

THE BUSINESS BULLSHIT BOOK

THE WORLD'S MOST **COMPREHENSIVE** DICTIONARY



2018 NEW MATERIAL

BUSINESS BULLSHIT 2018

After collecting business bullshit for 30 years, I issued *The Dictionary of Business Bullshit* in 2013 - five years ago.

A new updated version came out in 2016, *The Business Bullshit Book*, giving me the opportunity to add a few hundred more examples of utter twaddle. There is, of course, an endless supply, and it provides me with a mixture of exasperation and joy as people send more and more in through bulldictionary.com.

So here is 2018's update – another 150 examples of the bad stuff for your enjoyment. Do grab a copy of the book, and keep sending me all the nonsense you hear.

NEW MATERIAL

0.0% growth: 1. No growth; stasis. 2. Finance person's devious way of suggesting forward motion where there is none, given extra pseudo-credence by the addition of a decimal point. (*see Negative growth etc.*)

Admin: 1. Administration. 2. Sometimes helpful, but often pointless paper pushing. (*see Administrivia, Badmin; Cadmin: Dadmin; Fadmin; Gladmin; Ladmin; Madmin; Nadmin; Padmin; Radmin; Sadmin; Tadmin; Tradmin*)

Addressability: 1. The ability to address somebody. 2. Usually the opposite, as in “*We are struggling with addressability with this issue, Magnus.*” (*see Communication, lack of, plan, skills; Interoperability; Non-verbal; Visibility, have _____ of*)

Advertainment: 1. Advertising that also seeks to entertain. 2. Nasty elision of two perfectly reasonable words to suggest a flimsy benefit; reasonable idea that trying to sell you stuff can be done in an amusing way, but often manifested in crass hard sell. (*see Branter; Chatvertising*)

Agenda bender: 1. Colleague who simply cannot stick to the subject of the meeting. 2. Co-worker who is easily sidetracked in meetings, frequently veering off into irrelevant anecdote, joke telling, fiddling with used sachets of sugar or similar meeting room detritus. (*see Circle back; Marker buoy, let's put a ____ on that; Tangent, returning to the*)

Agile: 1. Lithe, nimble, flexible. 2. Constantly shifting through lack of decisiveness, as in agile content, agile management, or agile strategies. (*see Fluid content*)

Agnostic: 1. A person who believes that nothing is known nor can be known of the existence or nature of God. 2. Not being wedded to anything at all; having no opinion; vague; more usefully, usable almost everywhere, as in database agnostic, a term describing the capacity of software to function with any database management system.

A-holity: 1. The propensity to be an asshole (US) or arsehole (UK). 2. Nasty quality defined and studied by Robert Sutton, author of *The No Asshole Rule* – prevalent in most companies. (*see Boardhole; Bosshole; Douchboard; Grinfucker; Passhole*)

Al desco dining: 1. Eating at your desk. 2. Desperate attempt to add a dash of continental flair to the humdrum business of scoffing a crap, dry sandwich at speed before rushing to the next meeting and fighting off indigestion. (*see Deskfast*)

Alternative facts: 1. A euphemism for lies. 2. On January 22nd 2017, Donald Trump counselor Kellyanne Conway described White House press secretary Sean Spicer's falsehoods about attendance at the inauguration as "alternative facts." *POSTED*

Amplification, amplify: 1. Marshall stacks suitable for generating full-throttle rock, extended feedback, and solos with one foot on the monitor; make louder. 2. Over used term in the communications industry, as in "*We really need to amplify these ideas and give them serious traction, Marion.*"

ATL: 1. Above the line. 2. Condescending acronym referring to an imaginary line above which lies advertising (populated mainly by Oxbridge graduates) and below which less well-educated hoi polloi indulge in scummy activities such as sales promotion. (*see BTL*)

Atomisation: 1. Separating something into fine particles. 2. Going into ridiculous detail due to failure to grasp the limitations of the larger whole. (*see Big picture; Deep dive; Granular, let's get*)

Badmin: 1. Bad administration. 2. Admin either done poorly, or done very effectively to cause harm; possibly done in a place called Badminton. (*See Cadmin; Dadmin; Fadmin; Gladmin; Ladmin; Madmin; Nadmin; Padmin; Radmin; Sadmin; Tadmin; Tradmin*)

BAME: 1. Black, Asian, and minority ethnic. 2. Rather cumbersome and lacklustre acronym used to refer to members of non-white communities in the UK; given the huge cultural difference between all the groups this definition tries to cluster together, it feels in its own way like a form of hackneyed stereotyping, even to the point of almost demeaning the very people it intends to champion. *POSTED*

BAU: 1. Business as usual. 2. The same boring old tat we always turn out; low quality. (*see Competencies, core; Knitting, stick to the*)

Bending the curve: 1. Increasing valuation beyond linear growth. 2. Physically challenged idea that something that is already bent (a curve) can somehow be bent some more; bending a bendy thing then.

Black elephant: 1. A cross between a black swan (a rare unanticipated event with big implications), and the elephant in the room (a problem that is widely visible, but no one wants to address it). 2. Visions of a bird-cum-pachyderm that nobody wants to confront; nasty big issue that cannot be sorted out. (*See Black Swan; Elephant in the room; White elephant*)

Blamestorm: 1. The practice of attributing blame in advance of a known outcome. 2. Sudden brilliant idea involving shifting the responsibility onto someone else when it becomes apparent that it's all going to go horribly wrong. (*see Front stabbing; Teflon*)

Blownus: 1. Auxiliary pay that has already been spent. 2. Money which could have gone on paying bonuses to hard-pressed workers in return for a year of hard graft, but which isn't,

having been spent on a Christmas blowout trip for the directors, or extensions at their Surrey homes.

Boardhole: 1. Asshole on the board. 2. There's always one, and sometimes many. (*see A-holity; Bosshole; Douchboard; Grinfucker; Passhole*)

Bootstrapping: 1. Starting a business without external help or capital. 2. High risk enterprise, usually ending in loss of all funds, either those of the owner who had the initial barking mad idea, or the short-term cash flow of the hapless customers who thought it was a great idea until the company collapses.

Bornado: 1. A whirlwind of dull information. 2. A person, or burst of invective, that is both tiresome and full on. (*see Human wind tunnel; Word dump*)

Bosshole: 1. Asshole boss. 2. We've all had one. (*see A-holity; Boardhole; Douchboard; Grinfucker; Passhole*)

Brandalism: 1. Brand vandalism. 2. Sticking company logos on everything and anything that moves.

Branter: 1. Brand banter; social chat between a brand and its audience. 2. More errant twaddle from the online world, suggesting once again that customers spend their entire time having witty conversations with products that they care sod all about, doubtless whilst engaging in a customer journey. (*see Advertainment; Chatvertising*) *POSTED*

Brownprinting: 1. Writing things on brown paper. 2. Somewhat devious way to disguise the fact that this draft of the design or idea is in a significantly poorer state than a decent working model; possible precursor to blueprint, and presumably an eventual blackprint. (*see Blueprint*)

BTL: 1. Below the line. 2. Acronym invented by superior advertising executives to suggest that unseemly activities such as sales promotion are somehow beneath them. (*see ATL*)

Buzzword: 1. Word that everyone uses but without knowing what it actually means. 2. The entire contents of this book.

