

TERMS AND CONDITIONS



MANAGEMENT EDITION

WEALTH OF NEGATIONS, 2013

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ABSENTEEISM

The underlying condition discovered by Human Resources professionals when messier symptoms of illness or injury appear. The suffix '-ism' locates the disease halfway between pathology and religious or political mania. For the sick and sickened the only rational course is to try to make the diagnosis come true on an epidemic scale.

ACCOUNTABILITY

(1.) Favoured in political sermons for its potent meaninglessness outside quantitative matters where accounting criteria (however arbitrary or tangential to reality) apply. Rioters must be held accountable for their actions, i.e. imprisoned for multiples of the standard term. Senior management must be held to account, i.e. asked to testify to a Commission

of Inquiry.

(2.) Thanks to such semantic slackness, the language of accountability connects geopolitical Governance models* to the confessional morality endowed with police powers in low-level social management.**

[*eg. OECD, EU, ‘transparency’ NGOs, the Madrid *indignado* who cried out for “efficient managers, not corrupt politicians”.]

[**eg. Criminal court or welfare payment decisions resting on the defendant’s ability to give a ‘personal account’ in suitable Self-Help terms.]

(3.) *Social*. Organizations in the western world certify the Health & Safety ‘regimes’ of lowest-possible-cost textile and electronics factories in poorer parts of the world, only to be shocked a month later when a factory breaking all the rules burns to the ground killing over 250 people.

ADAPT

A formerly transitive verb. Adapt *what?* Adapt or die!
No need to spell out that what must be adapted is you.
Whatever else is, is right.

ANGER MANAGEMENT

No longer just for wife-beaters: necessary for all losers dissatisfied with rules of the game. A transferable technique like ‘management’ in general. External reasons for anger are beside the point: instead, under expert supervision the patient/offender administers the euthanasia of his or her own ability to be enraged.

ASSERTIVENESS TRAINING

For those afflicted by remnants of modesty.

ASSISTED SUICIDE

Market leader: Atos Healthcare, contracted by the UK Department for Work & Pensions to test the disabled for ‘fitness to work’ and withdraw the income of those declared ‘fit’. At least 24 post-test suicides documented so far (October 2012)*; meanwhile 6 per cent of neighbourhood doctors report test-related suicides or attempts by patients, 21 per cent report patients with test-induced ‘suicidal thoughts’ and 84 per cent say the testing has *caused* ‘mental health problems’ among patients. Atos CEO Thierry Breton once had the same job at France Télécom, where he started the ‘cost killing’ programs blamed years later for a slew of worker suicides. But by then he had moved on, acquiring new powers over life and death as Chirac’s finance minister and new ones again in his current role. [*See: <<http://calumslist.org/>>. According to the site administrator, Google is doing its best to make this documentation disappear.]

ATTITUDE

- (1.) Something attributed to you and either liked or disliked by employers, depending on your degree of evangelical belief in the work you are paid to do.
- (2.) From school onwards, black marks if you ‘have’ it, unless you establish yourself in niche Hip-Hop, Alternative Comedy, or your own straight-shooting talkback show.

BALANCE

(1.) Defunct bits of financial technology – the accounts ledger and the weighing scales – are dragged out to hold up rotten rhetorical planks: powers that check and balance one another, punishment as justice and the idea that the contradictions can somehow be managed.

(2.) *Work-life balance*. Verbal recognition that those desperate to keep their jobs by working longer hours ought nevertheless to do their duty to the nuclear family, or otherwise Get A Life in whatever hours remain.

(3.) *Balanced reporting*. The Ethical duty of media organizations to ensure that some chosen people will face other chosen people on a see-saw of approved alternatives.

(4) *Balanced individual*. Tightrope walker.

(5.) *Global imbalances*. In standard expert usage, nothing to do with grossly skewed global weighting of glut and penury in general: refers strictly to US Treasury debt in Chinese hands, blamed in turn on the unfair Asian habit of ‘saving’.

(6.) *Balance(d) release payment engine*. Time is money and this young fellow ensures not a penny is lost to delay in huge flows of money of different currencies around the world.

BEAN COUNTER

Blasé word used by hip-capitalists to describe their accountants, the ones who do the necessary cost-cutting on their behalf, which invariably means extracting more work from each worker by one means or another.

The derogatory tone implies that somehow the accountants are squares operating in another universe and imposing such measures on otherwise unworldly entrepreneurs.

BRING YOUR OWN DEVICE

At the high end of the labour market Ponzi pyramid, the likes of BT, Colt, Cisco and Samsung *allow* skilled hirelings to provide the hardware and software used for work. At the low end, call centre workers are told to make calls from home, saving the employer the cost of office rent, electricity and phone bills. Nobody brings anything anywhere in this case, but the breakthrough – the rediscovery that labour can be made to pay the basic costs of capital – is the same.

BURN-OUT

(1.) The risk taken by those brave souls working 18-hour days to ensure the world goes round, eg. policemen, bankers, professional thinkers and fashion *designers*. This does not however apply to those people, usually young women, who actually produce the fast-changing designs as clothes. They work 12-16 hours a day, 7 days a week, sometimes kept going by keep-awake drugs. Piecework targets and pressure from supervisors make it constant stress, guaranteeing ruined health and a short working life.

(2.) The Malsach Inventory, dating from the 1970s and still in clinical use, places burn-out at the opposite end of the scale to the virtue of Engagement, which is said to indicate energy, involvement and efficiency.

CHALLENGE

An insult compounded by an invitation to be grateful for it.

COMPANY VALUES

(1.) Sounds like a crisis of business confidence: companies apparently ashamed of existing to make money – and of paying labour to make it for them – hallucinate a higher calling. Invoking values instead of value, they recast themselves as something more like a religious cult, a political movement or the synthesis of the two, a Charity.

(2.) But the seizure of executive self-doubt is strictly *petit mal*. A workforce pledged to indefinite principles instead of specific job instructions is ripe for creative coercion. The advantages for the employer have everything to do with definite, old-fashioned value.

(3.) For maximum disciplinary effect, values should be so nebulous that their breach or fulfilment is a matter of managerial discretion. Backchat is obstructed, for example, if the terms resist use in a coherent sentence. Thus an employer may require allegiance to such values as: ‘knowledgeable’, ‘genuine’ and ‘great place to work’.

(4.) There is no such thing as postfordism. Henry Ford’s holistic approach to the detail of his workers’ social life (copied with his blessing by Nazi German HR) never really went away. Former Tesco CEO Sir Terry Leahy established the verb form applied to Company Values: they are something *we live by*.

