

Exhibit 9.1: Memos from Hell

Fortune magazine reported that Better Communications, a firm in Lexington, Massachusetts, that teaches writing skills to employers, clipped these management speak phrases from what it described as "memos from hell" circulating at Fortune 500 companies.

- ◆ Top leadership helicoptered this vision. (The bosses are looking beyond next week.)
- ◆ Added value is the keystone to exponentially accelerating profit curves. (Let's grow sales and profits by offering more of what customers want.)
- ◆ We need to dimensionalize this management initiative. (Let's all make a plan.)
- ◆ We utilized a concert of cross-functional expertise. (People from different departments talked to each other.)
- ◆ Don't impact employee incentivization programs. (Don't screw around with people's pay.)
- ◆ Your job, for the time being, has been designated as "retained". (You're not fired yet.)

Why do businesspeople talk so mysteriously about things like core competency (what we do well) or empowerment (delegating) or paradigms (how we do things)? It's gotten so bad that in a book entitled *Fad Surfing in the Boardroom*, the author had to publish a dictionary on nouveau business words, and *The Wall Street Journal* (June 8, 1998) has uncovered a new sport called "buzzword bingo." Employees tally points in meetings by tracking the jargon and clichés their bosses spout. ("Deliverables," "net" and "impactfulness" all score points.)