A formal document listing an individual's personal best achievements on the job. (See sample Accomplishments Statement, Appendix II) (2) An individual statement found on the same document or a single statement presented verbally by the person who performed the accomplishment.

AGED-OUT or AGING-OUT: For QTNT purposes, aging-out is based on an employee's lack of performance when compared to their current rate of pay. Aging-out specifically applies to the point in a person's career when they are producing less value for the organization than their rate of pay 'demands of them'. Aging-out should not be confused with age discrimination on the job. (See also Earning Curve.)

BASELINE: For QTNT purposes, a starting point for comparing employees within each vertical in an organization to determine their QTNT scores in the moment.

BASE PAY: Take-home (net) pay plus all other expenses attributed to you that are paid by your employer. These items will include insurance, Social Security premiums, Medicare, payroll taxes, bonuses, company car, cell phone, training, etc.

BUREAU OF LABOR STATISTICS (BLS): Per BLS.gov: The U.S. Department of Labor is the principal federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy.

COMMERCIAL VALUE: For QTNT purposes, an employed worker has commercial value as determined by the market. Conditions affecting commercial value include the availability of jobs, the rate of pay, and the number of similarly qualified individuals available and willing to work in the same market. A worker demanding too high a rate of pay relative to their skills has little, or no, commercial value.

CONTRACTOR: A person who accepts a position and is bound by a contract that identifies the work to be done, and the time period in which said work should be completed.

DEFENSIBLE STATEMENT: For QTNT purposes, a statement made by an employee who does not have actual data or cannot precisely quantify the results of an achievement. This person will defend their statement's value with reasonable and conservative numbers so as not to overstate the value of the achievement. Defensible statements should, by design, be factually conservative and not difficult to defend.

DELIVERABLES: A business/project management term for the quantifiable goods or services that will be provided (delivered) upon the completion of a project.

EARNING CURVE™: As developed by Rick Gillis, the Earning Curve is a graph that indicates when an employee's rate of production becomes less over time while their rate of pay continues to increase. When graphed, the rate of pay continues to rise while the rate of production, or earnings, curve downward.

FULLY LOADED RATE: A rate calculated by adding an hourly wage to fixed expenses. FLR is a necessary consideration for anyone bidding project or contract work; to know their 'loaded rate' or actual costs prior to accepting a contract.

KEY PERFORMANCE INDICATORS (KPI): A set of quantifiable measures that a company uses to gauge employee performance over time. KPIs are also used to determine a company's progress in achieving goals.

MAN-HOUR/PERSON-HOUR/STAFF-HOUR: Refers to the amount of work an average person can accomplish in a single hour. This same definition can be applied to a day, a month, or a year.

NINE-BOX TALENT MATRIX (aka Nine Box Grid): Developed by McKinsey & Company in the 1960s, 'Nine Box' is a widely known tool used in talent identification, succession planning, and employee development. The X-axis, or horizontal line of the grid, indicates performance while the vertical, Y-axis, indicates leadership potential. An individual ranked in the lowest left corner is deemed a 'non-performer' or as being improperly utilized, while a person ranked in the upper right corner of the nine boxes is deemed to be a high-potential performer and probable future leader.

OPEN BOOK MANAGEMENT (OBM): A term coined by John Case in 1993, OBM is a management style of providing all relevant financial information and critical data to line and staff employees so that better decisions can be made for the overall benefit of the enterprise.

PROJECT OWNER (ALSO CALLED CLIENT OR PRINCIPAL): An entity that enters into a contract with a contractor or vendor and receives specified goods and/or services under the terms of the work agreement.

Q-STUDY: A story of a worker's single professional accomplishment; the details involved in the sourcing/identifying of a person's work accomplishment to include the value of their contribution to the organization which is then divided by their base pay to arrive at the resulting QTNT rank or score. A Q-Study should be provided as background for each accomplishment presented during an employee's performance appraisal.

QTNT: Pronounced "Quotient", this is the official symbol and abbreviation for The Quotient; (2) The result of performing the QTNT calculation ($C \div P$) as utilized by the QTNT process and methodology. Also: The QTNT & #QTNT.

QTNT1 or Q1 or =1: A 'perfect' QTNT score which refers to a worker delivering exactly what was expected of them; this worker performing exactly the work they were hired to perform and no more. An inventory counter doing an excellent job could be an example of such an employee.

QTNT CALCULATION or FORMULA: $C \div P = QTNT$ where QTNT equals the Value of a worker's output in dollars (Contribution or C) divided by the amount of that worker's Base Pay (P) to produce the QTNT score.

QTNT-E or QTNT-Exempt or QE: A position that does not meet the normal criteria of the QTNT and thus is not assigned a QTNT value. Example: A CEO's executive assistant who is paid significantly more than an administrative assistant due to intrinsic and incalculable considerations attributed to performance and the position.

RULE OF THE QTNT: The larger the QTNT score, the larger and more valuable the contribution being delivered to the organization. An employee who scores a QTNT of 30, assuming s/he is more or less equally qualified when compared to her co-worker(s), is more valuable than one who scores a 9 during the same period. This definition also applies to teams, divisions, departments, etc. as well.

WEIGHT/WEIGHTING: For QTNT purposes, refers to all positions in an organization being 'leveled' so that each employee is continuously seeking an = 1 at minimum. (2) Weighting is pre-determining the value of each position's (not to be confused with the employee who does the work) required contribution for the success of the organization. Example: A delivery person may be weighted on a company scale as an = 1 (pronounced "equal 1") which means that when s/he is making timely deliveries without incident; s/he is performing 'up to the obligation' of the established weight assigned that position. An engineer, on the other hand, may be weighted a '6' meaning that this individual is required/expected to deliver value to the organization of 25 times their base pay to achieve an = 1.