COMPETITIVENESS

- (1.) Down here in the basement of hell the work gets harder and faster as the escape routes are closed off. Public policy and employers' People Care programs encourage 'competitive behaviour' by removing perverse incentives to idle, including welfare benefits but also any thought of doing just enough waged work to live on and no more.
- (2.) Since the 1990s a self-evident virtue: the question is not whether competitiveness should be sought but how, thanks to skilful play on the intrinsic double sense. Competitive behaviour (or competitiveness) by individuals within a company, an industry or a state creates competitive *advantage* (also called competitiveness) for the larger entity.
- (3.) The keenest evangelists of competitiveness, the OECD and EU, don't want to keep the magic formula to themselves: they want what's best for their 'emerging market' competitors too. 'Appropriate policy choices' are for everyone everywhere, to be administered by gently guided national governments then 'benchmarked' (or subjected to 'a new type of economic surveillance') supranationally. Around 2005 the OECD started calling itself a Convergence Club, inviting all market economies to join in the game of 'Going for Growth'. That hot flush of internationalism confirmed the class core of the project. Worldwide competitive behaviour means downward convergence for those required to behave, with the 'disciplinary forces unleashed' uplifting an unmentioned average rate of profit.

(4.) *As Ford, by the competitive advantage which he gained, forced the assembly line on the rest of the automobile industry, in the same degree workers were forced to submit to it by the disappearance of other forms of work in the industry.*

COMPLEXITY

Flatters many academic, political and media vanities. A variant of chaos theory involving the familiar trick whereby phenomena from the natural sciences are used to describe social relations. Complex organisms arise from small, simple units coming together because that's the way things are: a concept of self-organization that perfectly describes 'the market'.

CONSUMER

(1.) Formerly the 'worker' or 'wage-earner'.

The rebranding reflects a fundamental shift in the role of the state, supra-state, or regulator. The rights of the consumer as final buyer of labour must be defended against his or her *own* claims as a seller of labour.

So that when competition law works properly the labour-seller should earn and consume *less*.

(2.) This process of impoverishment is cheered from the sidelines by well-fed enemies of 'consumerism'.

(3.) Some of the same cheerleaders believe in the oxymoron 'consumer power', hallucinating moral meaning into their discretionary spending.

Limited-franchise democracy is back! 'Votes' for all those with liquid wealth enough to choose what to consume.

CONTAGION

- (1.) Diagnosis and treatment with noxious effects extending beyond the original patient.
- (2.) Any danger emanating from the lower orders, be it cholera, strikes, riots, or ideas beyond their station. Seen to have greater rhetorical force than the ‘falling dominoes’ metaphor of the Vietnam War period, but bloodletting is prescribed in either case.
- (3.) More recently invoked when bad bets by financial capitals induce melodramas of financial collapse, or when markets diagnose the ‘sick men’ among nation-states and apply the standard prescription.

CORE

- (1.) *Core business, competencies, values.* Rediscovered by normally boisterous, aspirational businesses when retreating from a crisis and jettisoning non-core Human Resources on the way.
- (2.) *Core market.* The very poor for discount baked beans canners or the very rich for timeless Swiss watches.
- (3.) *Hardcore.* Not for the faint-hearted. The real deal for those who know what the real deal is. Authenticity for aficionados and jaded palates.
- (4.) *Core Voters.* Those taken for granted by respective political parties. Always the risk however that they might decide Why Fucking Bother!

CRISIS

(1.) A permanent state of affairs.

(2.) *Crisis management*. Bring in the plumbers.

Plug that hole! Prevent fallout! But the most skilled professionals will present crisis as an Opportunity.

CRISP

A New Economy virtue: no mucking about. Graphics with attitude and so forth.

CULTURE

(1.) As in: *investors believe Nick Buckles has created a winning culture at G4S*, or: Britain's long-hours culture.

Disciplinary machinery passed off as the social self-expression of its victims.

(2.) *Dependency culture*. Shifty medicalization, as if poor people were addicted to being poor.

(3.) BBC morning TV schedule, March 2012. 9.15am: *Crime and Punishment*, part of 'the BBC's celebration of the Queen's Diamond Jubilee', sets out to 'chart the changes in crime and criminals, police and prisons during the Queen's 60 years on the throne'. Presenters embedded in the West Midlands Police and Bristol Prison contrast clips of the 1984 Brighton Tory hotel bombing and the 1990 Strangeways prison rising with the hi-tech lockdown of a recent party conference and the family-friendly side of coercive therapy in today's prison regime. Recurring catchphrase: *whatever you may think of prisoners...*

Later in the morning: *Homes Under the Hammer*: 'Experts uncover the tricks of the property

[i.e. foreclosure] auction trade’. Then: *The Sheriffs are Coming*. Another camera crew is embedded with Sheriffs, or High Court bailiffs, as they terrorize delinquent debtors. The 10-hour season has just begun, so it remains to be seen whether, for example, arson of Traveler caravans will be featured. For now the voiceover promises: ‘next time the Sheriffs confront a plumber!’

CUTTING-EDGE

Once sharp but increasingly blunted sales talk for banal cultural and technological production thought to promise ‘innovation’. Applied not only to individuals, processes and commodities but also to geographical location in the global competition between cities to attract Foreign Direct Investment, eg. London’s status as a cutting-edge city, the ‘Capital of Cool’ in the 1990s. Greater London Group director Tony Travers coined ‘reflective self-image’ to describe the competitive advantage of locating company headquarters in cutting-edge cities – benefiting from parasitic association.

DIALOGUE

- (1.) Sets up speakers representing ‘sides’ of a conflict, so that those represented – and the conflicts of interest *within* the sides – might finally shut up.
- (2.) An invitation to the weaker party to endorse the present arrangement by pretending to speak on equal terms. Losses on one side and the other shall be treated as equivalent regardless of what’s left for each to lose.

(3.) When the dominant monologue falls on deaf ears, dialogue may be resorted to in the expectation that it will become an end in itself.

DINOSAUR(S)

A prehistoric genus popular in a range of cultural products. Also used in dismissing certain people and institutions as old-fashioned, heavy, slow and redundant. Sets up any kind of organized labour as a thing of the past along with 'heavy' industries like coal and steel, which in the experts' geographically limited imagination have inevitably given way to the weightless economy. This usage relies on a now wholly discredited theory that dinosaurs became extinct because they had small brains, were slow and stupid. In fact their environment was destroyed by a collision between the earth and a meteor which transformed climatic conditions.

DISAPPOINTMENT MANAGEMENT

Applied to people brought up on hopes for a better world who have worked out techniques that avoid constant suicidal feelings or permanent alcohol addiction.

ECONOMY, THE

Sickly or blooming, a most sensitive child.