BW: 1. Best wishes. 2. Pretty much pointless pair of letters used on email when it would have been just as easy to write best wishes. (*see Bz; IMHO; KR; PCB; Tks*) *POSTED*

BYOD: 1. Bring your own device. 2. The last thing people should do if they are planning to have an effective meeting, or a conversation with their other half. *POSTED*

Bz: 1. Busy. 2. Mindless abbreviation of an already-short word, just in order to save writing two letters. (*see BW; IMHO; KR; PCB; Tks*) *POSTED*

C2C: 1. Cradle to cradle; designs that are completely waste free in the so-called circular economy, whereby 100% of the product can be recycled and used again; the opposite of L2L. (*see L2L*)

Cadmin: 1. Acting very efficiently like a cad or a bounder. 2. Machiavellian ability to cause the maximum harm to everyone else. (*see Admin; Badmin; Dadmin; Fadmin; Gladmin; Ladmin; Madmin; Nadmin; Padmin; Radmin; Sadmin; Tadmin; Tradmin*)

Cagency: 1. Elision of consultancy and agency. 2. Somewhat trite idea that consultancies can become more user friendly and agencies can gain greater credence with their clients – probably wrong in both directions.

Catastrophize: 1. To turn everything into a catastrophe. 2. Nasty Americanisation of a perfectly good noun, symptomatic of histrionics and turning a drama into a crisis.

Centennials: 1. People born around the turn of the last century. 2. Annoying and lazy catchall for a young target audience. (*see Generation Z; Genzennials; iGeneration; Millennials*)

Chainsaw consultant: 1. Outside expert brought in to reduce the employee head count, usually under the guise of increasing profitability. 2. Same individual, but whose bonus is directly linked to the number of staff that will be axed.

Chartist: 1. Member of working class movement for political reform in Britain in the 1800s. 2. Accountant or similar purveyor of numbers harbouring a deep love of graphs, and an unstinting desire to show them to everyone else.

Chartoon: 1. A chart rendered in a cartoon style. 2. Either a cartoon straining for credibility, or a chart wishing to add levity.

Chatbot: 1. A robot that will talk to you. 2. Surely the last bastion of lonely online people the world over – unable to find anyone to hold a conversation with, they sit in their rooms ‘talking’ to a machine.

Chatvertising: 1. Advertising involving conversation with customers (nature unspecified). 2. Nothing of the sort; misguided belief that people want to talk incessantly with manufacturers of low interest workaday goods. (*see Advertainment; Branter*)

Chinese holiday: 1. Fake the need to go the toilet, for the sole purpose of sitting on a (presumably china) latrine, usually with head in hands. 2. Last desperate resort of an exhausted and exasperated employee. (*see Cybernating; Scatisfaction*)

Circle back: 1. Go back to a point previously made. 2. Endlessly revisit the same bloody point, when it was perfectly clear in the first place, often several hours ago. (*see Agenda bender; Marker buoy, let's put a ____ on that; Tangent, returning to the*)

Clapathy: 1. Not caring sufficiently about what you've just heard to applaud. 2. Horrible moment when the idiot speaking has finished and expects an uproarious reaction; strange semi-spasm and near-bringing together of hands, only to pull them apart and pretend to scratch one's thighs.

Claw back: 1. To forcibly retrieve something (usually money) that has already been given away. 2. In 2016, Wells Fargo announced it would 'claw back' \$41 million in compensation from its Chief Executive in the wake of a scandal over bank employees constructing false accounts – the ultimate claw back?

CLR: 1. Career limiting remark. 2. Ill-advised outburst, usually in a crucial strategy or sales meeting, where your inner monologue let's rip and suddenly becomes all too real, as in “*Oh for f**k's sake Dave, that'll never bloody work in a million years!*” – promptly followed by a tumbleweed moment, some uncomfortable glances, and a creeping realization that you will have to clear your desk.

Club World Man: 1. Executive who spends their entire time flying comfortably around the world. 2. Overpaid and pampered; woefully equipped to deal with the brutal realities of running a local business. (*see Head office, I'm from _____ and I'm here to help*)

Command and control: 1. Issue the orders and get your own way. 2. Military phrase demanding total domination – something that should have no place in an office, but frequently does. (*see Control freak; Silos, working in; Stovepipe*)

Communicaking: 1. Using (usually sweet) food as an incentive to improve communication. 2. A session where employers encourage staff to get on better with each other by bribing them with coffee and doughnuts; similar charade at company meeting in which a copious amount of alcohol is used to disguise the fact that there is nothing of any interest to say. (*see Mushroom management*)

Content: 1. The stuff inside a receptacle of some kind. 2. Any communication message; ubiquitous word for any tat pumped out to promote a brand or service.

Cookie hacking: 1. Using embedded code to steal online details. 2. Nasty component of online piracy, invented by brainy but often hygiene-challenged geeks in Ukraine, India or similar.

Co-opetition: 1. Competitive companies with whom one collaborates, ostensibly for the betterment of an entire industry. 2. Desperate last-ditch attempt to drum up some form of cartel to prevent the industry collapsing.

Crappliant: 1. Crap applicant. 2. Candidate hopelessly equipped for the task, either because the recruitment company is desperate to place them at any cost, or because they blatantly lied on their CV. (*see CV*)

Credentialed: 1. Having good credentials. 2. Someone half decent, who knows roughly what they are talking about; frequently the opposite, as in “*I think Sebastian is sufficiently credentialed for this role, don't you think Jessica?*” (*see Credentialing*)

Crispification: 1. The act of making something crispy; being specific. 2. Horrible word for suggesting that people should make their expression or behaviour clear so that others know what they are doing or saying; also variously used to describe being high on drugs or sunburnt.

Crosswinds: 1. Wind blowing sideways in relation to an object, such as a boat or plane. 2. Strange weather reference suggesting physical forces at play in business; unclear where the project may be blown. (*see Headwinds; Tailwinds*)

Cybernating: 1. Snoozing at your computer. 2. Clapped out; dog-tired; unable to carry on. (*see Chinese holiday; Scatisfaction*)

Dadmin: 1. All the stuff a father has to do for his kids. 2. Micro management by old timer who insists on doing it the old way. (*see Admin; Badmin; Cadmin; Fadmin' Gladmin; Ladmin; Madmin; Nadmin; Padmin; Radmin; Sadmin; Tadmin; Tradmin*)

Decoupling: 1. Detaching one train from another; separating; taking apart. 2. Much abused verb variously covering celebrities getting divorced, companies splitting up, and, bizarrely, different elements of a communications campaign being treated as individual components rather than part of the whole.

Deja-moo: 1. Bullshit you've heard before. 2. The contents of almost every meeting you've ever attended.

Delegut: 1. Overweight person at a conference. 2. Corpulent attendee whose sole contribution seems to be that of hovering around the biscuit station and demolishing the lunch buffet.

Deplane: 1. Remove from an aeroplane. 2. Verb unwisely coined by United Airlines in April 2017 when physically assaulting and dragging a doctor from an overbooked flight. (*see Dejob*)

Desk jockey: 1. Office-based employee. 2. Member of staff with a phenomenally boring job, possibly in a call centre; anchored to a work station in a style not dissimilar to the lot of a battery chicken.

Deskfast: 1. Eating breakfast at a desk. 2. Sad culinary phenomenon; sadder than eating lunch at a desk, but not as bad as eating dinner at one. (*see Al desco dining*)

Diaper product: 1. Technology so addictive you can't even be bothered to go to the toilet. 2. Nasty silicon valley term for hooking your product users in so comprehensively that they forget to relieve themselves, except sitting right where they are; cynical money-making twaddle. (*see Chasing eyeballs; Sticky*)

Disintermediation: 1. Reduction in the use of intermediaries between producers and customers. 2. Unnecessarily long word describing the ability to cut out the middle man and deal direct, often saving a fortune in the process. (*see Uberise*)

DIY: 1. Do it yourself. 2. Do it yourself because no one else's efforts are any good, according to you. (*see DIWO; Micromanaging*)

DIWO: 1. Do it with others. 2. Get everyone else to do the work and take the credit yourself. (*see Collaboration; DIY*)

Dopeler effect: 1. Tendency for stupid ideas to seem smarter when they come at you rapidly. 2. Wordplay on the Doppler effect named after the Austrian physicist Christian Doppler, who proposed it in 1842 to describe an increase (or decrease) in the frequency of sound, light, or other waves as the source and observer move towards (or away from) each other; the effect causes the sudden change in pitch noticeable in a passing siren, for example; rapid fire, off-the-cuff suggestion best ignored.

