

Nothing Personal...It's Business

Excelleron Business Consulting, LLC
Business Development, Consulting, Coaching,

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Special Points of Interest:

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Keeping Your Focus

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Alphabet Soup?

Acronyms...

can sometimes be a useful way of communicating complicated messages and they can also serve as convenient mnemonic devices. But I have to tell you, sometimes they can be a royal pain in the butt and do little more than serve as a way for us to distance ourselves from our clients. If you have ever felt like you were simply "out of it" because somebody dropped a bowl of "alphabet soup" on you, here is a quick and useful chart that will make you feel like you are back in control of the English language.

Below are a list of key acronyms and or abbreviations to help understand the terminology commonly used:

BI - Business Intelligence
BPE - Business Process Engineering
BPM - Business Performance Management
BPM - Business Process Management
CPM - Corporate Performance Management
CRM - Customer Relationship Management
DBMS - Database Management System
EAI - Enterprise Application Integration
EPM - Enterprise Performance Management
ERP - Enterprise Resource Planning
SaaS - Software as a Service
SOA - Service Oriented Architecture

Roles

CEO - Chief Executive Officer
CFO - Chief Financial Officer

CIO - Chief Information Officer
COO - Chief Operating Officer
CTO - Chief Technical Officer
FM - Financial Manager
HR - Human Resources
IT - Information Technology

Technical Terms

API - Application Programming Interface
BAM - Business Activity Monitoring
BPEL - Business Process Execution Language
BPMN - Business Process Modelling Notation
EDRM - Electronic Document and Records Management System
GUI - Graphical User Interface
MOSS - Microsoft Office Sharepoint Server
ODBC - Open Database Connectivity
OLAP - Online Analytical Processing
OLTP - Online Transaction Processing
QI - Quality Improvement
R&D - Research & Development
SOAP - Simple Object Access Protocol
SQL - Structured Query Language
XML - Extensible Markup Language

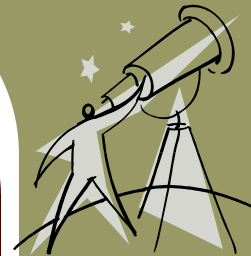
Business Terms

KPI - Key Performance Indicator
LOB - Line of Business
ROI - Return on Investment
VC - Variable Cost



Brendan J. Cunningham, Pres.
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Keeping Your Focus



The Six Rules of Confusion

By
Eric Garner

Becoming a millionaire is no different from learning how to drive a car

When you set yourself a big new goal in an area you're unfamiliar with, you're going to go through an initial phase of complete and utter confusion. There's nothing wrong with this. In fact, you should be delighted. It means you're doing things right. But it's not always comfortable. Which is why you need to remember to follow the 6 Rules of Confusion?

1. Put up with temporary disorganisation.

If you want to know whether you're in a state of confused goal-building, there's one way to tell: take a look at your desk. It'll be an absolute mess. The confusion of this stage is always reflected in the confusion of your work space. Because you're trying out different ideas and gathering lots of information, you'll have odds and ends of notes, scraps of paper with ideas on, half-started plans, bullet lists of things to do. Don't worry. This is totally normal. Just make sure you have a clear out frequently and don't lose some of the great seedling ideas hidden in there.

2. Learn to live with frustration.

Along with confusion, the early stage of goal-building is also accompanied with frustration. Well, why are you surprised? If you want something and don't see a quick and easy way to get it, you're bound to feel frustrated. That's OK. It's just your inner child - who always got what it wanted when it wanted it - having a tantrum. The grown-up version has to be a little more restrained. Like Thomas Edison who calmly, patiently and without frustration, carried out over 1000 failed experiments before he discovered the right way to build a light bulb.

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Coaches Corner: Dealing with Bad Employees...By: [Kevin Muir](#)

Bad employees are a fact of life. No matter how hard a business owner tries to screen new hires, dealing with bad employees will always be an issue. Perhaps the new employee is not happy with their work they or simply does not fit into the organization. For whatever reason, a bad employee is not producing the quantity or quality of work they must remain a part of the organization.