EMOTIONAL INTELLIGENCE

(1.) *ATTENTION!* is the London Evening Standard headline celebrating a government scheme to 'bring discipline back to the classroom' by using soldiers as

school teachers. Lower ranks will get subsidised training, but ‘officers with a university degree’ can start immediately. The plan was announced by the same education minister who declared a week or so earlier that the most important ‘skill’ for teachers is *emotional intelligence*. Let it be quite clear that there is NO irony and NO contradiction here. The heavily psychologized teacher training process can be dispensed with in the case of military officers because the officer corps is the pre-eminent body of experts in ‘emotional intelligence’ as preached by psychology professionals: that is, the cultivation of approved Positive thinking through a blend of charismatic example, conformist pressure and outright institutionally backed intimidation.

(2.) In the political world some have it and some don’t, say those who say they have it.

EMPOWERMENT

(1.) When the disabled become Gladiators. Back to work to die in harness.

(2.) Once referred to unfinished business: the seizure of relative power by self-organized so-called ‘marginal’ groups (the women’s movement, the gay movement). Now used without scruple in the reverse sense by politically correct paternalism. The empowered subject (or rather object) is someone raised up from a normal state of powerlessness by professionals. Especially prevalent in the field of development/underdevelopment, where certain approved sections of the population are to benefit

from this instrumental expertise, often at other sections' expense.

(3.) As in Black Economic Empowerment, the South African system under which ANC/National Union of Miners boss Cyril Ramaphosa became a big enough shareholder in the Lonmin mining conglomerate to sit on the board. The day before police massacred 34 striking miners at Lonmin's Marikana platinum site, Ramaphosa e-mailed management, demanding 'concomitant action' against the 'dastardly criminal' strikers.

(4.) Humiliation instantly reversed: pose for a facial cum shot and feel empowered.

ENGAGEMENT

(1.) The military concept of 'morale' (always collective), in a strictly individualized civilian application. *Employee engagement is the raw material of morale, composed of 15 intrinsic and extrinsic attitudinal drivers.*

[Scarlett Surveys, 2001]

(2.) A pretext for punishment dressed up as a system of reward. In the words of a specialist, 'often linked to the notion of employee voice and empowerment': the employee is invited to express emotional attachment to the business, and may even be allowed to suggest technical improvements. In HR/People Care theory and its journalistic offshoots, bosses who extract engagement are *doing their workers a favour*: the engaged employee is by definition privileged, happy and grateful. As the military derivation promises, though, the disciplinary potential of engagement policy is rich.

Mere toiling obedience need no longer be tolerated if tainted with ingratitude: one disengaged individual (eg. not always on call for ad-hoc shifts, or unresponsive to official fun) might infect the morale of the whole platoon. For the greater good of all, those attitudinal drivers must be driven home with deadly force.
(3.) On the Malasch Inventory, the opposite of Burn-Out.

EQUALITY OF OPPORTUNITY

Backdated proof that 'failure' is your own fault.

EQUILIBRIUM

An article of faith from long-discredited Newtonian physics which has persisted, with a shelf-life gone mad, only in the 'science' of economics. A utopia where rational individuals are satisfied as the consumer's breezy wave is answered by production at the drop of a hat.

EQUITY

A usefully soggy word, especially prevalent in the vocabulary of 'Third World' under/development. Replaces nasty old Equality, which exudes vicious class envy and a determination to drag the Best and the Brightest down to the Lowest Common Denominator. Equity, as a development goal and promise, instead mimics the use of the same word as a description of stocks and shares. At once this makes it aspirational and tells folk that they all have a stake in things as they are. We are all in it together. In the

‘developed world’ this happy fantasy has turned us into stakeholders.

ETHICAL

As in: *issue, behaviour, consumption, investment, suicide.*

(1.) Compliant with a norm so pervasive that it no longer looks like a partisan position at all. Norms become self-evident Ethics when they transcend exact expression: their specific content cannot be disputed without affront to higher Values. Therefore Ethical questions are always merely technical, as well as introspective on the questioner’s part: *how may I best comply?* The sovereign imprecision of Ethical terms guarantees a limitless supply of these queries, each of which, by virtue of its deferential form, reinforces the hidden authority it appeals to.

(2.) A category allowing investors, commentators and activists to ignore the elementary nature of money*. Ethical investment or consumption rests on the investor or consumer’s abstention from *direct* payment for ownership of particular tainted things (whether finished products or stakes in the producers’ capital). As if money didn’t *circulate* but was absorbed until Doomsday into the trinket paid for.

[*Ethical investment is an enormous sub-sector playing on this folly, whose momentum is such that ethical funds regularly outperform general stock markets. Ethical consumption is a gold-plated pretext for premium pricing.]

(3.) A sign of soteriological* narcissism in the speaker (see also: ‘green’). Perceiving a problem in the world, the Ethical consumer/investor sets out to avoid the

feeling of personal culpability for it: in other words, to ensure his or her private salvation. Just an ugly habit in an individual, perhaps, but more than that when the habit becomes a public duty. The principle behind the preaching: general conditions are an aggregate** of individual 'behaviours', so politics means using institutions to induce personal 'behaviour change', rather than collective action to change institutions or destroy them.

[*Soteriology: the 'science of salvation' in multiple religious traditions.]

[**See also: complexity.]

EXCELLENCE

(1.) Invented in 1982 by McKinsey man Tom Peters (later the author of *Liberation Management*) and since then cherished equally by public and private sector administrators. *Own it! Live it! Excel!* shrieks an off-the-shelf workplace training package. *Excel what?!* is the obvious rejoinder, but the question is not left unanswered by accident. For any manager, the beauty of Excellence lies in its function as a template for perfectly empty quantitative measure: comparative and competitive according to criteria that need not be disclosed to the mere object of assessment, for the good reason that they exist only in the disciplinary fantasy of the assessor.

(2.) *Its very lack of reference allows excellence to function as a principle of translatability between radically different idioms: parking services and research grants can each be excellent, and their excellence is not dependent on any specific qualities*

or effects that they share.

(3.) *Enhancing excellence.* Making things even more excellent than they already were when they excelled.

FACEBOOK REVOLUTION

Self-surveillance from below.

FACILITIES MANAGEMENT

The subcontracted business of office maintenance: bossing around night cleaners and so forth.

FAIRNESS

(1.) *Of course payments for the opportunity to punish indicate that subjects care about fairness. They are angry when other subjects are selfish. With another set of co-authors Fehr asked subjects to play similar games while their brains were being PET-scanned. Engaging in such punishment appears to make the subjects happy: it activates an area of the brain, the dorsal striatum that “lights up” in anticipation of many different types of rewards.*

[Akerlof & Shiller, *Animal Spirits*]

(2.) ‘Equal pay’ legislation passed in mid-2009 by the British Labour government led to no substantial wage increases for women anywhere, but was eagerly adopted by Leeds city council as a pretext to cut the wages of male garbage collectors by £5,000 per year under a new ‘grading system’. The ensuing three month strike was eventually settled by council management and the GMB union by turning the disputed part of the wage into payment for meeting unattainable ‘performance targets’.