Double up: 1. Add twice as much power or resource than is truly needed; to crease up with laughter. 2. Overdo effort needed due to being paranoid about the likely failure of the initiative or project; almost identical meaning to double down, somehow suggesting that doubling may occur in any direction. (*see Belt and braces; Double down*)

Doucheboard: 1. An entire board of assholes. 2. Think Enron. (*see A-holity; Boardhole; Bosshole; Grinfucker; Passhole*)

Dracula shift: 1. Going to work and going home in the dark. 2. Chronic overwork, for reasons best known to the individual, or possibly their bloodsucking boss.

DTR: 1. Down the road. 2. Fired; sent on one's way; off and away, never to return.

E2E: 1. End to end. 2. Rather peculiar way of summarizing that something works from start to finish, when it all probability it won't.

Ego surfing: 1. Searching the web for instances of your own name. 2. Egotistical use of electronic keyboard, usually at lunchtime or late at night; vainglorious effort to prove that you are half famous, usually ending in personal humiliation.

Energy vampire: 1. Someone who sucks the life out of any team or meeting just by their very presence. 2. All companies have them – people who resist everything and have no decent ideas of their own.

Evangelise, evangelist: 1. To espouse the cause of the Christian gospel; be a representative of same, usually with excessive missionary zeal. 2. Equally applied to so-called brand ambassadors; people who go on and on about the virtues of a product or brand, because they are being paid to do so. (*see Brand ambassador*)

Eventuate: 1. Occur, usually as a result of some other action. 2. Pompous and pretty pointless four syllable word used when something shorter, such as happen or occur, would do just as well, as in "*That scenario didn't eventuate, Gemma.*"; translation: "*It didn't happen.*"

Eyeball time: 1. Amount of time someone spends looking at something, usually on television or online. 2. Money-grabbing mechanism by which, the longer someone watches, the more the company makes – the individual should take some responsibility, but advertisers could equally be less relentless. (*see Chasing eyeballs; Sticky*)

Fadmin: 1. Administrative tasks that are all the rage. 2. Trendy stuff that feels up to date but still doesn't get you anywhere, such as spending an extra three hours a day consulting an app designed to make you more organized. (see *Admin; Badmin; Cadmin; Gladmin; Ladmin; Madmin; Nadmin; Padmin; Radmin; Sadmin; Tadmin; Tradmin*)

Fake news: 1. Lies. 2. Lies. (see *Post-truth*)

FANG: 1. Facebook Amazon Netflix Google. 2. Wall Street pundit Jim Cramer coined the phrase for the big four technology companies, creating the sense of a voracious corporate quartet in the process.

Femvertising: 1. Advertising directed at women. 2. Pointless elision designed to clarify that some advertising is not aimed at men, as though it wasn't evident in the first place. (see *Manbassador*)

FIMO: 1. Fuck it, move on. 2. Often admirable sentiment from the "Quitting can be winning" school: give up, this is shit. (see *FILO; FIMO; SUMO; STFU*)

Flashturbation: 1. Self-congratulatory and excessive use of animation in Powerpoint. 2. Onanism in a meeting, serving only to elongate it and confuse all present. (see *Moi presentation*)

Flat growth: 1. No growth. 2. Another word pairing designed to fool the listener that some sort of forward motion is being achieved, when in truth there is none. (see *Degrow; Flatline; Negative growth; Yield compression*)

Fleemail: 1. Email sent when just about to leave the office. 2. Coward's approach to communication, often leading to nasty repercussions; examples include delegating unwanted responsibilities whilst avoiding physical confrontation, sending a litany of excuses for work not completed just as your boss is about to leave for the day, or a massive hospital pass to a colleague just before going on holiday. (see *Hospital pass*)

Fluid content: 1. Ever changing material. 2. Abject failure to decide on an angle and stick to it; mealy-mouthed word pairing used to disguise vagueness as dexterity. (see *Agile*)

FOE: 1. F**ks Off Early. 2. Someone who tends to leave early every day or before every weekend; despite the near-universal introduction of 'flexible working practices', said individual is normally resented by all colleagues, regardless of what the HR department says is acceptable. (see *Frenemy*)

Frenemy: 1. Deceptive blend of friend and enemy. 2. Highly dangerous person who is extremely hard to gauge; behind the façade of matiness there may lie a box of bombs. (see *Back stabbing; Bombs, box of; FOE; Machiavellian*)

From the get-go: 1. From the start. 2. Harmless but rather pointless way of saying from the beginning.

Front up: 1. Represent; take a stand; face an opponent. 2. Often used to describe circumstances, such as “*This scenario doesn’t front up well to the situation on Project Woodlouse, Bernard.*” (see *Situation*; *Talk to*)

FUCU: 1. Fragmented, Untrusting, Customised, Unstable and Unpredictable. 2. A development of the VUCA idea, coined by financial writer Gillian Tett, to summarise the current state of world economies; four letters pleasingly arriving at what appears to be a thoroughly satisfying Anglo-Saxon expletive, although unclear at whom it is aimed. (see *VUCA*)

FUQ: 1. Frequently uttered questions. 2. Potentially profane cousin of FAQs – frequently asked questions; suggestion of annoyance and repetition, as in “*Oh FFS, here we go again with another inane set of FUQs.*” (see *FAQs*; *FFS*; *Hints and tips*)

GAFA: 1. Google, Apple, Facebook, Amazon. 2. The titans of the online world, who have now taken over everything else and become the biggest companies in the world, although no one is really sure how, other than by not paying tax; referenced by Scott Galloway in his book *The Four*.

Gamification: 1. Turning something into a game. 2. Undoubtedly a horrible word, but one that also serves to disguise an insidious societal trait – that, apparently, people are unable to get on with something unless fooled into believing it is some kind of game; shades of kindergarten bribery; consumerism dressed up as musical chairs.

Gantt chart: 1. A bar chart devised by Henry Gantt in the 1910s to illustrate a project schedule. 2. Pointless series of horizontal lines showing the amount of work supposed to be done over a certain period, often in shockingly vivid colours; monumental work of fiction that rarely comes to pass. (see *Kanban board*; *Scrum*)

Generation Z: 1. People born around the turn of the last century; the demographic cohort after the millennials. 2. More target audience twaddle for those determined to lump people together as though they were some sort of homogenous group with identical characteristics. (see *Centennials*; *iGeneration*; *Millennials*)

Genzennials: 1. Blend of millennials and Generation Z. 2. Not content with creating two meaningless labels for consumers, this nasty elision combines two of the worst, with no discernible increase in meaning. (see *Centennials*; *iGeneration*; *Millennials*)

Gladmin: 1. Administration with a smile. 2. That rare breed – someone who actually loves doing admin, and positively seeks out such tasks so as to avoid more complicated ones. (see *Admin*; *Badmin*; *Cadmin*; *Fadmin*; *Ladmin*; *Madmin*; *Nadmin*; *Padmin*; *Radmin*; *Sadmin*; *Tadmin*; *Tradmin*)

Go out into the business: 1. Ask people who know what they are talking about to explain what’s really going on. 2. Phrase much loved by HR people when trying to understand what on earth they are supposed to be doing; having run an isolated function for so long, there is a sense of intense panic when asked to enact something specifically related to the true stock-in-trade of the company, often leading to the time-honoured exhortation: “*Oh f**k*”

Gemma, I think we need to go out into the business and find out what's really going on here.” (See Human Resources; SME)

Googlenosis: 1. Diagnosis of supposed illness enhanced by looking up symptoms on the web. 2. Grandiose attempt to make a sick day seem more believable; upgrading man flu to borderline tuberculosis, or similar histrionics to disguise a hangover; miraculous recovery invariably follows the next day.