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"The benefits of coaching appear to win over even the most cynical clients within just a few weeks." Industry Week

Counseling Bad Employees

Once you identify a problem employee, your first step is to counsel the bad employee. Bring the person into your office for a one-on-one discussion of their recent work and the problems with that work. Ask them why their work has fallen into a level that is unacceptable. Perhaps the poor work is a result of employee having no training to perform certain tasks. Each company and organization has different processes and techniques for tasks. Untrained employees will fail to produce acceptable results.

If this is the situation, counsel the employee and offer them training. Then review their progress often to decide if they have improved to acceptable levels of performance. If the problem is due to personal family difficulties, you might advise the employee to seek outside counseling and give them the opportunity to improve their work. The poor performance could be the results of a drug or alcohol addiction. If this is the case, direct them to seek help and to enter a rehabilitation program immediately. Depending on your company policies, they may be able to return to work after seeking help. Policies for dealing with bad employees in this area differ from business to business. Many small businesses are not in a position to hold a job open for 30 days while an employee gets help.

If counseling does not reveal a valid reason for poor performance or reveals a problem that cannot be resolved, you must issue a documented warning and place in the employee's Human Resources folder. This clearly tells the employee that if their performance does not significantly improve within 30 days, they will face termination.

You should review the employee's improvement or lack of improvement weekly. And you must document whether the bad employee is making any effort to improve the quality and quantity of their work. It is not uncommon that a person has a great resume and verifiable references but their skills do not fit the work you ask them to perform. In some organizations, lateral movement of employees can be a solution to turn a bad employee into a productive, good employee. This may not be a solution in your particular organization, however. If counseling and warnings fail, the business owner or Human Resources director must fire the bad employee and hire a better person for the job

Confusion (continued...)



**Remember to
"sharpen you saw!"**

3. Grow roots.

I know you may not believe me, but the state of confusion is the most important stage of goal-building. This is the stage that determines whether you're going to succeed or not. You may not believe that. In fact, you may long for a bit of clear daylight where everything is routine, not chaos, orderly not muddled, and plain sailing instead of hitting your head against endless brick walls. But, listen. Think of yourself as a plant that's just been sown. How magnificent a specimen you're going to be isn't determined by above-ground growth, but by below-ground roots.

4. Keep asking.

"What's The Lesson Here?". Many people who go through the early stages of goal-building measure their progress by how much they're advancing towards their goal. Don't do that. After all, if you're putting down roots, you're probably advancing in all directions except the ones you'll be finally moving in. Instead, measure your progress by what you're learning. When you can learn from every day's confusion and frustration, you're making huge leaps forward. Not just in your knowledge and skills, but in your personal strength. That's why writer Trevor Bentley describes the stage of confusion as "the height of wisdom".

5. Keep your morale high.

If this all sounds too easy, take heart. Having been through many states of confusion and frustration on the route to my goals, I know exactly how it feels. Some days it feels like treading treacle. The rest of the world seems to be getting on with their lives while you're stuck in no man's land. All you want to do is give up

and settle for something easier. Well, that's OK... for a brief spell. But don't give up. If you feel down – and it's almost certain you will from time to time – give your morale a boost. Slow down. Chill out. Find some successes. And know with absolute certainty that one day soon you'll come out of the state of confusion and be within reach of your goal.

6. Let the creative process work.

Getting through confusion is inevitable if you stick with it. Why? Because your creative brain will work it out for you. Imagine that your brain is an exact replica of the mess on your desk. Lots of bits of information all unconnected. While your desk won't do anything about it, your brain will. It will try to find connections between all the dead ends. That's why sooner or later, and often in an unguarded moment when you're not expecting it, things will suddenly fall into place. That's when you'll get a eureka moment, an "ah-ah" insight, and a shaft of clear light that means you're coming out of confusion.

Someone once said that trying to reach a big big goal – like making a million pounds (dollars, rupees...) – was no different from learning how to drive a car or play a musical instrument. It's about learning to do something you couldn't do before. The goal may be different in each case but the process is the same. 99 out of 100 people who start the process give up when confusion clouds their way. Why not be the 1 who doesn't? –

Eric Garner is one of the foremost leaders in management and personal development