(3.) After the February 2011 earthquake, tsunami and nuclear disaster in Japan, a San Francisco Bay Area ‘internet equipment manufacturer’ initially feared supply chain disruption, reported the Financial Times. Replacement suppliers were soon found, said the entrepreneur, but ‘if it happened in Guangdong I don’t know what we’d do. *The only compensating factor is that all our competitors would be in the same position.*’

(4.) Rhetorically used for the vilification of the poor and/or disabled on the grounds that they are taking advantage of self-selected ‘taxpayers’.

FALL

The noun is used instead of the verb when the falling body is old and female. *She had a fall.* Lock her up for her own protection.

GOVERNANCE

It’s hardly a secret that some government people, elected or otherwise, are very corrupt. Large sums of money end up in Swiss, London or offshore bank accounts. These are liable to come to light only when the holders of the accounts lose power or larger interests decide they have served their purpose and should lose power. However the cry for ‘good governance’ arising from the World Bank some years ago was not a call for such accounts to be revealed in a comprehensive attack on bank secrecy. Instead it served to avert blame from the forces and institutions behind the Structural Adjustment Programs imposed on countries undermined from the start by their colonial

invention. Programs that further impoverished the poor and sabotaged bare-bones health and education sectors without a flicker of the advertised economic growth. This predictable result was blamed on a failure of governments to implement the SAPs properly, which in turn empowered internationally integrated ‘technocratic’ elites open to the siren songs of more privatization. To this end the Bank instituted the Worldwide Governance Research Indicators Dataset. The source of these data? An aggregation of polls of public and elite opinion by NGOs, *think tanks*, *development agencies* and *private investment risk consultancies*. This created a ‘new science of corruption’, something experts claimed could be measured. During the tenure of war criminal Paul Wolfowitz at the Bank, ‘good governance’ became an endlessly repeated mantra.

HEADHUNTERS

Out into the untamed jungle they go, doing whatever it takes to capture the right man for the job of managing whatever needs to be managed.

I HEAR WHAT YOU’RE SAYING

A reliable warning that what you’ve said is about to be ignored, regretfully rejected or mugged off by those who know everything.

INCENTIVE

(1.) A threat, as in *incentive to work, save*, etc. May involve an explicit promise of future punishment/reward, but the same effect is often obtained more promptly by depriving the test subject of something s/he depended on for survival, thereby creating an ‘incentive’ to cover the loss at his or her own expense.

(2.) A core concept in behaviourist psychology and supply-side economics, which converge in *behavioural economics*. However the latter’s bestselling spokesmen may strain to disavow their supply-side heritage; they betray it infallibly in their addiction to positive and aversive stimuli.

INFORMATION

Unwilling to admit to having been taken for a sub-prime sucker, ex-UBS bank CEO Marcel Rohmer blamed information overload for failures in risk assessment and correct valuations: ‘The problem was not a failure to appreciate complexity, but rather the opposite’. The woods and the trees, the not-seeing. In this he followed the CIA’s explanation for not having foreseen the first nuclear bomb test by the Indian state. There was too much information.

INTERACTIVE

In a rare display of irony, the hi-tech industry uses this term for computer software designed to *restrict* the user’s possible range of action by pre-emptively intervening (‘interacting’) to determine the form of his/her response. Little wonder, then, that state

institutions and employers tend increasingly to require the use of these formats.

KNOWLEDGE MANAGEMENT

The constant recreation of scarcity among intangible riches.

LEAN

(1.) Meat with little or no fat. Once an unmistakable sign of ambitious men conspiring. Now considered a sign of rude executive health, all those hours down the gym and jogging with attitude, whereby the company or institution runs a lean machine. This involves extracting the maximum possible labour from those left once the ‘fat’ – those workers producing less than maximum value – has been scrapped.

(2.) *Lean management*. The first wave of IT claims its first scalps in the 1980s. Turned out layers of middle and lower management were unnecessary. The rhyme is irresistible: mean, as adjective, becomes a virtue.

(3.) *Lean boot*. A stingy someone.

LEGACY

As in *Olympic-*, *historical-*, *-project*. Presupposes death.

LEVERAGE

(1.) Literally refers to funding for a transaction through debt secured on the object of the same transaction, as in ‘leveraged buyout’. ‘Leverage’ (n.) is the ratio of debt to equity (eg. mortgage to cash) with which something was bought; but ‘leverage’ (v.) and ‘leveraged’

(adj.) are also used rhetorically to suggest the appropriation of some kind of potential and at the same time its multiplication through magical – or borrowed – powers.

(2.) More Newtonian physics, whereby a small force shifts a large load. Thus a relatively small amount of capital marches out into the world to do great things, to get more people working under its command to good effect. Might be a problem, these are often the same things being done by other brave capitals.

(3.) Cruder than Newtonian physics, the historically strong strong-arm the historically weaker to allow their own troops immunity from local civil law; or, more often, to get ‘free’ trade agreements to their advantage. Here the large load makes fun of the small force.

LINE MANAGER

Junior bosses doing the day-to-day ‘tracking’ of each worker’s performance. Such surveillance may then involve the arm over the shoulder, the gentle ultimatum, the stern word, or the regret, but ‘I’m afraid we’re going to have to let you go’.

MAN MANAGEMENT

Kettling.

MANAGEMENT

(1.) *Management... shared from the first the characterization which Clausewitz assigned to war; it is movement in a resistant medium because it involves the control of refractory masses.*

(2). *Of your own affairs.* Knowing what to cut from your budget: the protein? the night out? paracetamol? the children? the lottery ticket that might have won?

(3.) *As business practice, skillset, and academic discipline.*

A transferable technique applied to any organization – a textile factory, volatility fund, prison or charity – regardless of the specific commodities handled or conditions involved. An amalgam of marketing cynicism, PR deftness and whatever is required to get maximum effective work out of the wasters, deadheads and tossers it is your lot to command. Nowadays a degree of sadism and the certainty that one is indispensable are basic requirements.

(4.) *Scientific.* ‘No one workman has the authority to make other men cooperate with him to do faster work. It is only through *enforced* standardisation of methods, *enforced* adoption of the best implements and working conditions and *enforced* cooperation that this faster work can be assured. And the duty of enforcing the adoption of standards of enforcing this cooperation rests with management alone.