Google zoo: 1. Lively, modern office in which everyone is pretending to work whilst actually having a great time doing very little of note. 2. Thousands of social media companies, in which hordes of feral skateboarders stalk the corridors preening their beards, wearing lumberjack shirts and refusing to buy socks.

Grantpreneurs: 1. Executives pretending to be entrepreneurs when in fact using grant money to launch their venture. 2. New breed of weasel-like businessmen and women who crave the image and apparent derring-do of ‘risking it all’ whilst doing nothing of the sort. *(see Entrepreneur; Grantpreneur; Intrapreneur; Inventpreneur; Mompreneur; Olderpreneur; Solopreneur; Wantpreneur)*

Graze, grazing: 1. (of ruminants and ungulates) to eat grass in a field; (of a person) to eat frequent snacks at irregular intervals; (of skin) slight injury where the skin is scraped or perforated. 2. Dip in and out of mindless entertainment such as TV programmes or online material, with no particular purpose and very little thought. *(see Consumer focused; Snackable content)*

Grinfucker: 1. Person who smiles to your face and stabs you in the back. 2. Nasty, self-serving weasels who aren't brave enough to confront you to your face; someone who consistently briefs behind your back. *(see A-holity; Boardhole; Bosshole; Douchboard; Passhole)*

Hack, Hackathon: 1. Nasty cough; workaday journalist; chop at a tree; scythe down opposing footballer; ride a horse across rough country; alter a computer programme. 2. An event at which a large number of people meet to engage in collaborative computer programming; now horribly mutated into any gathering where attendees try to come up with a decent answer to a problem. *(see Growth hacking)*

Headwinds: 1. Wind blowing head on in relation to an object, such as a boat or plane. 2. Another baffling weather reference suggesting physical forces at play in business; full frontal project resistance by some invisible force. *(see Crosswinds; Tailwinds)*

HNWIs: 1. High Net Worth Individuals. 2. Rich mugs – a source of immense profit for so-called lifestyle brands. *(see UHNWIs)*

Hockey stick moment: 1. Point on a graph demonstrating a sudden near-vertical upward direction. 2. Point in time when something really takes off, usually to the total surprise of all involved. *(see Aha moment; FMF)*

Horizontal promotion: 1. Elevation of pay grade granted in return for sexual favours; sideways move. 2. Sly phrase reserved for those climbing the career ladder while mainly lying on their back. (*see Office bike*)

Horizontality: 1. Ability to go across something. 2. Odd addition of –ity to a perfectly reasonable word, with no significant increase in meaning; frequently favoured by management consultants desperate to convey some sort of shape to something such as a market, where often there is none; sometimes accompanied by a sweeping hand gesture and glib comment, as in “*Of course Roger, this product has the potential to demonstrate tremendous horizontality across the piece.*”

Human: 1. Homo sapiens, or showing qualities relating to said species. 2. Strange request along the lines of “*Can we make this more human, Stephanie?*”; suggestion that whatever was proposed before wasn’t human, although it was probably proposed by one; sometimes turned into a verb, as in humanize.

Hyperlocal: 1. Very local. 2. Nasty invented word attempting to describe something that is right there in front of you; using the ancient Greek prefix meaning over or above to suggest something really, really proximate; failure to note that if something is local, then it’s local, and requires no further explanation. (*see Hyperbundled*)

Ideas raves; 1. Lively sessions in which ideas are generated. 2. Desperate attempt by distinctly uncreative companies to suggest that their meetings are akin to a drug-fuelled party; visions of portly bald men dancing uncomfortably round a boardroom table, shouting out suggestions over house music whilst off their tits. (*see Ideation*)

Ideation: 1. Coming up with an idea. 2. Queasy use of the –tion suffix to suggest a process where frequently there is none; bunch of overpaid PR or ad executives sitting around shooting the breeze. (*see Ideas raves*)

iGeneration: 1. Young people, according to older observers. 2. Curious desire to categorize everyone in relation to a generation, even though no one really knows what it is; often referred to as iGen. (*see Centennials; Generation Z; Millennials*)

Incompitemp: 1. Temporary member of staff who is no good at the job. 2. Poorly-screened stand-in grabbed from a recruitment agency in the vain hope of filling a staff shortage - often worse than having no replacement at all.

Incomplete success: 1. Failure. 2. Failure, and still not over.

Integrative: 1. Joined together. 2. Exactly what a customer has a right to expect from a product or service; so often not the case, as in “*I’m sorry, that department works on a different computer system.*” (*see Integrate; Seamless*)

Internationalise: 1. Make suitable for the wider world. 2. Expand beyond the local and parochial, or deliberately aim for world domination.

Interoperability: 1. Ability of computer systems or software to exchange and make use of information. 2. Abject failure to do either, as in numerous governmental IT disasters. (*see Addressability*)

ITea department: 1. Information technology bods who spend a lot of time lounging around drinking hot beverages. 2. Close cousin of street labourers standing and staring at a hole in the road, sucking air through their teeth, and strangely not seeming to get much done – a trait prevalent in most industries. (*see Teahydrated*)

Iterate: 1. Perform repeatedly. 2. Posh word to articulate that we keeping having a go but we're not getting anywhere; pseudo-scientific application as iteration or iterative testing - a euphemism for pigheadedly blundering on when it's patently not working.

J2BD: 1. Job to be done. 2. Truly aggravating semi-numerical acronym car crash courtesy of one of the world's biggest companies, allowing smug executives to sit around referring to a J2BD, at which point anyone else might reasonably ask: "*What the f**k are you going on about?*"

JAMs: 1. Just about managing. 2. Condescending acronym generated by holier-than-thou politicians to describe 'ordinary people' who are struggling to make ends meet; doubtless part of a suite designed to denigrate the hoi polloi, as in JAEs (Just about educated), JARs (Just about responsible), and JAPs (Just about presentable). *POSTED*

Jump on a call: 1. Join a conversation on the phone. 2. Strangely energetic phrase suggesting that stringent physical action is somehow involved in the simple business of having a chat; a close cousin of jumping on an email, which sounds positively inadvisable.

Kanban board: 1. A workflow chart that, in theory, enables people to work out what they are doing; a scheduling system for lean manufacturing and just-in-time manufacturing invented by Toyota. 2. Collision of multi-coloured sticky notes on a wall, serving only to confuse the viewer. (*see Gantt chart; Scrum*)

Key takeout: 1. Important piece of information to remember. 2. These words should only ever be used if a key is indeed being removed from a door. (*see Criteria, key; Key learnings; Watchout, I've picked out a*)

Knife fight in an elevator: 1. Vicious assault in the workplace, usually in a confined space. 2. Sudden outburst of vitriol, often turning to fisticuffs and resulting in dismissal. (*see Back stabbing; Catching a falling knife; Front stabbing*)

KOF: 1. Key Opinion Former. 2. Person with a view, almost never key, and often with no chance whatsoever of getting someone else to agree with them; puffed up journalist blethering on about some product when they are receiving a backhander. (*see KOL*)

KR: 1. Kind regards. 2. Another in the trite series of acronyms used to save microseconds on email. (*see BW; Bz; IMHO; PCB; Tks*)

L2L: 1. Lab to landfill. 2. Something that is built, used, and then idly chucked away; not remotely recyclable; indestructible; having a half life of 500 years; destined for a rare metals stripping dump near Accra; built-in obsolescence comes as standard, so you'd better buy another one, as in many types of mobile phone; the opposite of C2C. (see C2C)

Ladmin: 1. Cavalier approach to tasks. 2. Sitting drinking lager whilst ordering everyone else around; minimalist approach do doing the least possible (see *Badmin*; *Cadmin*; *Tadmin*)

Land and expand: 1. Win a fixed-term contract, and then keep inventing new things to do. 2. A favoured ploy of management consultants, who keep finding new problems, not fixing them, and continuing to charge, *ad infinitum*; highly common in government departments, where it would often have been cheaper to hire conventional staff in the first place.