The management must supply continually one or more teachers to show each new man the new and simpler methods, and the slower men must be constantly watched and helped until they have risen to their proper speed. All of those who after proper teaching will not or cannot work in accordance with the new methods and at the higher speed must be discharged.’

[F.W. Taylor, *The Principles of Scientific Management*].

MANAGING EXPECTATIONS

- (1.) ...or *Expect to be Managed*. [The Consulting Academy]
- (2.) The art of obtaining submission to injury (or ‘tough realities’ etc.) through the judicious threat of something worse. As when mass redundancy is averted at the last minute by offering the speed-up scheme intended all along.
- (3.) What is most often managed downward to extinction is not some extravagant hope for the future but the idea of survival on the present meager terms.
- (4.) *If the people crash it does not matter if the program runs. The purpose...is to make the people run.*
[Blurb for Naomi Karten’s pioneering *Managing Expectations*, 1994].
- (5.) A minority school in motivational psychology advocates managing expectations *upward*, on the grounds that the disappointed (in one clinical trial, ‘students who expected an A and got a C’) will blame themselves and work harder in future.

MARKET(S), THE

Reality is said to be determined by Its sentiment and confidence, whether It is The Market in the singular or the nebulous thing formed by the plural. It is also said to be a reflection of reality. In both forms It is anthropomorphic and at the same time diffuse enough to be decision maker without responsibility. Its diffuse nature has not however prevented It from having a penchant for gurus like the now discredited Alan Greenspan or the still revered Warren Buffet. Nor has this kept it from becoming an all-time TV

and radio favourite with constant reports on Its state of being. ‘Market watchers’ are constantly asked by the folks back in the studio to tell us the score as to the nature of the day’s reality as reflected and determined by It. Its cheerleaders have created a never-never land in which it was a ‘natural’ development, denying the history of its political creation and its continued dependence on political structures and vast state subsidies like the US Defence budget.

(2.) *Jitters*. The Market (or Markets) is a blob with a surface of suckers which absorb an ever increasing mass of human activity into itself. Nevertheless it is a sensitive, indeed neurotic beast, all too liable to see, foresee, fantasize or pretend to see things that it does not like. It is then that it develops the jitters: the blob wobbles and is in need of soothing. At which point the cry goes up, Something Must Be Done!

(3) *Sentiment*. The folklore according to which stock market performance reflects that of a wider economy has quietly been turned on its head in 2011-12, at least in Europe and North America. Macroeconomic data counted as ‘strong’ now tend to *depress* markets, and vice-versa. Investors would prefer numbers ‘weak’ enough to provoke more Quantitative Easing or other ‘monetary stimulus’. Like longing for a terminal diagnosis as a ticket to palliative care.

MINDFULNESS

‘On a hot Thursday in June’, the Financial Times witnessed a Mindful Leadership meditation

programme in action at the Minneapolis headquarters of ice-cream and breakfast cereal multinational General Mills. ‘As people arrived’, wrote the US mergers and acquisitions editor, ‘many hugged one another and I noticed some in tears. General Mills had recently announced its first round of mass layoffs in decades – some attendees were having to fire members of their team, while others were losing their jobs.’ The instructor (the company’s Deputy General Counsel) ‘gave the group an impromptu talk that wove together mindfulness practice, a poem and some General Mills shop talk’. She ‘also spoke about the layoffs. “When we’re in any kind of transition in our lives it’s so easy to get into the swirl and get lost”, she told them. “Use this practice to gain stability in the mind. It’s a lonely time, but it’s also a hopeful time.”’ Participants were told to ‘take a posture that for you in this moment embodies dignity and strength’. Some sat cross-legged, others were kneeling.

MISSION STATEMENT

- (1.) It’s no good just squeezing the last drop of nervous energy from your workers then their last penny as consumers, you’ve got to feel good about it and make sure the whole world knows you’re doing good.
- (2.) As in religious mission (or sometimes *vision*), military mission, Company Values. A pledge of allegiance extorted from the conscripts.

MODULAR MANAGEMENT

(1.) Tenant Modular Management organizations present themselves as dialogic – between tenants and ‘social’ landlords – but are the usual monologue in which all options good for tenants have been deleted from the Options Menu.

(2.) Modular Management Development Programmes, based on continuous learning: application of learning, reflection on Outcomes, obtaining Feedback, matching up market and product design, developing product platforms.

NO FRILLS

Barefaced marketing.

NOT FIT FOR PURPOSE

Instant dismissal of what went before and the promise that as of now, whatever the institution, rugged, functional efficiency is the order of the day.

OBESTY

Lack of self-control by the poor whose medical treatment We should definitely not have to pay for. Westminster (London) borough council manages the problem proactively: just stop feeding them! Welfare benefits will be withdrawn from ‘overweight or unhealthy’ claimants who refuse to take part in ‘prescribed leisure activities’, meaning compulsory sports and gym classes with attendance monitored by ‘smart’ card.

PACKAGE

(1.) In which a variety of policies, inducements, financial instruments and war equipment are bundled together.

- At the upper end of the job market recruiters offer remunerative packages including salary, pension, bonuses and a variety of privileges.

- In US military Shock and Awe strategy an ‘alternative force package’ is proclaimed. This involves the use of a wide range of digital and robotic techniques in which the authors of the proclamation had a financial interest.

- In the world of finance, toxic assets and dodgy mortgages are bundled together with others that appear to have proper provenance.

- *A package of measures.* Unpopular legislation (tax breaks for multinationals, anything raising petrol prices) bundled safely together with focus group favourites (welfare punishment, perpetual prison terms, a well-timed war).

(2.) *Full Package Providers.* Contractors in the clothing production chain who have worked their way up from doing jacket sleeves only to doing the whole jacket, the cutting and all the sewing operations it takes, buttonholes, pockets, the lot.

PAIN

Asian workers have a greater threshold of pain.

[Lee Kwan Yew, long-time ruler of Singapore]

PASSION, PASSIONATE

Another expression used with reckless disregard for bathos to ascribe to individual workers intense emotional identification with what they do for wages: *We are passionate about customer service*. But a glimpse of reality is let back in by the opposition of passion, passive, etc. to action, active... ‘We’ are passionate about – i.e. *subjected to the rule of* – customer service, but it may not always be this way.

PEOPLE

(1.) Human Resources managers (themselves now sometimes called ‘people managers’) refer to ‘our people’ when they want to talk about workers in a way that downplays the wage relation and emphasises Belonging, both in the spurious sense of the employee’s voluntary personal identification with the business and the real one of the employer’s drive for round-the-clock possession of the labouring nervous system.