Lean in: 1. Book written by self-confessed feminist Sheryl Sandberg, CEO of Facebook. 2. Catch-all exhortation for people and organizations to get on with it and stop moaning, as in “*At Corpucon, we lean into change*”; roughly translates as “*We laugh at fear*,” “*We tweak the nose of adversity*,” *ad infinitum*; possibly a reasonable sentiment, but a bit rubbish really.

LFL: 1. Like for like. 2. Another pointless acronym that saves no time whatsoever, given that saying it takes exactly the same amount of time as the unabbreviated version.

Lock up: 1. Imprison; set in stone; agree final version of logo design. 2. Various used as a verb or noun to suggest that this is it – the end of the job; in the design world, nothing of the sort, followed by incessant tinkering, kerning, buffing and honing in perpetuity. (see *Locked into*)

Logo soup: 1. Many brand or company logos in the same place. 2. Car crash of properties and images, usually resulting from infighting by brand managers all insisting that their mark is present; total confusion for customers results.

Lovemark: 1. Brand that people truly love. 2. Errant nonsense invented by since-removed Saatchi & Saatchi CEO Kevin Roberts, based on the utterly fallacious idea that people have emotions for products equivalent to their devotion to their partner or offspring; pure hubris by an advertising agency that should know better.

Lunch and learn: 1. Eat something in the middle of the day and pick up some new information. 2. Somewhat kindergarten approach to disseminating knowledge in a company, usually based on the assumption that the staff are paid so little that they are pathetically grateful to pick some free sandwiches whilst enduring a colleague droning on about some arcane subject, or showing off about their area of expertise. (see *Show and tell*)

Lynx Minx: 1. Attractive female who triggers a significant improvement in the personal hygiene of male staff. 2. Joyous transformation in odour experience at work, often when hordes of feral software coders abandon their seven-day-old underpants and dubious

dreadlocks for a more fragrant approach, in a forlorn attempt to snare the newly arrived Samantha on reception.

Madmin: 1. Mad administration. 2. Insane execution of hundreds of pointless tasks to very little effect; ordering everyone else to do same.

(see *Admin; Badmin; Cadmin; Fadmin; Gladmin; Ladmin; Nadmin; Padmin; Radmin; Sadmin; Tadmin; Tradmin*)

Malgorithm: 1. Algorithm causing an unfortunate outcome. 2. Most commonly a piece of programmatic advertising bought by software that horribly misplaces an inappropriate message due to a lack of the human empathy required to spot the error. (see *Programmatic*)

MAMILs: 1. Middle-aged men in Lycra. 2. Highly disconcerting surge in over 40s men arriving at work in various hues of pink nylon, sweating profusely, teetering precariously in cycling shoes, and cursing roadworks on the Finchley Road. (see *Late breaking gay; MAMIs*)

MAMIs: 1. Middle-aged men in Speedos. 2. A truly alarming sight, in which people who really should know better drop all pretense of self-awareness and squeeze their puffy bodies into excruciatingly tight swimwear in a vain attempt to ‘woo the ladies’ – an activity that invariably results in hoots of derision from disbelieving teenage girls on the beach or at the pool. (see *Late breaking gay; MAMILs*)

Manbassador: 1. Bloke who promotes a product, or represents a cause. 2. Overpaid celebrity or sportsman who is invariably caught with his pants down somewhere, leading to a phalanx of lawyers invoking a death and defamation clause, and immediate removal of a lucrative endorsement contract. (see *Femvertising*)

Mansplain: 1. A male explaining something. 2. When a male explains something that has already been explained, often using precisely the same words, and often to a woman: concept originated in 2008, when author Rebecca Solnit described a man explaining to her a book that she had written. (see *Manspread*) **POSTED**

Manspread: 1. Sometimes called man-sitting, the practice of sitting with legs wide apart, often covering more than one seat. 2. Macho and vainglorious, manspreading is frequently observed in meetings when sweaty, overweight misogynists intentionally sport their genitals in various forms to anyone unfortunate to catch a glimpse. (see *Dog’s bollocks*)

Meeting lettuce: 1. Unnecessary addition to a meeting, as in the pointless salad filler in a bland sandwich. 2. Person sent to a meeting for no reason other than to make up the numbers; pointless remark made in meeting that adds nothing to the discussion whatsoever.

Millennial: 1. Relating to a period of a thousand years; a person reaching young adulthood around the year 2000, also known as Generation Y or Generation Me. 2. Group of employees now causing considerable stress to their employers; inclined to ask the boss “*What’s the company got to offer me?*” before half-heartedly delivering a patchy, feckless three months of labour and then suddenly going surfing for a year. (see *Genzennials*)

Mills and Doom: 1. Office romance destined to fail. 2. Initial burst of passion, usually after celebratory drinks when winning a substantial contract, at an industry conference, or the annual Christmas party; rapidly followed by a frosty exchange at the water cooler, deep regret, paranoia over who knows what happened, and one or other party resigning in disgrace.

Mindset: 1. Frame of mind; attitude; point of view. 2. Rather peculiar way of saying frame of mind, attitude, or point of view; the addition of the 'set' suffix suggests permanence, as in set in concrete, which may indeed accurately reflect the inflexible views of many.

MIT: 1. Massachusetts Institute of Technology. 2. Most important thing - acronym coined by Dan Pink to depict the one thing that needs doing today.

Mompreneurs: 1. Mothers that invent products or run enterprising businesses from home. 2. Somewhat trite and patronising word, hinting that it's rather unexpected that women with children are just as capable as fathers who head to the office every day, absolved of the need to get the kids fed and off to school. (*see Entrepreneur; Grantpreneur; Intrapreneur; Inventpreneur; Olderpreneur; Solopreneur; Wantpreneur*)

MOP: 1. Managing our performance. 2. Precisely what any executive should be doing as a matter of course; shades of moping around after the announcement of disastrous sales figures, or mopping up nasty fallout from a calamitous product launch. (*see Blood bath, on the walls*)

MSU: 1. Making shit up. 2. Unhelpful approach when someone asks for a recommendation or point of view.

Mushroom management: 1. Keeping staff in the dark and covered in shit, as is the custom in effective fungiculture. 2. Abject and complete failure to communicate with staff at all; secret sect operating from the boardroom. (*see Communicaking*)

Nadmin: 1. Scratching one's gonads whilst filling in an expense form. 2. Idler's delight; slow admin. (*see Admin; Badmin; Cadmin; Fadmin; Gladmin; Ladmin; Madmin; Padmin; Radmin; Sadmin; Tadmin; Tradmin*)

NEETs: Not in education employment or training. 2. Large group of people being no help whatsoever. (*see BAME*)

Netizen: 1. Citizen of the internet. 2. Lazy elision applied to technological matters - a recurring theme in which online weirdos insist on calling everything digital 'the commons' and likening all web-based matters to some sort of hippy community.

OBB: 1. Opinion-based bollocks. 2. Most commonly deployed by loudmouth senior executives, these heartfelt views are wrapped up in the clothing of factual authority, but are in fact merely deeply held bias and prejudice.