(2.) Behavioural economists, motivational psychologists and their colleagues present the results of their experiments as pertaining to ‘people’ in general, independently of social or even individual circumstances. *People work harder when given responsibility; People make bad economic choices because of irrational expectations*, etc. The particular conclusions may seem anodyne, but the casually assumed premise – that individual psychology determines material situations rather than vice-versa – is a hangman’s charter.

PORTFOLIO

Smug figurative term for abstract wealth and its concrete consequences. The imaginary billfold contains ‘diversified’ assets: shares in gold and toilet paper or consultancies with government contracts; regenerated urban real estate and a slice of African farmland; some corporate or carefully chosen government bonds; a stake in a hi-tech start-up and so forth. Or none of the above but options, futures and contracts for difference on all of them. The aim is ‘absolute return’, or immunity to the ups and downs of the mere market. Portfolio managers have been among the most lucid recent critics of mainstream economic debate, laughing at ‘global GDP’ forecasts because the portion of total output that returns to properly diversified capital just keeps growing.

PRIORITIZE

The non-stop logistics of everyday life.

PROBLEM

- (1.) Everything is a problem, and we – the one big family – all have them. Up to the eyeballs, some more than others.
- (2.) A conflict recast as a technical matter, to be diagnosed and treated by pre-emptive intervention professionals, and/or dragged out indefinitely.
- (3.) *Problem families*. New term in an old tradition. ‘Life unworthy of living’ except as a pretext for intervention.

PROFILE

(1.) Industrial Psychology techniques, imported from the University of Leipzig by the Carnegie Institute, first nailed workers to personal datasets in the 1910s.

‘Aptitude testing’ or psycho-physical profiling really took off when applied to military conscripts in the First World War.

(2.) Today the same kind of data are supplied with no need for testing: personal profiles are self-packaged and shared in the spirit of trench ‘volunteers’.

(3) Persuasion profile professionals refine targeted advertising via the tracking of personal internet use. We know who you are, otherwise known as ‘hit-tracking’.

QUANTUM

Drawn from the world of sub-atomic particles, which is barely – and mostly misleadingly – explicable in language, the word has been a must for sellers of Change. Thus ‘quantum leaps’ abound.

RAT RACE

An Olde Worlde description of how capitalism worked for the aspirant or trapped bourgeois, with the clear implication that there was always a get-out: retreat to that very expensive smallholding and smug self-sufficiency.

RED TAPE

A catch-all term used by business lobbyists, think tanks, and their media-political allies to attack any restriction

of the power to exploit labour. The disingenuousness of its present-day use is given away by the archaic nature of ‘red tape’ around manuscripts. What, haven’t they heard of computers? One of its main functions is to attack health and safety regulations. When a worker is killed at a high-end ‘sustainable’ outfit like Daylesford Organic of the Cotswolds, the result is a small fine and a judge talking about ‘a relaxed safety culture’. Spokesmen – or activists – for business prefer ‘self-regulation’ and non-enforceable ‘codes of conduct’, as in Gulf of Mexico oil drilling.

RESILIENCE

(1.) Required by most people in the world just to put one foot in front of another every morning, often after yet another knock-back. But among the class exempt from serious discomfort the idea soothes any uncomfortable feelings about the present war on the poor. ‘You’ll be amazed at their resilience’, they will say of people who have no other choice. The word was commandeered from ecological vocabulary, where it refers to how well an ecosystem responds to climatic, parasitic or human-induced shock and damage: how fast, if at all, it recovers.

(2.) Management theorists Gary Hamel (*Strategy as Revolution*) and Liisa Välikangas (*Lead Like a Lion*) brought the eco-metaphor to the *Harvard Business Review* in 2003. ‘Resilient organizations’ are defined by their ‘flexible staff’, ‘adaptable supply chains’ and ‘agile organizational structures’, but above all by their unconditional willingness to conform (or ‘adapt’)

to any conditions imposed. Like failing ecosystems, ‘organizations which do not adapt will collapse, to be replaced later with new and more efficient organizations which are better suited to the new environment’. A strategy of aggressive surrender: always *accept everything*, but be sure to beat your competitors by abasing yourself first and deepest.

RISK

(1.) In a form of pre-emptive victim-blame, oil and petrol/diesel vehicle corporations promote ‘pedestrian training’. If pedestrians are mown down by exhilarated cop cars or just-in-time vehicular delivery, it is due to their own pedestrian incompetence.

Pre-emption is the name of the game in the serious, interdisciplinary business of risk assessment and management. In spectacular recent cases it has justified military action, but especially since the advent of HIV/AIDS it has become commonplace in the identification of designated groups and of individuals within those groups who may cause interference with the smooth running of the way things are. Children are routinely categorized in this manner.

(2.) *Risk-taking* (successful). An ability claimed by capitalist cheerleaders as exclusive to financiers and tycoons and which, by happy coincidence, leads to the most efficient (optimal) distribution of resources. When, however, interference with the smooth running of the way things is the consequence, ‘excessive risk-taking’ is blamed. This occurs when ‘assessment’ of where, when and how a slice of surplus value can be

appropriated is distorted by the attraction of ‘above average rates of return on capital’. In this instance blame has no consequences, and there turns out to be no risk in excessive risk-taking as the world of finance is ‘too big to fail’. The Moral Hazard sermon becomes an overnight quaint anachronism.

(3.) *Risk-taking* (failed). An estimated 120,000 of 200,000 farmer suicides in India were committed by farmers going into debt in order to use the GM-type BtCotton whose promise of greater yields frequently did not materialize. Similarly, small farmers who switched to the wonder crop Japhotra (slogan: *Money really does grow on trees*) found that the supposed yields did not materialize.

ROGUE

No longer cheerful, but a handy fellow whether elephant, element or nation-state. As ‘element’ comes on as substitute for the ‘rotten apple’ that fell from the tree from overuse.

SAFETY MANAGEMENT

In your best interests, wall-to-wall CCTV 24/7.

SAVE

To gamble, as in *pension savings*.

SACRIFICE

(1.) A technical term used in the addition of insult to injury. As in speeches, ceremonies and monuments ‘commemorating’ war dead.

(2.) Subject and object change places wherever the word appears: s/he who ‘sacrifices’ is invariably the one sacrificed. The example of war memorials applies again.

(3.) A rare case of consistent historical usage over centuries and through all stages of secularization. In modern economics as in ancient religious ritual, ‘sacrifice’ implies renunciation of a material interest in favour of an abstraction, which turns out to be a euphemism for an opposed material interest.

SELF

(1.) *Self-employment*. Industry standard, 2012.

A mid-size London plumbing contractor fires everyone and invites them to reapply for the same work on a self-employed basis. Those accepted are henceforth personally liable for tax, National Insurance and pensions, damage claims, traffic fines and the cost of working materials. GPS trackers are attached to all work vehicles, monitoring arrival and departure times for every job. The resulting data are automatically collated so that the plumbers can be ranked by the number of jobs finished per week and the rankings displayed at company headquarters. Repeated losers in this competition face *redundancy from self-employment*.