Off-point: 1. Irrelevant. 2. Nothing to do with the matter in hand; truly pointless. (*see Off message*)

OKRs: 1. Objectives and key results. 2. Bafflingly popular technique for setting goals and results in companies; as usual, someone feels the need for a daft acronym to getting people pulling in the right direction; plain language is preferable here, as in *“This is what we’re trying to do and this is how we’ll know if we have done it.”*

Omnichannel: 1. In, on, or through every channel. 2. Truly awful and unnecessary way of saying in, on, or through every channel. (*see Omnishambles*)

Onpassing: 1. Passing on. 2. Truly idiotic, this one; taking two letters and moving their position to achieve no improvement in meaning whatsoever, all for the sake on creating another annoying US verb.

Organisational rain: 1. Instructions from management that fall on all below. 2. Seemingly incessant, patronizing verbiage from on high, prevalent in most large corporations; pronouncements banning all travel for the rest of the year; things you can and can’t do, even though the directors can.

Overchoice: 1. Too many options from which to choose. 2. Deeply annoying way of describing a situation of plenty, somehow suggesting that those who can select anything they want are in some way victims, when most people in the world would welcome the possibility.

Padmin: 1. iPad administration. 2. Tedious tasks enacted from an iPad whilst lying in bed eating smoked salmon. (*see Admin; Badmin; Cadmin; Fadmin; Gladmin; Ladmin; Madmin; Nadmin; Radmin; Sadmin; Tadmin; Tradmin*)

Partnership: 1. Equal relationship in which both parties benefit. 2. Nothing remotely like it; idyllic state of affairs that rarely occurs. (*see BOHICA; Partners; 60:50 relationship, this is the perfect*)

Passhole: 1. Passive aggressive asshole. 2. A grinfucker. (*see A-holity; Boardhole; Bosshole; Douchboard; Grinfucker*)

PCB: 1. Please call back. 2. Passing the buck so that the other person has to take action rather than you. (*see BW; Bz; IMHO; KR; Tks*) **POSTED**

PEEL: 1. Point of view, Explanation, Evidence, Link back. 2. Admirable essay writing technique in which the writer says what they think, explains why, backs it up, and links the point back to the original question; skill unknown in most businesses, where more poorly-briefed executives routinely grasp at anything they can get their hands on to address the latest crisis.

Personal brand: 1. How someone is regarded; image. 2. The height of self-aggrandisement, hubris and narcissism – the idea that an individual should market themselves along the same lines as a car or handbag; genuinely loathsome notion all round.

Phygital: 1. Both physical and digital. 2. Truly nasty distinction made in the communications world between tangible and online assets; spawn of the devil; unnerving implication that something sexual may be involved, but unclear what.

Pipeline velocity: 1. Speed with which new business is coming down the metaphorical pipeline. 2. Rather macho idea that prospects are beating a path to your door with the speed of space rocket or racing car; or the opposite, as the executive in charge of winning new business sees developments happening a glacial pace.

Planful: 1. Like a plan, or more like one. 2. Plaintive call of any stressed executive desperately trying to find some sort of shape in utterly fragmented material, as in “*Okay guys, can we please make all this more planful?*”

POO: 1. Power of one. 2. Somewhat unfortunate and slightly scatological acronym; someone didn’t really think this one through.

Post-truth: 1. Circumstances in which objective facts are less influential in shaping public opinion than appeals to emotion and personal belief. 2. Ability to cherry pick data and come to whatever conclusion you desire; bullshit by any other name. (*see Fake news*)

Power messaging: 1. Distinctive and persuasive selling points. 2. Somewhat vainglorious idea that trying to sell someone some stuff involves a degree of power over them, perhaps in some sort of hypnotic way.

Priorities: 1. More than one priority. 2. Nonsensical plural where only the singular should exist; the word priority came into the English language in the 1400s, when it was singular, and meant the very first or prior thing; in the 1900s it began to appear in the plural and now we invariably have too many of them. (*see Objectives*)

Programmatic: 1. Advertising, most commonly digital, bought by software as opposed to the traditional process involving humans. 2. Fraught process using machines to buy ads that has bitten the media industry on the backside, frequently leading to an appalling juxtaposition of messages, such as “*50 die in plane crash*” alongside “*Fly to Malta for just £49!*” (*see Malgorithm*)

Provocation: 1. An observation or activity that provokes a reaction. 2. Favoured term for marketing and advertising folk when wanting to generate some publicity at any cost, usually applied to a product whose sales are heading south.

Putting socks on an octopus: 1. An impossible task. 2. Interesting challenge – to put pedal warming apparatus on an eight-armed cephalopod, presumably eight times; complex and slippery problem. (*see Banana, stabbing a seal with a; Fog, grasping at; Jelly, nailing a ___ to the wall; Wallpapering fog*)

Radmin: 1. Radical administration. 2. Extreme triage of tasks; slash and burn approach to getting things done; ruthless efficiency in fast bursts. (*see Admin; Badmin; Cadmin; Fadmin; Gladmin; Ladmin; Madmin; Nadmin; Padmin; Sadmin; Tadmin; Tradmin*)

Rapid skimming strategy: 1. Gaining customers by demanding a high price whilst embarking on extensive promotion. 2. Interesting trap whereby customers think that the more expensive it is, the more desirable it is – a combination often shown to be false. (*see Slow skimming strategy*)

Relevancy: 1. Relevance. 2. Why not just say relevance?

Ricky Malaise: 1. The discomfort felt when someone attempts an impersonation of David Brent, the Ricky Gervais character in the TV series *The Office*. 2. Entire way of life afflicting some self-appointed office wags, many of them incapable of performing a straightforward administrative task competently, let alone carrying off an effective impersonation. (*see Minister for fun*)

Riff on/off: 1. Improvise a speech or presentation. 2. Annoyingly glib idea that people who have not prepared at all can somehow be deeply impressive in front of an audience when they are simply making it up, as in “*I’ll just riff off these slides, Stuart.*”

Ronnie Bics: 1. An elision of Ronnie Biggs, the great train robber, and Bic, the biro manufacturer. 2. Someone who regularly depletes the office stationery cupboard for their personal benefit.

Routinize: 1. Turn everything into a routine. 2. An action that could be (a) beneficial because it ensures that something always gets done, or (b) deathly repetitive.

Rurbanites: 1. Rural urbanites, presumably living in verdant parts of a city. 2. Slick blending of metropolitan and country elements, but to what end remains something of a mystery.

Sadmin: 1. Sad administration. 2. Failure to do anything other than boring administration. (*see Admin; Badmin; Cadmin; Fadmin; Gladmin; Ladmin; Madmin; Nadmin; Padmin; Radmin; Tadmin; Tradmin*)

Scatisfaction: 1. Smug feeling derived from sitting on the toilet for an inordinately long time during office hours. 2. Rather peculiar notion that companies deserve retribution, and a good way to do it is via bodily functions; refuge of feckless slackers who probably do the same at home anyway. (*see Chinese holiday; Cybernating*)

Screenager: 1. Teenager permanently in front of a screen. 2. Entire generation of technologically obsessed people, originally behaving as such in their youth but ten years later still glued to a mobile device and ignoring the rest of the world; time bomb of social ineptitude waiting to go off.

Scrum: 1. Project management concept for software development that revolves around brief, high intensity work sessions, usually standing up and pointing to a board full of tasks. 2. Patronising beginning-of-day meeting in which various team members are bawled out for failing to do yesterday what they said they would the day before that; illusion of urgency where none may be present. (*see Gantt chart; Kanban board*).