(2.) *Self-management*. An alarming threat to professional managers’ idea of their own indispensability. But management visionaries may welcome the outbreak of self-discipline and self-exploitation among their workers.

- Private prison and dole office operator Serco, holding

a £140m contract to run state-funded medical services in Suffolk (Eastern England), wants to replace nurses and hospital beds with ‘five-a-day packages of care’. Patients will be visited at home, where a ‘case manager employs motivational interviewing techniques to encourage optimal patient self-management’.

(3.) *Self-esteem*. Consent to the conditions that compose the self.

SHIFT

In the no-choice working world, schedules demanding that at any one time your working ‘day’ may start at dawn, dusk or anywhere in between. Now hijacked by politicians and sports commentators alike, so that every high earner and his dog have ‘put in a shift’ as if they were all the coal miners of yesteryear.

SILO

(1.) Pejorative term for a rule or category accused of cramping visionary investment or hobbling proactive policing. Heroic silo-busters, writes the Financial Times, have ‘tried to change the operations of municipal government’, but ‘met with fierce union opposition’. For the past 15 years a Professor Thomas Snitch [sic] of the University of Maryland has been frustrated by silos as he lobbies for the use of military drones and satellites against African wildlife poachers. ‘Thankfully’, however, ‘not everyone is deterred’. Professor Snitch is now working with ‘police groups in Washington DC’, using the insights of his GeoEye consortium to ‘explore how satellite technology could cut crime’*.

[*UK police, unencumbered by that particular silo, have used drones since 2007.]

SKILLS GAP

Mass passive insolence.

STABILITY

(1.) An aim and fantasy of those with financial and police powers, that nothing should disturb the smooth of exercise of said powers. The professed wish of investors and their political protectors, whose compulsion to accumulate provokes wildly unstable misery and resistance, making the prayers for stability a vicious form of wishful thinking.

(2.) Meanwhile more yield is extracted through bets on ‘volatility’, the notional opposite of stability. Volatility indices monitor ‘unusual’ change in market prices, giving a daily average of the amount of non-average behaviour, a figure that goes up and down and can therefore be bet on. Bets on indices are regarded as unusually stable investment.

STAKEHOLDER

Occasionally used literally for ‘shareholder’, from which the more common obfuscation is derived: ‘stakeholder’ applies indifferently to subjects with distinct and contradictory ‘interests’ in eg. a business, an institution, a state (The distinctions between these things are dissolved in turn by the term ‘an organization’.). Thus creditors, shareholders, management, consumers and employees are ‘stakeholders’ in a

business; everyone profiting from or expropriated by, administering or punished by a state is a member of the ‘Stakeholder Society’.

STANDARD

Standard minute value. Whereby Time and Motion no longer bothers with specific empirical studies: instead, in the garment industry, virtual targets are created and used to set the piece rates of real-world workers in workplaces where the level of machinery/production efficiency varies enormously. In many instances, eg. Cambodian sweatshops, the contracts signed ‘mean garment workers are being set up to fail’.

Virtual factory standard. In effect, virtual targets applied universally/indiscriminately in the garment industry. Allowing, for example, ‘15 minutes for a pair of five-pocket jeans that includes 14 different pieces of sewing, including front-fly zip and leg-bottom hems’. This before the results are not-virtually examined by quality control.

Standard size. A small helping.

Public standards. Ad hoc judgements made by those with the power to make judgements.

STRESS

(1.) The London Evening Standard celebrates *The rise of Protox*: ‘City professionals’ and lawyers using Botox ‘to hide signs of stress’. *Roberts – who is just 36 – has been injecting regularly for seven years. He considers it a bankable investment.* A Harley Street doctor selling the treatment

says his patients ‘feel the need to deal with anything that undermines them looking in control. Driven by the recession and competition for jobs, people are working harder, for longer hours, and this is definitely portrayed in their faces’. One lawyer-patient offers a candid critique of judicial procedure, attributing ‘the favourable outcome of his latest trial’ to his ‘artificially de-stressed and seemingly well-rested appearance’.

(2.) Such enthusiasm for concealed panic as elite professional technique is best considered alongside a series of letters to liberal newspapers demanding a French-style niqab/burqa ban on the grounds that *in this society we communicate through facial expression*. Below senior dealmaker level, withholding facial ‘evidence’ from to those with the monstrous presumption to judge it amounts to anti-social if not terroristic behaviour.

STRIVE

(1.) Life as one endless effort to leave the others behind.

(2.) *Striver*. One in the process of lifelong effort to leave the others behind.

SYNERGIES

(1.) An early adoption of New Age vocabulary into business language. Unlike most expressions of its kind, ‘synergies’ (always plural) actually refers to something quantifiable (and always singular): the cost saved when a merger or takeover makes part of the combined workforce redundant.

Hence also (2.), a rare foray of shareholder-prospectus

vocabulary into dialectics, a negation of negation: simple subtraction of labour and the associated cost is inverted into a positive value in the mystic marriage of two capitals.

TASK(S)

Life as a series of tasks, universal application of the work ethic.

(1.) First ‘optimized’, or ‘decomposed into its constituent elements’ and sped up to breaking point, by F.W. Taylor in the 1890s. Later management theorists could afford to disavow the language once the practice was ubiquitous.

(2.) *Task management*. The foremen of project management, maintaining each scheduled achieved goal over its life cycle.

(3.) *Multitasking*. As a hired hand be prepared to do absolutely anything.

(4.) *Task force* (Einsatzgruppe). Send in the professionals. Enough said! Job done!

TEASER RATES

The first super-cheap wrap of heroin?

Or the hard-faced men and women of the mortgage biz? It’s like this, all above board and legit, the introductory: welcome to the club, you’re part of us. And that means an interest rate on your loan so low as not to notice. A few months in, whack, no messing about, that rate has increased 700%.

THINKING

A professionalized activity practiced using a variety of methodologies.

- *Convergent*. Traditional problem solving with a 'correct answer'. Rather passé these days.
- *Lateral*. Along with Mind-mapping, one of the first of the much touted 'creative' thinking processes which simply meant abandoning some preconceptions and looking from different angles. Other methods have included synthesis-oriented, Delphi analysis, biometric analysis and relevance trees.
- *Outside the box*. Has now swallowed up and incorporated all the foregoing. Frequently advertised for.
- *Critical*. Could be dangerous and really for specialists only, so take informed advice before embarking on such activity.