Shirking from home: 1. Working from home, apparently. 2. Not really doing much; watching daytime TV; scratching one's arse and making relentless cups of hot chocolate. (see *Pre-crastination*)

Shrinkflation: 1. Products decreasing in size whilst costing the same or more. 2. Devious production trend in which customers are duped into believing they are still receiving value for money. (see *Shrinkification; VFM*)

Shrinkification: 1. Making products smaller in order to maintain or increase margin. 2. Gerrymandering approach to providing worse value, usually under the guise of improvement, such as "Now with less sugar." (See *Shrinkflation; VFM*)

Side hustle: 1. Activity other than one's main job designed to make a bit extra, or deliver a hobby. 2. A shade too close to its correct meaning of push roughly, jostle, or obtain illicitly through forceful action; a ruse to earn more, sometimes unknown to one's true employer.

Situational layer cake: 1. Things going on at various levels in a company or process. 2. Ridiculous phrase suggesting that a range of circumstances are being successfully monitored and can be expressed on a diagram, presumably resembling a piece of Battenberg or sponge; errant nonsense.

Slacktivism: 1. Facile online support of a trendy cause, without handing over any money. 2. Typically over 99% of people who like a cause online make no monetary donation at all – a shocking statistic.

Slow skimming strategy: 1. Maintaining high price with low promotion. 2. Supremely confident marketing strategy that assumes that the product is so desirable that (a) you can charge a fortune for it and (b) you don't even need to tell anyone it exists. (see *Rapid skimming strategy*)

SME (1): 1. Small to medium-sized enterprises - a definition usually based on staff numbers: small = less than 50 staff, medium = less than 250). 2. Unhelpful catch-all as decreed by some lofty directive, leading hard-pressed executives the world over to gloss over the enormous differences between a company with 11 staff and one with 249, as in "I think we need to target SMEs on this one, Gerald."

SME (2): 1. Subject matter expert. 2. HR speak for someone in the company who actually knows what they are talking about, a rare thing in business apparently; not to be confused with SME, as in small to medium-sized enterprise; source of massive confusion in meetings as one person thinks the discussion is about such companies, and the other about people who know what they are talking about; attendees invariably disappear into the sunset trying to work out what a small to medium-sized expert might look like, or some such hybrid. (see *Go out into the business; Human resources; SME; Touchy-feely*)

SMOP: 1. Small Matter Of Programming. 2. Silicon valley engineer's phrase for when software can't cope with the amount of data thrown at it.

Snackable content: 1. Material that can be read or downloaded rapidly online. 2. Truly daft inference that people on the web are somehow eating, probably originating from the

notion that people who buy things are consumers; suggestion that they couldn't possibly absorb something long and complicated, but would love some kind of digital snack; the addition of the -able suffix puts the finishing touch to a genuinely hideous word pairing. (*See Consumer focused; Graze, grazing*)

SOAP: 1. Strategy on a page. 2. Rapidly conjured up and often fanciful suggestion about what needs to be done next - often requested to be done in five minutes; the bane of strategists everywhere.

Social: 1. Living collectively in interacting populations; modern abbreviation for social media - computer-based technology that allows the creation and sharing of information, ideas, and so on via virtual communities and networks. 2. Antisocial; vicious forum in which anyone and everyone is vilified for not having extreme views. (*see Socialize; Viper's Nest; Viral*)

SoLoMo: 1. Social-local-mobile. 2. Three-way abomination spawned by the growing popularity of smartphones; local ge positioning combined with search engine results enables companies to work out exactly where someone is and flog them something on the spot, all under the guise of local convenience.

Solopreneurs: 1. People who work on their own. 2. Pointless elision highlighting the fact that someone with an idea hasn't got any staff yet, possibly because the so-called 'big idea' is actually rubbish. (*see Entrepreneur; Grantpreneur; Intrapreneur; Inventpreneur; Mompreneur; Olderpreneur; Wantpreneur*)

Solutionise: 1. Turn something into a solution. 2. Another in the never-ending series of -ize verbs that add nothing to the language whatsoever; startling realisation that if you want a solution to something, you might actually want to take action in order to achieve it; consummate rubbish. (*see -ize; Solutionism*)

Solutions bundles: 1. Collections of things that might help. 2. Not content with adding solution to any topic going, this gem goes for the apparent added benefit of sticking them all together, when you probably just want the one thing, and not the other junk. (*see Hyperbundled; Solutions*)

SPAD: 1. Abbreviation for special adviser. 2. Shady character constantly flitting between political and commercial roles, invariably leading to the individual in question being able to award themselves a lucrative contract.

Special projects manager: 1. Person in charge of special projects, apparently. 2. Dead man walking; total failure to identify what the projects are, and why exactly they are so special; no project at all; person destined for the exit. (*see Windowseated*)

Special sauce: 1. Magic ingredient of some unspecified kind. 2. Low-cost ingredient added to a poor product to justify a significant mark-up; use of one appealing feature to disguise flaws elsewhere, as in "Can we sprinkle some special sauce on this, Derek?"

Spreadsheet dance: 1. Constant changes to a financial forecast until the figures add up to what the boss wants. 2. Pointless rigmarole that happens every year in companies – when provided with a financial projection that they don't like, bosses send their authors off to produce another version leading to a higher figure; the only realistic response to this is: *"This is what it adds up to. If you don't like it, invent your own f*cking figures, you greedy idiot."*

Stack: 1. Large pile; hay bale; memory in a computer for temporary storage in which the last item stored is the first retrieved. 2. Glib phrased tossed around by IT bods, as in *"Just add that to the data stack requirement, Brad."*

Stay in swim lanes: 1. Don't comment on an area that is not in your job title. 2. Command and control technique to ensure that executives only work on their particular area of expertise; guaranteed to foster dysfunctional management teams whereby only the HR Director comments on HR, and refuses to allow any other discipline to contribute. (see *Interneccine warfare; Silos, working in; Turf wars*)

Sticker-shocked: 1. Stunned by high price tags. 2. Dramatic US phrase for horribly overpricing a product and turning customers away in droves as a result.

Storify: 1. Make something into a story. 2. Aggravating trend for all communications about products to involve some sort of narrative, as though the average person wouldn't notice that they are being spun a yarn; shades of an elision between story and glorify, but unclear whether this was the originator's intention. (see *Storydoing; Storyscaping; Storytelling*)

Storydoing: 1. Enacting a story. 2. Not content with telling one, this approach insists that you act it out as well; one for kindergarten perhaps. (see *Storify; Storyscaping; Storytelling*)

Storyscaping: 1. Creating the landscape for a story. 2. Mapping one out; the seemingly endless suite of story telling bullshit continues; storyscraping might be more appropriate in many cases. (see *Storify; Storydoing; Storytelling*)

Storytelling: 1. Telling a story. 2. Perfectly reasonable evening activity for children, but not grown-ups at work. (see *Storify; Storydoing; Storyscaping*)

Stovepipe: 1. A flue to a cooking device; an organizational structure which restricts the flow of information up and down through tight lines of control, inhibiting or completely preventing effective communication across the company. 2. Deliberately secretive approach practiced by control freaks to stop anyone else finding out what they are doing. (see *Command and control; Control freak; Silos, working in*)

Stroperator: 1. Stropopy operator. 2. Most commonly phone based, but can include the grumpy bitch on reception with an over-inflated sense of importance. (see *Control freak; Ballbreaker; Nutcracker*)

Stratection: 1. Elision of strategy and execution. 2. Pure bollocks.

Table, take off the: 1. Remove from consideration. 2. Somewhat petulant approach, initially offering something and then taking it away, as in a 5 year old saying you can't be my friend any more. (*see Bring to the table*)

Tadmin: 1. Just a tiny tad of administration. 2. Doing the smallest possible thing to give the impression of forward motion. (*see Admin; Badmin; Cadmin; Fadmin; Gladmin; Ladmin; Madmin; MVP; Nadmin; Padmin; Radmin; Sadmin; Tradmin*)

Tailwinds: 1. Wind blowing behind an object, such as a boat or plane, giving it extra momentum. 2. Part of a trio of weather references suggesting physical forces at play in business; suggestion that a project will somehow gain speed on account of some unseen force; overall rather bewildering and probably not true at all. (*see Crosswinds; Headwinds*)

Talk to: 1. Speak to somebody. 2. Infuriating phrase that attempts to add anthropomorphic qualities to circumstances, as in “*Yes Veronica, but does your point talk to the main theme?*”; to answer the question, as in “*Nigel will talk to that point shortly*” – usually followed by a complete failure to answer the question. (*see Front up*)

Talktrack, open a new ___: 1: Start a new conversation. 2. Rubbish notion that a conversation is somehow attached to a line akin to a railway track; abject failure to notice that most conversations veer off in all sorts of unwanted directions, especially when talking to idiots who talk about talktracks.

TBFU: 1. True but fucking useless. 2. Thanks for your statement of the bleeding obvious but it doesn't help at all. (*see TBU*)

TBU: 1. True but unhelpful. 2. Thanks for pointing that out but it doesn't help us at all; shut up. (*see TBFU*)

Teahydrated: 1. Having drunk too much tea. 2. Milling about nursing hot beverages rather than doing any work; consistently ambling to the catering area to brew up; perpetually nipping to the washroom as a result; anything, in fact, to avoid any serious endeavour. (*see Pre-crastination; ITea department*)

Templatized: 1. Material presented in an approved company format. 2. Horribly constrained by some decreed look, usually in PowerPoint; car crash of logos and typefaces as designed by some draconian brand guardian. (*see Guardian, brand; Template abuse*)

Tks: 1. Thanks. 2. More email time saving twaddle. (*see BW; Bz; IMHO; KR; PCB; Tx*)

TLDNW: 1. Too long, did not read. 2. A close cousin of TLDNR – too long, did not read; this response is either spot on because someone has been overly verbose, or a symptom of our decline in attention span, which has decreased in recent times from 12 to 8 seconds – a disaster in evolutionary terms. (*see TLDNR*)

TNA: 1. Training needs analysis. 2. Exhaustive review of what every member of staff wants from their employer next year – a project that usually starts in September, takes three months, generates a vast matrix of wishful thinking, is significantly diluted by senior

management over a series of painful meetings, approved in the first week of January, and cancelled on Valentine's day when head office realises that "*Quarter 1 is already a disaster so we need to cancel everything.*"

Toolkit: 1. Box containing devices to carry out a range of jobs. 2. Ragbag of techniques purporting to do the same, but in an intangible sense; another attempt to add an air of mechanical provenance to otherwise ethereal conceptual work.

Tradmin: 1. Traditional administration. 2. Full throttle bureaucracy, old style, using pen, paper and triplicate copies in various colours – green for finance, pink for customer service, and blue for the file. (*see Admin; Badmin; Cadmin; Fadmin; Gladmin; Ladmin; Madmin; Nadmin; Padmin; Radmin; Sadmin; Tadmin*)

Triple bottom line reporting: 1. An accounting framework with three parts: social, environmental and financial. 2. Sometimes infuriatingly known as TBL or 3BL, a highly diffuse way of suggesting that a company is worth more than it truly is, just because it looks after its people properly and generally does the right thing.

TWAT: 1. A person who only works on Tuesday, Wednesday, and Thursday. 2. Rather pejorative way of describing someone who works part time, presumably born out of jealousy that they don't have to get up early on a Monday, and can get their weekend thoroughly underway on a Friday – an ideal working week perhaps.

Tx: 1. Thanks. 2. Even more email time saving nonsense. (*see BW; Bz; IMHO; KR; PCB; Tks*)

Uberise: 1. To subject an industry to a business model where services are offered on demand through direct contact between customers and suppliers, usually via mobile technology. 2. Slash and burn approach to any market, taking no responsibility for delivery or staff welfare by allowing people to deal direct and sort it out themselves. (*see Disintermediation*)

UGC: 1. User generated content. 2. Material created by customers for free, thereby enabling the marketing department or advertising agency to do bugger all, but still get paid.

UHNWIs: 1. Ultra High Net Worth Individuals. 2. Ludicrously rich people with more money than sense; you can sell them anything, at any price; in fact, the more expensive, the better, so that they show off even more. (*see HNWIs*)

Unpack: 1. Remove items from luggage or removal boxes. 2. Make sense of, or simplify; patronizing way of suggesting that people will never understand this, as in "*I think we need to unpack the consumer benefit in this communication, Mary.*"

USPness: 1. The degree to which a product or service has a unique selling proposition. 2. Ill-advised addition of the -ness suffix to a glib acronym about brands trying to be distinctive, only to produce a word that sounds like an American phallus. (*see USP*)
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Vanilla-ize: 1. To produce a bland version of something. 2. Staggering use of the –ize suffix, as though making something uniform and dull were something to be celebrated by turning it into an active verb.

Vaporware: 1. Computer hardware or software that is announced to the general public but is never actually manufactured, nor officially cancelled. 2. Any fictitious product trumped up in a press release in a desperate attempt to boost the share price, usually resulting in some vitriolic expose and the departure of the founder or the entire board.

Verbize: 1. Turn into a verb. 2. Commoditize, diarize, monetize, socialize, solutionize – the list of examples for this atrocious technique is effectively endless.

Viral: 1. Relating to or behaving like a virus or infective agent. 2. Hoping beyond hope that social networks will spread a brand message and make something popular, when it probably doesn't deserve to be; rather uncomfortable notion that it would be great if something spread like a disease. (*Social; Socialize; Tipping point, the*)

Visibility, have _____ of: 1. See something. 2. Pompous way of saying you would like to see something, as in “*I'd like visibility of the budget before you take it to the boss, Daphne.*” (*see Addressability; Issues, I have _____ with that; Problem, I don't have a _____ with that; Unhappy, I'm not _____ with that*)

Walled garden ecosystem: 1 A closed software system in which the service provider controls everything. 2. Delightful horticulturally-tinged way of summarising the absolute power that many companies such as Apple have – controlling all apps, content, media, data and payments, whilst rejecting anything they don't fancy. (*see Ecosystem*)

Wallpapering fog: 1. An impossible exercise. 2. What many job descriptions involve as a matter of course. (*see Banana, stabbing a seal with a; Fog, grasping at; Jelly, nailing a _____ to the wall; Putting socks on an octopus*)

WEIRD: 1. Western, educated, industrialized, rich, democratic. 2. Highly privileged, and thus likely to have a warped, spoilt view of the world.

WHORE: 1. We haul our ride everywhere. 2. Dismissive nickname in the motorcycle world, in which fair-weather Harley Davidson riders are derided for taking their bikes to rallies on the back of trailers, and then cruising the last few yards into town in a blaze of glory.

Working wounded: 1. A company's workforce. 2. Beleaguered skeleton staff doing their best with inadequate resources and over-demanding bosses.

WWILF: 1. What was I looking for? 2. Possibly excusable for older people experiencing a senior moment, but categorically not when referring to mindless consumers who walk into shops when they don't even know what they want.

Yeah yeah yeah: 1. Yes. 2. Irritating way of seeming to acknowledge what the other person is saying, whilst actually patronising them, as in “*Yeah I get it you dickhead, now move on to something more interesting.*” *POSTED*

Zombie project: 1. An initiative that keeps coming back to life no matter how many attempts are made to kill it. 2. Chief Executive’s pet subject. (*see Zombie*)

ZOPA: 1. Zone of possible agreement. 2. Strange acronym from the world of military negotiation; suggesting that we might agree, but also that we may be very far off doing so.