THINK TANK

In this instance both meanings of tank are employed. The various 'geopolitical' versions are stuffed with Armchair Spartans keen for a fight in which they are invulnerable: they are not just well out of reach of any fighting, it can be said that they have all the characteristics of the 'ivory towers' they constantly condemn as dangerously humanist, bracket, 'unrealistic'. The only difference being that those in ivory towers are subject at least to the possibility of critical analysis. Think-tankers are immune to such tiresome criticism and, besides, are far more likely to have the ears of a needy media-political class.

TIME

- (1.) *Time management.* A discipline built on the premise that the days, hours, instants and events of your life are wrongly lived and subject to training.
- (2.) *Quality time.* Those periods in which strict time management might be suspended and some escape from its incessant quantification allowed are seen as being of great value given their limits or rarity. As such they are in regular need of prioritizing and are appropriately rationed under the rules of time management itself.
- (3.) *Time to market.* The gap between trend-spotting and resulting design and the production of what has been so designed. Considered the key to successful clothing retail, but likely to lead to locked-in overtime of the type common in Bangladesh.
- (4.) *Just-in-time.* A virtue in personal timetabling. Now more commonly used to describe ‘inventory-lite’ production, whereby no component is held in stock for longer than absolutely necessary. This depends on computerized time and motion in the logistics business.
- (5.) *Time to kill, timekill.* When one’s timetable – dependent on those more powerful than oneself – involves periods of waiting.
- (6.) *Dozentime.* Where capital requires labour strictly according to immediate need, the times when it decides labour is not needed.
- (7.) *Leisure time.* Strictly speaking, not-work time. Often equated with ‘quality time’, though it has a good chance of being unbearably stressful, unbearably boring and/or remarkably similar to work.

(8.) *Time in hand*. A luxury.

(9.) *Timeless*. An aesthetic virtue of some high-end commodities, the ones that nobly strain to break free of commodity status itself. Contact with timelessness soothes the upscale consumer's fear of death, but fear of death is already a luxury in itself, setting the super-senior bracket apart from all those with good reason to fear life.

TOOLKIT

Rescuing the free-market banking system with hundreds of billions of dollars of public money in 2008, the person with the power to do it, US Treasury Secretary Hank Paulson, talked of how he would use the full range of the toolkit to 'solve the problem'.

The term coming from a world of artisans – of screwdrivers, computers and cement mixers – was used to describe the instant on-screen handing over of the money using a variety of accountancy tricks. It is now used by other centres of abstract power to assert the patriotism of industrial capital, the world of tools, as if the world of abstract real money looked better in overalls producing material goods, hard or soft to the touch as required. Equally used to sell immaterial services, as in 'A superior toolkit, enabling you to communicate effectively and positively influence others'.

TOUGH CALL

More out of the macho management manual but with the implication that it was not just a difficult decision but hurt those who did the firing of those surplus to

requirements as much as those they fired, If Not More!

TOXIC

Debt. Loans dependent on ‘streams’ of revenue that did not materialize in distant parts. As when Deutsche Bank discovered it was the biggest house-owner in ‘run-down’ Cleveland, Ohio.

Waste. Today’s death ships, skulking around the globe with redundant poisons, searching for places where they can be dumped for a consideration.

Relationship. When celebrities fall out.

UK PLC

A government in this country should be run just like a corporation, made up of the landed interest, which alone has the right to be represented. As for a rabble, who have nothing but personal property, what hold has the nation of them? They may pack up all their property on their backs, and leave the country in the twinkling of an eye... [Lord Braxfield, Lord Justice Clerk of Scotland, 1793]

It might be objected that modern PLC capital (nationalized on the astral plane by the addition of ‘UK’) is historically mismatched with Lord Braxfield’s landed corporate interest. But a cursory look at the kind of ‘capital’ accumulated during the last (both senses) ‘boom’ years shows that the anachronism is long since anachronistic. Note that the Lord Justice Clerk does not say ‘*hereditary* landed interest’.

VOLUNTARY WORK

Or else!

WEALTH CREATION

Self-glorifying abracadabra by people who by virtue of owning capital make more of it without reference to those who do the actual work to make this happen, then present it as a contribution to the common good: without them there would be no resources, no necessities ever produced.

WE

(1.) Aggravated 'I'.

(2.) A class assured of its own security has resurrected: *We are all in this together*. At a 1% remove stands: *We are the 99%*.

WELL-BEING

A strategically vague 'measurement' made amenable to league tables, brought in now that the selling point of economic growth in its GDP form can no longer be guaranteed.

WINDOW OF OPPORTUNITY

Smash and grab.

WORKERS

Intelligent Gorillas.

[FW Taylor]

As human beings are also animals, to manage one million animals gives me a headache.

[Terry Gou, CEO of Foxconn, which makes I-Pads and I-Phones and has a million workers]

WORKFLOW

Keep it coming. No slacking there.

WORKING WITH

As in: *We are working with our tenants to avoid unnecessary rent arrears*, or: *We are working with benefit recipients to improve take-up of job and training opportunities.*

WORK-READY

(1.) Quota-determined expert opinion on whose illness or disability – whether cancer or overwork-induced skeletal deformity – is no excuse for failing to play fair as a useful member of ‘the economy’.

(2.) While every individual claimant able to crawl is declared work-ready by Atos doctors, higher-level experts deplore the *lack* of work-readiness among the claimant class as a whole (see also: *skills gap*).

No contradiction really: collusion in mass unemployment is the crime that calls for personal punishment of the unemployed. As in the case of absenteeism, the only reasonable response is to take the think-tankers at their word and make their nightmare come true.

ZONE

(1.) Since William Burroughs, a word to give instant frisson to a dull location.

(2.) *In the zone*. Total commitment to the designated task in hand.

(3.) *Comfort zone*. No loitering here. Bewilderment and helplessness are core competencies in subordinates.

Those leaders, deciders and proxy risk-takers who affect to enjoy discomfort are no more likely than their underlings to relish the prospect of destruction. 'Adventure' and 'enterprise' rest on secret reserves of contentment: either delusions of personal mastery or material assurance that not all will be lost.

ATTRIBUTIONS

COMPETITIVENESS

- (2.), (3.) Paul Cammack, *The Politics of Global Competitiveness*, e-space Open Access Repository, 2006.
- (4.) Harry Braverman, *Labor and Monopoly Capital: the Degradation of Work in the Twentieth Century*, Monthly Review Press, 1974/1999.

EXCELLENCE

- (2.) Bill Readings, *The University in Ruins*, Harvard UP, 1996.

FALL

Maggie Nicholls, Jan. 2013.

MANAGEMENT

- (1.) Braverman.

SAFETY MANAGEMENT

Continuous announcements, London public transport system.

March 2013, London
wealthofnegations.org

wealthofnegations.org